

**CITIZEN PARTICIPATION AND IMPLEMENTATION OF LOCAL GOVERNMENT
POLICIES IN MOGADISHU-SOMALIA**

BY

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**A RESEARCH REPORT SUBMITTED TO COLLEGE OF HUMANITY AND SOCIAL
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DECLARATION

I, Shafic Moalim Abukar declare that this thesis is my original work and has not been presented to any University or Institution of higher learning for a degree or any other academic award.

SHAFIC MOALIM ABUKAR


A handwritten signature in blue ink, appearing to be 'Shafic', written over a horizontal line.

Signature of the candidate

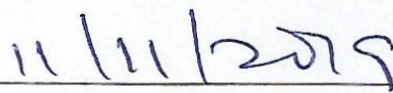
APPROVAL

The thesis has been supervised and submitted for examination with my approval as the candidate's university supervisor.

DR. STELLA KYOHAIRWE



Signature



Date

DEDICATION

This work is dedicated to my beloved Mother Mrs. DAHABO NUR GUULED and my wife Mr. NUR MOALIM ABUKAR for their sacrifice, my friends and classmates who supported me through my education and working on this dissertation.

God bless you all.

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LIST OF ACRONYMS

CHC—Community Health Committees

CVI—Content Validity Index

SPSS--Statistical Package for Social Sciences

PLCC—Pearson Linear Correlation Coefficient

ABSTRACT

This research examined the relationship between citizens' participation and implementation of local government policies in Mogadishu, Somalia. The research was guided by three objectives; (i) to examine the effect of participatory agenda setting on implementation of local government policies in Mogadishu, Somalia, (ii) to establish how participatory decision making affects the implementation of local government policies in Mogadishu, Somalia, (iii) to examine citizens' participation in planning affects the implementation of local government policies in Mogadishu, Somalia. This study took in account the Institutional theory developed by Kraft (1998) which underlines rational myths, isomorphism, and legitimacy. The deeper and more resilient aspects of social structure are the major characteristics of this theory of which the rules, norms, and routines, become established as authoritative guidelines for social behavior. The study was descriptive survey research design and it involved a total population of 143 respondents; out of which 108 were identified as the sample size. Simple random sampling was used to determine the participants in the study. The questionnaires was preferred for this study because this enables the researcher reach a larger number of respondents within a short time, thus can make it easier to collect relevant information. Findings indicated that; local citizens' participation in setting of agenda significantly affect the implementation of local government policies in Mogadishu Somalia, there is a significant effect citizens' decision making has on implementation of local government policies in Mogadishu Somalia, findings proved a positive significant effect community members' participation in planning has on implementation of local government policies in Mogadishu Somalia. The following were the conclusions; that citizens' participation in local citizens' participation in setting of agenda significantly affect the implementation of local government policies in Mogadishu Somalia, citizens' decision making increases the implementation of local government policies in the local government of Mogadishu Somalia. Improvement in community members' participation in planning increases implementation of local government policies in Mogadishu Somalia, and it was concluded that lack of any clear and promising policies that will help to overcome the issues which trigger mismanagement, violence and youth exploitation are the major challenges

hindering community participation in implementation of local government policies in Mogadishu, Somalia.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The aim of the study was to investigate the effect of citizens' participation on implementation of local government policies in Mogadishu Somalia. Thus Implementation of local government policies is what develops between an intention of the government to do something and its ultimate impact following action (Otoole, 2014). Implementation is said to commence once goals and objectives have been established by policy decisions and funds committed and implementation involves both organizational systems and processes and actions of members of the organization. This chapter focuses on the background of the study, problem statement, purpose, research objectives, research questions, scope, hypothesis and significance of the study and operational definition of key terms.

1.1 Background to the study

The background presented in four perspectives which include historical, theoretical, conceptual and contextual perspectives.

1.1.1 Historical Perspective

In some countries like UK citizens' participation has become a central principle of public policy making. In the UK it has been observed that all levels of government have started to build citizen and stakeholder engagement into their policy-making processes. This may involve large-scale consultations, focus group research, online discussion forums, or deliberative citizens' juries, there are many different citizens' participation mechanisms, although these often share common features (Rowe, 2014). Effective citizens' participation depends on the public having access to accurate and comprehensive information. Hence laws regarding citizens' participation often deal with the issue of the right to know, access of information and freedom of information (Frewer, 2013).

In the United States citizens' participation in administrative rulemaking involves the process by which proposed rules are subject to public comment for a specified period of

time, citizens' participation is typically mandatory for rules promulgated by executive agencies of the US government. Citizens' participation is viewed as a tool, intended to inform planning, organizing or funding of activities. Citizens' participation may also be used to measure attainable objectives, evaluate impact, and identify lessons for future practice (Frewer, 2014).

Citizen participation in such services is generally considered a public accountability measure. The involvement of the citizens entails substantive engagement of citizens in decision making, setting policy priorities and actions, and monitoring and evaluation. On another wards, participation enables public institutions to tackle public issues in satisfactory manner, this will also optimizes sustainability of government program and citizens contribution and ownership. Participation is a means of providing those people whose lives will be affected by proposed policies with the opportunity of expressing their views and of attempting to influence public managers as to the desirability of the suggested policies (Hanekom, 2014).

Citizens' participation implementation of local government policies involves participatory budgeting which is a process of democratic deliberation and decision-making, in which ordinary city residents decide how to allocate part of a municipal or public budget (Rowe, 2012). Participatory budgeting is usually characterized by several basic design features: identification of spending priorities by community members, election of budget delegates to represent different communities, facilitation and technical assistance by public employees, local and higher level assemblies to deliberate and vote on spending priorities, and the implementation of local direct-impact community projects. Participatory budgeting may be used by towns and cities around the world, and has been widely publicised in Porto Alegre, Brazil, where the first full participatory budgeting process was developed starting in 1989 (Gammack, 2012).

In some jurisdictions the right to citizens' participation is enshrined by law, the right to citizens' participation may also be conceived of as human right, or as manifestation of the right to freedom of association and freedom of assembly (Pring, 2013). As such the Netherlands, Germany, Denmark and Sweden, have citizens' participation and freedom of

information provisions in their legal systems since before the Middle Ages (Noe, 2013). Democracy and citizens' participation are closely connected democratic societies have incorporated citizens' participation rights into their laws for centuries, for example in the US the right to petition has been part of the first Amendment of the US constitution since 1791. More recently, since the 1970s in New Zealand numerous laws (e.g health, local government, and environmental management) require government officials to consult those affected by a matter and take their views into consideration when making decisions (Mampilly, Zachariah and Cherian, 2014).

Some of the reviewed literatures indicates several factors that hinders successful citizens participations. This gap of implementation was attributed to different causes, for example to a lack of conditions necessary for successful implementation such as control and monitoring (Joshi, 2013). Policy objectives were too ambiguous, offering street-level bureaucrats' room for adaptation of objectives to suit their clients' or their own preferences (Davies, 2014). And finally, it was pointed out that other actors got involved in the implementation stage, such as citizens, private businesses or interest groups, each with their own needs and interests and ability to exercise influence on implementation of local government policies and its outcomes (Owens, 2013). These critiques showed that the earlier, rational models of policy making and public management were "not effective in practice or convincing in theory. New bottom-up models were developed which emphasized the complexities of putting policy into practice (Heeks, 2013).

In South Africa although the Western Cape has taken evolving steps to institutionalize participatory frameworks through community health committees (HCs) (Fischer, 2014), these committees remain informal under the District policy System and have struggled to promote citizens' participation without formal recognition under law. In an effort to overcome these challenges, stakeholders have sought to formalize the structures of participatory institutions through the development of a Draft Policy Framework for Citizens' participation in implementation of local government policies (Pellizzoni, 2014). This experience of developing policy to meet the needs of the community and increase citizens' participation presents an insightful case study of implementation of local

government policies to institutionalize participation, addressing the complex realities of the participation process and highlighting limitations in the development and implementation of local government policies (Owens, 2013).

The Somalia Republic was born in 1960 after when British Somaliland and Italian Somaliland united and declared an independent Somalia Republic. Somalia was the first African country who won to held 2 times peaceful democratic election in 1964 and 1967. The democratically elected president Mr. Abdirashid Ali Sharmake was assassinated in 1969. The military lead by Gen. Mohamed Siad Barre overthrew the government and imposed a dictatorship that lasted until 1991, when Siad Barre was deposed by an alliance of rebel groups. The armed opposition groups failed to form national Government and country fall down into civil war and anarchy (Curle, 2013).

The country divided into three main parts, Northwestern regions (Somaliland) declared independence in 1991, but remain unrecognized internationally. Northeastern regions (Mogadishu) semi-autonomous state of Somalia established in 1998. Unlike Somaliland, Mogadishu does not seek international recognition as an independent state, but advocates a federal Somalia in which it would exist as an autonomous entity. The South and Central regions (Mogadishu) whom experienced in 25 years of warlord, lawlessness and civic unrest. Mogadishu state of Somalia enjoys 3 decades of relative peace and stability and has its own constitution, political institutions and armed forces, public infrastructure like international Airport and sea ports, and conducts its own foreign and trade relations. The state which is 1/3 of Somalia in term of population and geographic conducted its 4th democratic peaceful power transfer election (Darby, 2013).

Mogadishu citizens have never being in chance to vote or elect their local councilors and mayors, traditional clan leaders select local councilors on clan basis formulae whereas citizens have minimal engagement in determining their representatives. The level of citizens participation in local government policy implimentations is very low, this had resulted tremendous effect on citizens confidence to central and local government institutions. Dispute these challenges, the state constitution on its articles in 83/85

upholds and emphasizes the need for downwards citizen's participation and transparency in decentralizations and local government policies (Fischer, 2014).

In Mogadishu, the state constitution on its articles in 83/85 upholds and emphasizes the need for downwards citizen's participation and transparency in decentralizations and local government policies. The law No.7 grants citizen's participation in local governments' affairs and directs local government to develop strategies and mechanisms to continuously encourage citizen's participation in the making and implementation of local government policy. However, there are no clear-cut and credible strategies that foster citizens participations in policy implementations, and generally, there is less execution of this constitutional rights (Joshi, 2013).

Recently, Mogadishu decentralization and local government policy was endorsed in 2014 without proper consultation with the citizenry and professional associations, the implementation of the local government policy safer due to lack of proper consultations. For instance, local government policy indicated that local governments are fully responsible primary educations and basic healthcare in their cities and district administration, whereas the current local government budgets can't even cover 30% of the expenses of the primary education and basic healthcare. To cover these expenses, local governments imposed certain taxes such as property taxes, business taxes, and user fees for services delivery, there is a widespread of public reaction against taxes rates, local government had met low revenues generation whereby most of the imposed taxes were not collected from the citizens. However, the limited citizens participation in policy implementation had resulted many policy failure as well as tremendous effect on citizens confidence to central and local government institutions (Joshua, 2014).

1.1.2 Theoretical Perspective

The study was guided by the Institutional theory developed by Kraft (1998) states that the effectiveness of an organization is not only reflected in its ability to formulate policy, but also in its ability to execute such policies effectively. The theory emphasizes rational myths, isomorphism, and legitimacy. Institutional theory focuses on the deeper and more

resilient aspects of social structure. It considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2014).

Different components of institutional theory explain how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Writing policy is the easiest thing to do, the hardest thing is to get the governance and structure right from day one. In late 2012, for example, the unsuccessful implementation of a new customs system in Australia's ports left government ministers being labelled as potential Grinches who would keep Christmas presents off the shelves. Although that one-time event was rectified, implementation issues can drag on. More recently, anti-money laundering efforts by the European Union have been stymied by inconsistent implementation of directives in this area across member states (Kraft, 2014).

Poor implementation of local government policies is as a result of making the target beneficiaries not allowed to contribute to the formulation of the policies that affect their lives. This is usually what happens in most developing nations (Aina, 2014). Another cause of poor implementation of local government policies is the failure of the policy makers to take into consideration the social, political, economic and administrative variables when analysing for policy formulation. For example a policy maker in a Muslim dominated community who formulates a policy that offends against the tenets of Islam has always faced implementation problems since he or she does not consider the socio-cultural variable. The same is true of political and economic variables. A policy that runs contrary to the manifesto of the government in power may suffer at the implementation stage because it has always lacked support, both financial and administrative. Also, failure to take the economic variable into consideration has also spelled doom to implementation of local government policies in Nigeria (Allison, 2009).

1.1.3 Conceptual perspective

According to Howard-Grabman (2012) citizens' participation refers to a process that can meaningfully fix programs to people and make them take decisions over such programs.

Whereas Breonne (2009) citizens' participation is a program which allows local people to have a greater say in government decision-making and priority setting, and gives government officials an effective means for communicating with the people. Muraleedharan (2014) citizens' participation in terms of development is a process of enabling people to realize their rights to participate in and access information relating to the decision-making process which affects their lives.

Implementation of local government policies has been defined as the carrying out of a basic policy decision, usually incorporated in a statute but can be in form of important executive orders or court decisions (mazmanian and Sabatier, 2012). Boundless (2015) defined implementation of local government policies as the fourth phase of the policy cycle in which adopted policies are put into effect. Boundless added that effective policy implementation involves three key elements broadly categorized as organization, interpretation, and application. Effective organization entails that policies are implemented by the appropriate government agencies or those agencies are created for this purpose. Interpretation means that legislative intent is translated into operating rules and guidelines. Application means that the new policy is in coordination with ongoing operations. Implementation of local government policies is very difficult to achieve and most policies will either take a long time getting off the ground or not be implemented at all.

1.1.4 Contextual perspective

In Somalia, the constitution of the Federal Government puts local government policies and administrations under the jurisdiction of State Government. Mogadishu is Nother-Esteren regions of Somalia, a semi-autonomous state established in 1998. Unlike Somaliland, Mogadishu does not seek international recognition as an independent state, but advocates a federal Somalia in which it would exist as an autonomous entity. Somalia constitution emphasizes the role of the state to reform and regulate the administration of local governments (Michael, 2014). The Constitution of Somalia in Article 83 concerns with principles of participations and decentralization of local government administration. Somalia constitution specifics implementation and requirements of Mogadishu local

Government Act- Law No.7 which has been passed by Parliament and endorsed by the President of Somalia in September 2013. Local government is required to involve local communities and citizens in their development undertakings (Mogadishu local Government Act- Law No. 7 of 2013). Participation requires that involved actors be informed and/or enlightened about their rights and responsibilities and that they be organized, a requirement which implies reasonable freedom of association and expression (Mogadishu Decentralization and local government policy, 2013).

Mogadishu consists of 3 main cities and 40 districts of which have functional local councils at the moment and elected mayors, local councils are established through clan sharing formula of council seats. On the contrary, citizen's participation in agenda setting and policy implementation is very low. Mogadishu local government like other part of government institution, inherited authoritarian type of administration from the military government, this had resulted in the application of the concept of top-down approach to local communities (Owens, 2013).

One of the most exciting challenges that face local government in Mogadishu is limited citizen's participation in the planning, budgeting and policy implementation, this had resulted that local government councilors and mayors manages public resources and takes decision affecting a local people with limited consultation with the citizens. The relationship between citizens and local governments is very weak; the local government councilors are selected by the traditional clan leaders rather than electing directly by the citizens and then councilors elect city and district mayors. Civil society and professional association are either weak or infiltrated within the government and political leaders. Therefore, this had motivated to me to embark on this research on citizens participation and implementation of local government policy in Mogadishu state of Somalia (Spencer, 2012).

1.2 Statement of the Problem

The implementation of local government policies helps in the running of day to day activities of the government as a way of making sure that the citizens get the required

services. Poor implementation of local government policies is a frequent problem in Mogadishu Somalia, this has failed the enhancement of quality of life of the people on a sustainable basis by creating incompetent, unprofessional Civil Service workforce who are not responsive, effective, and efficient in achieving the objectives of the National Development Plan. Failure to effectively implement the policies in Mogadishu local government has always retarded the development programs. The poor implementation of local government policies has been caused by lack of technical and financial assistance, limited human resource capacity, lack of specialized senior advisors (both International and National Advisors) (Al-Missned, 2013), this is also due to undeveloped professional and inadequately compensated Civil Service that ineffectively and inefficiently delivers poor quality services to the people and sustaining their quality of life (Arezki, 2012). Mogadishu's civil servants is characterized mostly by Overstaff, over aged staff, unskilled, inexperienced, poorly equipped, poorly resourced, and suffer from low morale arising, amongst other, from poor remuneration and terms and conditions of service (Al-Missned, 2014). Therefore in order to fill this gap of poor implementation of local government policies there is need to engage the local citizens to participate into implementation of these policies. Therefore this is what attempted the researcher to carry out a study to establish the relationship between citizens' participation and implementation of local government policies in Mogadishu, Somalia.

1.3 Purpose of the study

The purpose of the study was to establish the effect of citizen participation on implementation of local government policies in Mogadishu, Somalia.

1.4 Objectives of the study

- (i) To examine the effect of participatory agenda setting on implementation of local government policies in Mogadishu, Somalia.
- (ii) To establish how participatory decision making affects the implementation of local government policies in Mogadishu, Somalia.
- (iii) To examine how citizens' participation in planning affects the implementation of local government policies in Mogadishu, Somalia.

1.5 Research Questions

This study answered the following questions;

- (i) What is the effect of participatory agenda on implementation of local government policies in Mogadishu, Somalia?
- (ii) What is the effect of participatory decision making on implementation of local government policies in Mogadishu, Somalia?
- (iii) What is the effect of citizens' participation in planning on the implementation of local government policies in Mogadishu, Somalia?

1.6 Null Hypotheses

- Ho₁** There is no significant effect of participatory agenda setting on implementation of local government policies in Mogadishu, Somalia.
- Ho₂** There is no significant effect of decision making on implementation of local government policies in Mogadishu, Somalia.
- Ho₃** There is no significant effect of citizens' participation in planning on implementation of local government policies in Mogadishu, Somalia.

1.7 Scope

1.7.1 Geographical Scope

This study was conducted from Mogadishu State of Somalia. Mogadishu is a semi-autonomous state in northeastern of Somalia established in 1998. Unlike Neighboring Somaliland, Mogadishu does not seek international recognition as an independent state, but advocates a federal Somalia in which it would exist as an autonomous entity. Mogadishu is the most appropriate site in which research study was taken places due to availability of government institution, secondary data and large number of knowledgeable participants in the research topic.

1.7.2 Time Scope

The study used data from 2014 to 2016 in Mogadishu district, Somalia, this being the period in which ineffective implementation of local government policies were reported most in Mogadishu Somalia.

1.7.3 Content scope

In terms of content, citizens' participation (independent variable) was looked at in terms of local citizens' participation in setting of agenda, participation in decision making and citizens' participation in planning. Yet the dependent variable (implementation of local government policies) was measured in terms of policies on financial resources, policies on combating corruption and policies on transparency.

1.7.4 Theoretical scope

This study focused on the Institutional theory developed by Kraft (1998) which emphasizes rational myths, isomorphism, and legitimacy. Institutional theory focuses on the deeper and more resilient aspects of social structure. In this theory the rules, norms, and routines, become established as authoritative guidelines for social behavior (Scott, 2014).

1.8 Significance of the study

The information acquired from this research will be beneficial to the following stakeholders:

The research was examined the weak practices of citizens' participation and how it impacts the implementation of local government policies, therefore the information acquired from the study will be used by administrative officials and employees of Mogadishu government to analyze their current and future operations to identify a better approach to make effective public services among citizens.

Scholars; The study will act as a source of information (secondary data) in their attempt to undertake research in the same field.

Policy makers; It will help policy makers e.g. MPs and local councilors and Government to come up with effective implementation of local government policies programs.

The researcher hope that the study will yield data and information that is useful for understanding the contribution of community to the implementation of policies in Mogadishu. The finding and the recommendations of the study will be useful for the community and decision makers.

To Government of Somalia may benefit from the study since the findings will reveal gaps in citizens' participation in implementation of local government policies such as; security, governance, development and policies on combating corruption.

To civil Society organizations; NGOs whether women and minority groups will hopefully be motivated by this study to advocate vigorously for women equal representation in implementation of local government policies Somalia.

Contribution to the body of knowledge; This study contributes to the body of knowledge that will hopefully be helpful to academicians, scholars in relation to field of citizens' participation and implementation of local government policy, and will also present an important academic report that can be used for future academic and technical purpose in enhancing Somalis participation in government decision making process and elsewhere in the world.

1.9 Operational Definitions of key terms

For the purpose of this study, the following terms were operationally defined as:

Citizens' participation: peoples' involvement in implementation of local government policies and national building by taking decisions and setting priorities over security, violence and crime control. Citizen participation can be regarded as s a process by which citizens groups or individuals have an opportunity to influence public decisions and have long been major concern of the democratic decision-making process.

Implementation; This referred to the process of moving an idea from concept to reality. In this study implementation is a process of putting public policy into practice at grass-rout level.

Policy; This referred to a principle of behavior, conduct etc. Policy is means by which a government maintains order or addresses the needs of its citizens through actions defined by its constitution. It is course of action regularly measures, laws and funding priorities concerning a given topic promulgated by a governmental entity or its representatives.

Local government policy; This referred to local government Acts followed by Councils who supposed to operate under a wide array of legislation.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the literature on citizens' participation and implementation of local government policies, the purpose is to clarify the problem and the concepts. To achieve these, this chapter is structured to include the theoretical review, related literature and the research gaps.

2.1 Theoretical review

Institutional theory developed by Kraft (1998)

The study was guided by the Institutional theory developed by Kraft (1998) which states that the effectiveness of an organization is not only reflected in its ability to formulate policy, but also in its ability to execute such policies effectively. Implementation of local government policies which may need to take place simultaneously across multiple departments, functions, and even jurisdictions with contradictory regulation is also inherently complicated. Planning for implementation of local government policies should not begin once the change is made, or even as part of the decision-making process. Instead, using the accumulated lessons from previous experience to inform implementation of new policies is an essential part of making the process successful (Hill, 2014). He agrees about the importance of such learning, and he has found it more effective to structure its sustainability policies. Making people accept new policies is easier if they feel they are part of the decision making process, the suggestion box can be modernized accordingly. Internally, the leaders should encourage people to submit innovative ideas and to work through the impact of them (Scharp, 2014).

According to the theory, the public and private sectors serve very distinct functions in society. Given different organizational constraints and policy ends, the challenges of rolling out new policies could be expected to differ markedly as well, it does show some distinctions. For example, the institutional separation within the public sector between elected officials who decide policy and appointed ones who carry it out impedes the

integration of policy formulation and implementation (Harbin, 2014). Implementation of new policy is critical because failed execution can lead not only to a lack of success but can also result in regulatory negligence, exposing public and private organizations alike to a host of legal issues (Hanf, 2014).

The theory is relevant and related to the study in a way that it explains a confusion of policies from different levels of government, regulatory bodies and inspectorates, all often ostensibly with the same goal, can create difficulties (Hammond, 1999). One example is housing policy in the UK where local governments focus on the preservation of existing communities, while the national government is more concerned with increasing the overall amount of affordable housing. This frequently leads to a conflict over the appropriate number of building approvals. implementation of local government policies may be hard, but so are many of the challenges faced by governments and businesses on a daily basis, however, too many organizations are performing badly in implementation of local government policies (Boulder, 2011).

Theory of Citizen Participation by Lang (1986)

The theory of citizen Participation by Lang (1986) considers citizen participation is a process which provides private individuals an opportunity to influence public decisions and has long been a component of the democratic decision-making process (Keating, 2014). Public involvement means ensuring that citizens have a direct voice in public decisions. The terms "citizen" and "public," and "involvement" and "participation" are often used interchangeably. While both are generally used to indicate a process through which citizens have a voice in public policy decisions, both have distinctively different meanings and convey little insight into the process they seek to describe. Mize reveals that the term citizen participation and its relationship to public decision-making has evolved without a general consensus regarding either its meaning nor its consequences (Joshi, 2013).

Many agencies or individuals choose to exclude or minimize public participation in planning efforts claiming citizen participation is too expensive and time consuming. Yet,

many citizen participation programs are initiated in response to public reaction to a proposed project or action. However, there are tangible benefits that can be derived from an effective citizen involvement program. The theory identified five benefits of citizen participation to the planning process: information and ideas on public issues, public Support for planning decisions, avoidance of protracted conflicts and costly delays, reservoir of good will which can carry over to future decisions and spirit of cooperation and trust between the agency and the public (Davies, 2014).

Six Cs theory by Barnard (1938)

The activities that comprise the Six Cs can best be viewed in the context of Barnard's Functions of the Executive (1938). Barnard's classic definition of an organization as "a system of consciously coordinated activities or forces of two or more persons," has been an organizing principle in management for almost 80 years. The two key questions from an operational perspective have always been "What are the activities?" and "How can they best be coordinated?" Barnard identified three key executive functions: communication, coordination, and commitment to purpose. Porter (1996) put these functions (and the related activities) into an operational context for several for-profit entities, but did not conceptualize them in a way that is useful for managers attempting to bridge the gap between Barnard's broad generalizations and the specific activities that need to take place so that an organization can implement its strategy successfully. Barnard functions also have been addressed in the public management arena, mainly in light of the New Public Management (NPM) paradigm (Fisher, 2012).

The NPM paradigm depicts public sector organizations as lean, effective entities, comprising organizational units that have clear definitions of responsibilities and considerable managerial autonomy, and where unneeded bureaucratic procedures have been replaced by an emphasis on frugal behavior so as to minimize waste. In the NPM paradigm, these organizations are run by public officials who use managerial approaches that have proven successful in the private sector. Quality improvements are ongoing, and include efforts to measure outputs, results and performance, and to benchmark them against external standards (Osborne & Gaebler, 1992).

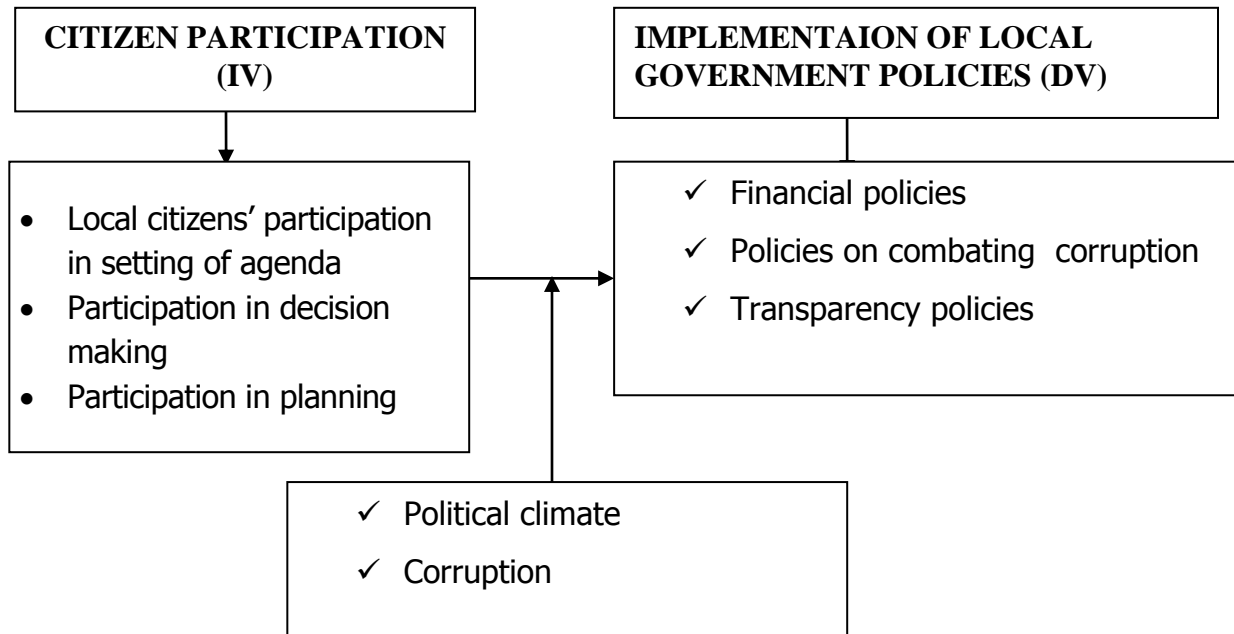
For a variety of reasons, including the complex oversight and funding environments in which many LGs operate (Lapsley, 2008), the NPM paradigm effectively constitutes an economic “ideal type,” i.e., a state of affairs, akin to a purely competitive market: it is sought in the abstract but never actually attained.

In part, the difficulties public sector organizations, including LGs, face in moving toward the NPM paradigm are a result of the political and bureaucratic constraints they face. For instance, the senior members of a municipality’s management team often are elected officials who must contend with many external forces and political realities that influence their choices (Pollitt & Bouckaert, 2011).

If a new program must be initiated for political reasons, for example, it quite likely will not receive a rigorous financial feasibility analysis. In addition, many programmatic objectives such as “adequate” police protection or an “appropriate” fire response time are difficult to define and measure, let alone benchmark (Hatry, 2006). Moreover, the budgeting systems in many LGs are focused on line items, and thus limit senior management's flexibility to shift resources from one activity or program to another during a given fiscal year. As a result, senior management's ability to make midyear budget adjustments when circumstances change or unforeseen needs emerge is highly constrained (Hatry, 2006).

2.2 Conceptual framework

Figure 1: The conceptual framework showing the relationship between citizens' participation and implementation of local government policies.



Source: Burton (1990)

The conceptual frame work in Fig 1 shows that the independent variable in figure 1 was citizens' participation which was conceptualized as local citizens' participation in setting of agenda, participation in decision making and citizens' participation in planning, these constructs were assumed to be affecting the dependent variables financial policies, policies on policies on combating corruption and policies on transparency policies.

Citizen participation in the implementation of local government policies has been hot issue in the agenda of public administration, whereas participation promotes democracy and capacity building in which local citizens participate in the decission making of local government policies. Citizen participation in local governance involves ordinary citizens assessing their own needs and improving public resource management and reducing corruption, by making public servants and political leaders accountable to the people (Kerem, etal, 2012).

Sharma (2009) while discussing citizen's participation in policy implementations indicated that many countries have adopted participation and decentralization reforms to enable local citizens to influence government policies and promotes good governance and accountabilities. This has been in the context of increasing focus on democratic governance, whose, core principles include participation, transparency, accountability, subsidiarity and separation of powers (Cheema, 2007).

Participation is measured as one of the milestones of democratic government and cornerstone of good governance in which citizens participate in governing processes of government, engaging government decisions which are affecting their lives. Participation requires that involved actors be informed and/or enlightened about their rights and responsibilities and that they be organized, a requirement which implies reasonable freedom of association and expression (Mogadishu local Government policy report, 2013).

Policy implementation is a process of putting public policy into practice at grass-root level. On this basis of the notion, the reviewed literature indicated similar concepts. According to Hanekom (1991) policy implementation refers to the enforcement of legislation, policy implementation and policy-making are interrelated.

2.3 Review of related literature

The literature on citizen participation and implementation of local policy has been under discussion over the last the decades. There are considerable arguments that citizen's participation has influences in policy implementation. Participation has both direct and indirect influences in the policy implementation and promotes democratic principles in governance. According to Kaunda (1999) there is wider recognition that citizen participation is a functional element of public accountability in policy implementations at the local government level. Hence, public policy is developed for the people and implemented on the will and trust of the people.

2.3.1 The nature of citizen participations

Citizen participation is one of the basic democratic principles that determine public engagement in government activities. The context in which public policy is made limits the extent to which the policy can be subjectively conceived or objectively observed as most effective (Dror 1975. United Nations Development Programme (2014) states that citizen participation is important because it entails the creation of opportunities that enable all members of a community and the larger society to actively contribute to and influence the development process and to share equitably in the fruits of development. Cheema, et al (2007) indicated the relationship between citizen participation and policy implementation is manipulated by various factors such as political, historical, social, and economic factors' which differ from one country to another country. However, there is an international studies that supports the influences of citizens participation in policy making and its implementation in decentralization and local government sphere.

In Brazil', the southern city of Porto Alegre is an evidence of how citizens participations in policy making effects implementation of local government policy. In Porto Alegre-Brazil, the local citizens have been structured to participate and propose policy alternative and municipality plans, the citizens participation had resulted an increase access to water service of 18%, and the number of children enrolled in the school doubled (Cheema, 2007. The working relations and trust between citizens and local government has increased, local government development plans on social services are being implemented smoothly whereas government revenue has increased up to 50%. Michels (2012) noted that it has been widely argued that increased community participation in government decision making produces many important benefits. Michels had found that citizen participation had a clear impact on policy through participatory governance than through deliberative forums. However, there are factors that limits the influence of citizen's participation in local policy implementation. According to Robinson (2007) such factors are a combination of political, institutional, financial and technical factors. The capacity of civil society organization, the level of education and social structure are all factors that effects citizen's participation in policy making.

In many countries, policy makers and public officials choose to undermine public participation in policy making process, claiming that citizen participation is expensive and time consuming. However, there are concrete evidences that can be derived from an effective citizen engagement. Friedman, (2006) and Laurian & Shaw (2008) the common argument supporting this nation is that involving citizens in the public policy processes raises the opportunity for the citizens to express their demands and ensure that these demands become part of the public policy processes. However, most of the reviewed literatures have showed that citizen participation in policy implementation is indispensable. Public participation in the making and implementation of policy is indispensable for sustaining democracy and promoting good local governance and administration (Cloete 1995:4).

The main characteristics that shapes citizens participation in policy implementation include holding government accountable to the citizenries, information sharing, policy legitimization, determining community demands and priorities, negotiating budgets, evaluating programs, building and achieving democracy (Graham etal, 2005).

2.3.2 Legal Framework for citizen participation in local government policies

Policy implementation follow policy legislation, initiated subsequent successful of policy related legislation. So enabling local citizens to determine their affairs and to develop themselves contributes legislation in policy implementation. Policy implementation needs to be implemented effectively. Too much ambiguity in this stage can lead to involvement in by public members that will force legislators to clarify their ends and means for policy implementation. The resources applied to implementation must integrate with existing processes and agencies, without causing extensive disruption, competition, or conflict. Howard (2012) resources such as finance, human capital, material, and equipment must be available for the implementation of policy.

In Mogadishu, citizen participation in local government policy implementations has number of legal framework. Somalia constitution (2012), decentralization and local government Act (Law No.7) and Mogadishu decentralization and local government policy (2014) are

regarded as legal framework for citizens participation in implementation of local government policies. The constitution of Mogadishu grants citizens participation in all government decision. Under Articles 83/85 of the Constitution of Mogadishu is concerned implementation as requirements for the implementation of local government policies. The law #7 also provided significant spaces in citizen participation, it prescribes structures and functions of the Local government, role of citizenries in policy making and implementation phases. In terms of Mogadishu decentralization and local government policy (2014) local government is required to involve local communities and citizens in policy implementation and development undertaken, but these legal frameworks are not enough to ensure quality citizen participation takes place

2.3.3 Implementation of local government policies

Policy implementation is a process of putting public policy into practice at grass-root level. On this basis of the notion, the reviewed literature indicated similar concepts. According to Hanekom (1991) policy implementation refers to the enforcement of legislation. The concept of policy implementation denotes the execution of policy decision through a directed change in the environment with a view to attaining the objectives at an acceptable and anticipated cost. In this concept, the attainment of policy objective with public acceptance is very crucial for implementation.

Public policy is dynamic that needs to be introduced to changing circumstance, there are various conditions and circumstance that contributes successful policy implementation: However, the reviewed literature showed the followings conditions can ensure successful policy implementation. According to (Thomas, 1995). A policy that is well-grounded in citizen preferences might be implemented in a smoother, less costly fashion because the public is more cooperative when the policy is implemented.

For the purpose of effective policy implementation, it's necessary to seek support from active groups and individual to influence government decisions. Howard(2012) Interest groups and legislations must support public policy throughout the implementation stage and the judiciary should be either supportive or neutral. In this regards, pressure from

individual and groups can contribute successful policy implementation. The administrative, technical and political skills for the government officials has considerable roles in policy implementation, the capacity to mobilize resources and how public officials maintain fair treatment at various level of government effects policy implementation. Yang & Callahan (2005) the administrative skills refers to the ability to exercise effective financial control, recruits and deploy human resources effectively, and creates conducive working procedures and atmosphere.

There is concrete evidence that behavior and assumption of the citizenries had major effect in policy implementation. According to Yang & Callahan (2005) public policy must be based on realistic perceptions of the relation between changes in the behaviour of the target group and the achievement of policy goals. On this regards, government officials should keep in mind the assumptions and attitudes of citizens before putting policy implementation into practices.

Similarly, a focus on improving efficiency and effectiveness (a key feature of the NPM Paradigm), along with the application of ideas from private sector organizations to public sector ones, has led to a focus on strategic management. Literature on strategic management in the public sector began in the 1980s, mainly in reaction to external shocks and increasingly volatile environments with resource constraints, similar to competitive market environments in the private sector (Ferlie and Ongaro, 2015).

While several studies address diverse strategic management approaches in public sector organizations, such as the adaptation of corporate entrepreneurship (Kearney and Meynhardt, 2016), few have addressed strategy implementation in LGs, per se. For example, a study by Andrews et al. (2006) suggested that strategic content matters because it affects organizational performance.

That organizational performance is positively associated with innovative LGs that are pioneers in the field, and perhaps innovation award winners. These LGs were considered to be pro-active risk takers. Those that sought "new markets," i.e., attempted to serve

new groups of citizens, were more successful than those that did not. By contrast, poor (or worsened) organizational performance was associated with LGs that were “reactors,” i.e. ones that did not possess a coherent strategy or where a strategy was lacking. While this study seemed to demonstrate that LGs that put particular emphasis on strategy implementation were more likely to perform well, it was limited to one national context and did not provide a model that could help other LG decision makers implement their strategies (Fischer, 2014).

The rational-comprehensive model requires that policymakers do their due diligence before they decide on a course of action (Barrett, 2014). This is because policy is just like any other tool; some policies work well for some problems, but not for others - you're not going to be effective in utilizing a screwdriver to pound in a nail. Likewise, proper problem identification includes defining the root cause of the problem so you can apply the right tools to fix it. Consequently, Mary should take her time to carefully study the problem empirically and objectively to fully understand it. The next step in the process is to identify alternatives (Barrett, 2014). The list of options should be exhaustive. In our example, Mary and her team have come up with some possible solutions. One possible solution is to cut the city's sales tax to encourage more local spending.

Another option is to work with the county to lower the property tax rate on residential and commercial property in hopes of encouraging more spending and investment (Fischer et al, 2007). Mary also can work with the county government to offer a tax abatement, such as a suspension of property taxes, for new business development to encourage businesses to relocate to the city.

The next-step in the rational-comprehensive model is selection and implementation of the policy choice (Goggin et al, 2010). This step requires that policymakers, like Mary, perform a cost-benefit analysis of each option. The best policy choice is usually the one that maximizes the benefits while minimizing the costs.

The results of the evaluation may be presented to the client as a list of alternatives, or a preferred alternative rather than only one (Goggin et al, 2010). No alternative is likely to be perfect, instead, all of the alternatives will have good points and bad points, particularly if the difference between 'a technically superior alternative and politically viable one' is borne in mind. Implementation of the programme occurs at this point as well; tasks and responsibilities assigned and how the implemented policy is to be monitored.

Goggin et al, (2010) noted that policy evaluation is an important perspective building exercise to assess successes and failures of the policy that will inform the development of subsequent policies. Evaluation can be either quantitative or qualitative in nature, addressing progress toward tangible goals as well as intended and unintended social, economic, and environmental outcomes as a result of the policy's implementation.

According to William, (2016), Public policy consist of government choices of actions intended to serve the public purpose with intended results for which administrators are responsible. Policies give government agencies authority and direction to spend money, supply personal services, restrict business practices and carry on all government activities/business. Smith (2005), asserts that Public Policy exist to solve problems of the people in society. Making Public Policy means deciding what is and not a problem, choosing which problem to solve and deciding how to solve them to benefit society.

As for Michael and Ramesh, (2015), Public Policy is a complex phenomenon consisting of numerous decisions made by numerous individuals and organizations. It is often shaped by earlier policies and in frequently linked closely with other seemingly unrelated decisions. As such, it poses grave difficulties for analysts who not surprisingly have developed numerous ways of approaching the Public Policy Process.

As far as this research topic is concerned, it will be important to look at the Public Policy Implementation as the special treatment of its own. Fischer et al , (2007) asserts that; "until the end of the 1960's it has been taken for granted that political mandates will be

clear and administrators will be thinking to implement Policies according to the intentions of decision makers". Hill and Hope, (2012) "refer Public Policy Implementation as the Process of 'translating policies into action'", and Barrett, (2014), asserts that in the recent years the Implementation of Public Policies has attracted more attention, as policies seemed to lag behind policy expectations.

The policy-maker knows that a policy cannot be made once for all. Situation and circumstances change very frequently and the policy maker must amend policy otherwise it will not be able to serve the purpose. For this particular reason the exponents have propounded a thesis that it is a continuous process (Atkinson, 2014).

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2.3.4 The effect of agenda setting on implementation of local government policies

Mogadishu local government is frequently experiences poor policy implementation; it's due to limited citizens' participation in policy agenda and decision making process. This poor implementation of policies has failed the enhancement of quality of life of the people on a sustainable basis by creating incompetent, unprofessional Civil Service workforces who are not responsive, effective, and efficient in achieving the objectives of the National Development Plan.

One major challenge facing Somali civil society is the inherent contradiction that exists in the chosen path of sharing political power long clan lines and the fundamental rights of citizens to political representation. In active conflict cases where civil society is weak, the challenge for outside actors is twofold: address the needs of communities impacted by conflict, and; work to develop civil society institutions that can serve as the foundation for sustainable implementation of local government policies. These may initially appear to be separate objectives, but can in reality constitute two sides of the same issue. Alleviating the immediate effects of conflicts may entail engaging the same parties and addressing the same issues that will likely manifest themselves during the policies on combating corruption process. That is, the search for long-term sustainable solutions should be taken into consideration at an early stage, rather than through a series of ad-hoc arrangements (Harpviken and Kjellman 2014).

Mogadishu local government is frequently experiences poor policy implementation; it's due to limited citizens' participation in policy agenda and decision making process. This poor implementation of policies has failed the enhancement of quality of life of the people on a sustainable basis by creating incompetent, unprofessional Civil Service workforces who are not responsive, effective, and efficient in achieving the objectives of the National Development Plan. The local government councilors and mayors manage local government administration, generate revenues and manage public resources and takes decision affecting a local people with limited consultation with the citizens.

The lack of technical and financial assistance, limited human resource capacity, lack of specialized senior advisors (both International and National Advisors) (Al-Missned, 2013), another major challenges that inheres local government polices implementations, this is also due to undeveloped professional and inadequately compensated Civil Service that ineffectively and inefficiently delivers poor quality services to the people and sustaining their quality of life (Arezki, 2012). Mogadishu's civil servants is characterized mostly by Overstaff, over aged staff, unskilled, inexperienced, poorly equipped, poorly resourced,

and suffer from low morale arising, amongst other, from poor remuneration and terms and conditions of service (Al-Missned, 2014).

Incorporating clans into state structures represents one of the more significant challenges for peace builders in Somalia. Clan kinship provides the framework and social functions by which Somalis structure their daily lives and interactions. This clan structures is a major challenges in implementation of local government polices whereby it effects prioritization of government programs and other policy related issues. As long as clans remain inflexible part of Somali society, a state will only exacerbate the issues that cause violence by institutionalizing a new societal paradigm (2014). The local government councilors and mayors manage local government administration, generate revenues and manage public resources and takes decision affecting a local people with limited consultation with the citizens (Bulkeley and Mol, 2014). However, there is a certian degree of citizen participations in certain levels whereas traditional clan elders and some communnity representatives attends policy consultations events without required technical capacity to contribute to the policy agenda.

To better understand the managerial activities that LGs use to implement their strategies, the research team examined seven selected LGs in seven European countries: Bilbao (Spain), Birmingham (United Kingdom), Mannheim (Germany), Milan (Italy), Tallinn (Estonia), Tampere (Finland), and Trondheim (Norway). All seven had a reputation for being well managed, since all had received European awards in recognition of their being high performing organisations. The seven cities have been examined in a previous research project and publication related to local public management excellence (Bosse et al., 2013).

The research project also can be viewed in the context of public value. According to Moore (1995), increasing public value equates managerial success in the public sector with initiating and reshaping public sector enterprises in ways that increase their value to the public in both the short and the long run." However, similar to Barnard's executive functions, "public value" is ellusive and amorphous. The concept, while important,

provides little practical guidance to an LG's decision makers (both managers and elected officials) in implementing an LG's strategy. Indeed, as Mintzberg et al. (2009) suggest, strategic management is a dynamic process, in which formulation and implementation are entangled and involve a multitude of actors. Moreover, large and mature LGs face a variety of pressures that require constant attention to the strategic change process (Pettigrew & Whipp, 1991; Pettigrew et al. 1992). As a result, there can be diverse patterns of change based on a given LG's context (Garud & Van de Ven, 2006).

2.3.5 The impact of decision making on implementation of local government policies

The impact of citizens participation on implementation of local government policies is that enables local government to tackle public issues in satisfactory manner; this will also optimizes sustainability of government program and citizen's contribution and ownership. The context in which policy is made limits the extent to which the policy can be subjectively conceived or objectively observed as most effective (Dror 1975. United Nations Development Programme (1981:5) states that citizen participation is important because it entails the creation of opportunities that enable all members of a community and the larger society to actively contribute to and influence the development process and to share equitably in the fruits of development

The numbers of different authors have explained the impacts of citizen's participation on implementation of local government policies. Citizen's participation impacts involving and educating the public. The benefit of involvement is that people are more likely to be committed to a project, program or policy if they are involved in its planning and preparation. They can identify with it and even see it as their plan (Conyers, 1982:102). Studies have indicated that the quality of life is better in a local authority area with a well-developed sense of community (Zimmerman, 1976:65). The benefit of education is the enhancement of the quality of citizenship in that the educated citizen is enabled to exercise his or her judgment, contribute to the debate about planning, and is aware of societal problems and the difficulties of finding solutions to them (Boaden et al, 1982).

The impact of citizens participation on implementation of local government policies is provides a mechanism to ensure the democratization of the planning process in particular and the public management process in general. In most countries participation in local government is considered a basic democratic right of the people. Local government should be a creation of the citizenry rather than a separate entity standing above it (Rosenbaum, 1978:46). Participation should therefore be the norm in any country striving towards a democratic form of government (Davies, 2014).

Another impact of citizens participation on implementation of local government polices is to enhance policies on transparency in local government sphere, a balancing the demands of central control against the demands for concern for the unique requirements of local government and administration. The more distant any form of government is from public accessibility, the more likely the planning of unpopular projects, programs or policies becomes (Jaakson 1972). Participation in public management allows outside participants to play a watchdog role. Openness and participation in public management tend to reduce the possibility of corruption and may help to maintain high standards of behaviour (Benveniste, 1989:43). Participation in the policy management cycle may empower citizens in relation to public officials, which in turn may help to overcome possible bureaucratic dysfunctions because of citizens' involvement (Atkinson, 2014).

And finally, citizen's participation on policy implementation reduces poverty, social injustice and problems. Taylor and Fransman (2014) provide information about the importance of citizen participation and write that 'citizen participation in governance is regarded by many as having the potential to reduce poverty and social injustice by strengthening citizens' rights and voice, influencing policy making, enhancing local governance, and improving the accountability and responsiveness of institutions'. This is because it is currently acknowledged that people's lives have to be improved and it is through participation that societal ills can be cured.

Based on a case analysis in an African LG, Buluma, Keror & Bonuke (2013) singled out the challenges of strategy implementation. They argued that technical support to foster coordination and communication is important, as well as other key factors. Employees

need to be trained on the various matters related to strategy implementation, and should be involved in decision-making by developing an inclusive approach from strategy development to its evaluation. Also financial management is key. Similarly, a study of five Australian city councils with similar e-government strategies concluded that effective management of the change process is of critical importance (Hossan et al., 2011).

In particular, employees must be involved at the early planning stage so that they would accept additional workloads. Effective communication, feedback, recognition of effort and highlighting the potential benefits of strategy implementation are also considered crucial. Again, while these two qualitative studies are instructive and offer consistent results in two different national contexts, they fail to provide a framework for action (Davies, 2014).

Employing a Delphi method on cross-national (Australia, Sweden, Spain, and the United States) set of case studies, Pina et al. (2011) focused their research on the factors affecting the strategy implementation process. Their 23 best-practice cases suggest that, although different implementation strategies were followed, three facilitating factors were present in all cases. First, the involvement of personnel was crucial to achieving cultural change. Second, a sense of priority and urgency, and not previous experiences and consultancy services, was important. Third, adaptation of the organization to strategic management was obtained by efforts focused on change management. While these factors are interesting, they do not tell us much about the actual patterns or activities needed to implement a strategy. Similar to Barnard's executive functions, they do not provide much in the way of specific guidance to an LG management team charged with making the municipality's strategy a reality. It was in the context of these challenges and limitations that the research project examined the seven cities. The goal of the research team was to identify some of the specific managerial activities that the seven LGs used to implement their strategies, and to conceptualize them in a way can assist other LGs with their strategy implementation efforts (Andrews, 2013).

2.3.6 Effect of citizen planning on implementation of local government policies

Broad citizens' participation is a cornerstone of responsible democratic governance and a fundamental prerequisite to achieve sustainable development, it moves beyond traditional methods of public consultations by creating opportunities for the open exchange of ideas, policies on transparency, mutual learning, and informed and representative decision-making processes (Bulkeley, 2014). By engaging in the impact assessment of policy process, citizens are encouraged to exercise their democratic rights, as a result, a policy on trade process becomes more representative, openness to the public enables citizens to better assess policies process and gain a greater forum in which to present their concerns and cooperate with government, therefore, insufficient public engagement limits the power of citizens to participate in democratic governance (Bulkeley and Mol, 2014).

Public participation does not necessary contribute to an accounting of the social, economic, and environmental impacts of trade process and of how the costs and benefits will affect different segments of society just because most of governments in Africa are comprising of dictators, therefore, public participation can't necessary help to ensure that governments are accountable for their actions and responsive to public interests since they always live in fear (Davies, 2014). By linking the public with decision-makers, citizen confidence in and support of trade process is weakened and trade officials can't be held responsible for their actions (Owens, 2013).

After a comprehensive multi-year public consultation process among governments and civil society, in 2000 the Organization of American States (OAS) approved the Inter-American Strategy for the Promotion of Public Participation in Decision-making for Sustainable Development (ISP). This strategy provides a set of guidelines for strengthening participation that have applicability at a national and regional level (Andrews, 2008). The ISP guidelines embrace six principles and offer policy recommendations," including specific recommendations on legal frameworks and institutional procedures and structures (Pellizzoni, 2014).

Citizens have the right to participate in decision-making regarding sustainable development, especially during the impact assessment of trade process, Governments must ensure that all citizens can participate in decision-making processes, monitoring and follow-up. Participation must also include the right to oral and written commentary, this right has also expanded to include consensus building, policy dialogues, stakeholder advisory committees and multi-stakeholder regulatory negotiations (UNICEF, 2013).

Pring (2013) showed that adding to the costs of policy implementation, and a problem in its own right, is poor planning. Respondents cite this as the leading cause of failure in this area at their organisations (46%), and put thorough planning as the third most important key to success (57%). The underlying problem is not repeated failures on individual policy programmes, but that too many organizations do not integrate implementation into their strategy. Instead, they have a make-it-so mentality. Slightly more respondents say that their firms are reactive (39%) looking at implementation only after the creation of a policy than pro-active in anticipating how to roll out a new initiative during its formulation (35%). Frewer (2014) notes that as Minnesota re-engineers its enterprise resource planning (ERP) system, for example, it is using the occasion to bring in new processes rather than simply automate the old ones. "It is having a huge effect on back office standardization and allowing us to cut through all sorts of the silos," he says. He believes that it is also an example of how extensive preparation pays off. Partly, his office looked at how it could condense the roll out and partly it sought to learn from the mistakes of other organisations. This upstream work did much to shape a plan that brought in the implementation on time and on budget. "The more the nuts and bolts of implementation are thought through upfront, the better it is. He adds that failure to think about execution beforehand may lead "to more detrimental fallout from the policy change than benefits from the policy" (Rowe, 2012).

Instead of planning without strategy, policy implementation depends on putting formulation, planning and execution within an integrated process. For Hilton (2007), whose work involves implementing policy changes at the council, planning and preparation begin well before a change in direction. Before the most recent election,

seeing that a change in ruling parties was possible, he and other civil servants who work for the council “spent time building relationships [with the potential incoming administration], trying to identify what they wanted to achieve, and see which things might be abandoned”. This allowed them to compare existing policies with desired ones to determine where changes were likely. As a result, when the new council was elected, civil servants were able to avoid introducing new policies in ways “that would have caused a lot of concern and cost a lot of money” (Aaron, 2014).

A local government (LG) can use six interrelated activities, which we call the Six Cs. These activities comprise coalition building, citizen involvement, conflict management, compensation and rewards, cross-unit collaboration, and control. Each activity is related to one of Chester Barnard’s classic three functions of the executive (communication, coordination, and commitment to purpose).

To implement its strategy, a local government (LG) can use six interrelated activities, which we call the Six Cs. These activities comprise coalition building, citizen involvement, conflict management, compensation and rewards, cross-unit collaboration, and control. Each activity is related to one of Chester Barnard’s classic three functions of the executive (communication, coordination, and commitment to purpose).

Local governments (LGs) play a key role in any society. To be successful, they must balance their roles as investors, purchasers, and employers, in addition to service deliverers and policy- makers (Prohl & Heichlinger, 2009). They invest in a variety of infrastructure projects designed to improve the functioning of their communities. They purchase some services, such as trash collection and disposal, rather than carrying them out with their own employees. At the same time, most have a sizeable workforce to provide citizens with responsive and well-managed services, whether these be for obtaining a dog license, paying a parking fine, or extinguishing a fire. In addition, many cooperate with other governments (usually central governments and/or regional governments) to provide such basic services as transportation, infrastructure, and public safety.

2.4 Gaps in the Literature

The above literature review explains the conceptual understanding of citizens' participation and implementation of local government policies. The framework has included citizens' participation, implementation of local government policies security, political governance, reconciliation, relief and development. The review revealed that community members in Somalia should be empowered and motivated to participate in implementation of local government policies since it's their right to do so as reflected and required in the related international, regional and local rights. It is noted in the literature that there has been several frameworks for citizens' participation in implementation of local government policies and conflict transformation but a very little progress had in reality been achieved in the actual participation this is as a of the fact that the formal political institutions normally spearheading peace processes tend to perpetuate exclusionary practices and attitudes that exacerbate the unequal representation of the civil society in decision making therefore leaving significant stakeholders out of engagement in public affairs. This study however seeks to bridge the gap and create significant evidence explaining how citizens' participation is important in the process of implementation of local government policies in Mogadishu Somalia.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presented the research design, the research population, sample size, sampling procedures, research instruments, validity and reliability of instruments, data gathering procedures, data analysis, ethical considerations and limitations of the study.

3.1 Research Design

The study used a descriptive survey research design, descriptive research presents a picture of the specific detail of the situation, social setting, or relationship. The first purpose of research was simply to describe a person, a group, or social psychological phenomena (kassin, 2011). It also dealt with the significant effect between the variables, testing of hypothesis and developments of generalization and use of theories that have universal validity. Descriptive research helped to determine the answer to who, what, when, where, and how question descriptive surveys was used to discover causal relationship (descriptive correlation) to observe behavior. Descriptive study offered to the researcher a description of relevance aspects of the phenomena of interest (kassin, 2011).

3.2 Research Population

The population included the administrative staff of the local government in Mogadishu. The respondent comprised of 148 respondents from local government officials, civil servants and local communities; the researcher calculated the sample size from the intended research population using the Slovenes formula.

3.3 Sample size

With regard to the sample size, a sample of respondents was taken and the sample size was calculated using the Slovene's Formula.

$$n = \frac{N}{1 + N\alpha^2}$$

$$n = \frac{148}{1 + 148(0.05)^2}$$

$$n = 108$$

Table 3. 1: The Selected Target Populations

| Category | Target population | Sample size | Sampling technique |
|-------------------------|--------------------------|--------------------|---------------------------|
| District Officials | 78 | 57 | Simple random sampling |
| Civil servants | 50 | 36 | Simple random sampling |
| Local Community Members | 20 | 15 | Simple random sampling |
| Total | 148 | 108 | |

Source: Primary Data (2019)

3.4 Sampling procedures

Simple random sampling was used to select respondents from those workers to avoid biased information. This ensures that respondents selected and civil servants was represented in the study whereas all had equal chances of being respondents.

3.5 Sources of data

A number of various sources of data were used to facilitate data collection from the respondents. These included questionnaires, interview guide and observation guide and document analysis.

3.5.1 Primary sources

Questionnaire

A questionnaire was used as a source of data collection since it had instructions on paper to guide and explain to the participant, according to the response. According to Paul, (1997.191) a questionnaire was seen as the suitable for source of data collection since it can go deep within minds or attitudes, feeling or reactions of people. He argues that a questionnaire can be mailed to people thousand miles away, whom the researcher may never see.

3.5.2 Secondary sources

This was sourced by reviewing of already existing documents such as related books and literatures, reports, presentations and publications written by other authors.

3.6 Research instruments

The questionnaires was preferred for this study because this enables the researcher reach a larger number of respondents within a short time, thus can make it easier to collect relevant information. The first part of the questionnaire was the face sheet which was used to collect data on demographic characteristics of respondents. The second part of the questionnaire consisted of questions on the independent variable (citizens' participation), whereas the third part of the questionnaire consisted of questions on the dependent variable (implementation of local government policies). All the questions was Likert Scaled basing on four points ranging from 1=strongly disagree, 2=disagree, 3=agree, and 4=strongly agree.

3.7 Validity and Reliability of the Instruments

3.7.1 Validity

Content validity of the instruments was to ensure that through use of valid concepts and/or words which measure the study variables. The instruments was given to content experts to evaluate the relevance, wording and clarity of questions or items in the instrument, after which a content validity index was computed. To determine content validity, the content validity of the research instruments was calculated by using CVI formula which enabled the researcher to confirm the validity of research instruments.

For the purpose of this study, this formula was used.

$$CVI = \frac{\text{No. of questions declared valid}}{\text{total No. of questions in the questionnaire}}$$

$$27/32=0.84$$

A CVI of 0.84 was used to declare that the research instrument is valid since it is above 0.7 which is the minimum CVI index required to declare a research instrument valid (Amin, 2005).

$$27/32=0.84$$

3.7.2 Reliability

To ensure reliability of the instrument, the researcher used the test-retest method. The questionnaires was given to 23 people and after two weeks, the same questionnaires was also given to the same people by using SPSS through Cronbatch Alpha formula. As per the standard, the minimum Cronbatch Alpha coefficient was observed to declare an instrument reliable. The formula for determining the alpha is indicated below

$$\alpha = \frac{k}{k-1} * \frac{1 - \sum s^2}{S^2_{test}}$$

Cronbach's Alpha

Where

k = number of questions

$\sum s^2$ = sum of variances from each questions

s^2 test = total variance of overall scores on the entire test

Table 3. 2: Showing Reliability Test Result

| Construct variable | Cronbach's alpha | Number of items |
|--|-------------------------|------------------------|
| Local leaders participation in setting of Agenda | 0.99 | 5 |
| Citizens' participation in decision making | 0.97 | 5 |
| Citizens' participation in planning | 0.98 | 4 |
| Policies on financial resources | 0.97 | 4 |
| Policies on combating corruption | 0.97 | 5 |
| Policies on transparency | 0.99 | 4 |
| | 0.98 | 27 |

Source; Primary Data (2018)

3.8 Data Gathering Procedures

Before the administration of the questionnaires

Before the administration of the questionnaires the researcher had take an introductory meeting with Mogadishu Mayor, councilor’s chairman of committes, head of departement and civil servant in Mogadishu Mmunicipality, the researcher had first seek authorization from the proposed respondents to conduct research and review the questions to avoid errors and ensure that only qualified respondents are approached.

During the administration of the questionnaires

The respondents were requested to sign and answer the questionnaires. The researcher and assistants emphasized retrieval of the questionnaires for the period of one week from the date of distribution. And lastly, all returned questionnaires have checked if all questionnaires fully answered.

After the administration of the questionnaires

The data gathered from respondents were collected, coded into the computer and statistically treated using the Statistical Package for Social Sciences (SPSS).

3.9 Data Analysis

The reseacher had used the SPSS statistical package for analyzing data and different statistical tools were applied namely: Data on profile of respondents was analyzed using frequencies and percentage distributions, means and rank, PLCC and regression analysis were the major analysis tools used to analyse data.

The following mean ranges were used on the level of citizens’ participation

| Mean range | Response range | Interpretation |
|-------------------|-----------------------|-----------------------|
| 3.26 - 4.00 | strongly agree | Very satisfactory |
| 2.51 - 3.25 | Agree | Satisfactory |
| 1.76 - 2.50 | Disagree | Unsatisfactory |
| 1.00 - 1.75 | Strongly disagree | Very unsatisfactory |

The following mean ranges were used for citizens' participation and implementation of local government policies

| Mean range | Response range | Interpretation |
|-------------------|-----------------------|-----------------------|
| 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 |

3.11 Ethical Considerations

The research process was guided by sound ethical principles which included the followings:-

Objectivity: The researcher ensured objectivity when carrying out the research and any attempt to bias results were considered unethical and were therefore avoided.

Respect: The researcher ensured that respect for the respondents was applied. Respect was encompassed by respecting the opinion of the respondents including the opinion to terminate the interview whenever they would feel uncomfortable to continue, questioning style especially for very personal and sensitive questions.

Also the researcher promised the respondents that their identities were not to be disclosed as there was no writing of names on the questionnaires and that everything was to be confidential. The researcher gave the respondents the true facts about the research in order to make informed decisions about participating or not.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter deals with data presentation, analysis and interpretation. The profile information of respondents, citizens' participation, implementation of local government policies, and the effect of citizens' participation in citizens' decision making on implementation of local government policies in Mogadishu, Somalia, the effect of citizens' citizen planning on implementation of local government policies in Mogadishu, Somalia, and the challenges facing citizens' participation in the implementation of local government policies in Mogadishu, Somalia.

4.1 Demographic characteristics of the respondents

Respondents in this study included District officials, civil servants and local citizens and their profile information in terms of gender, age and level of education level was determined. In each case, respondents were asked to provide their profile characteristics, using a closed ended questionnaire and their responses were analyzed using frequencies and percentages as indicated in table 4.1 below;

Table 4. 1: Respondents' Profile

| Respondent's demographic information | Frequency | Percent |
|---|------------------|----------------|
| Gender | | |
| Male | 81 | 75 |
| Female | 27 | 25 |
| Total | 108 | 100 |
| Age | | |
| 20-35 years | 36 | 33 |
| 36-45 years | 54 | 50 |
| 46+ | 18 | 17 |
| Total | 108 | 100 |
| Level of education | | |
| Certificate | 21 | 19 |
| Diploma | 42 | 39 |
| Degree | 45 | 42 |
| Masters | 0 | 0 |
| Ph.D | 0 | 0 |
| Total | 108 | 100 |

Source: primary data (2019)

Table 4.1 results indicated that gender, male respondents dominated in this sample with (75%) and female (25%), as far as age is concerned most respondents in this sample were between 36-45 years (50%), these were followed by those between 20-35 years (33%) and only 17% were between 46 years and above, hence implying that most respondents are in their middle adult age. As regards the education level, most of the respondents are degree holders (42%), 39% were Diploma holders and very few certificate holders (19%), and this therefore implies that majority of respondents in this sample were academically qualified.

4.2 Citizens' participation

Citizens' participation was operationalized using three constructs namely: local leaders' participation in setting the agenda (with five questions), participation in citizens' decision making (with five questions) and citizen planning (with four questions). Each of these questions was based on the four point Likert Scale where the respondents were asked to rate the level of citizens' participation whether its satisfactory or unsatisfactory 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 4.2:

Key to interpretation of means

| Mean range | Response range | Interpretation |
|-------------------|-----------------------|-----------------------|
| 3.26 - 4.00 | Strongly agree | Very satisfactory |
| 2.51 - 3.25 | Agree | Satisfactory |
| 1.76 - 2.50 | Disagree | Unsatisfactory |
| 1.00 - 1.75 | strongly disagree | Very unsatisfactory |

Table 4. 2: Citizens' participation

| Items on citizens' participation | Mean | Interpretation | Rank |
|---|-------------|-----------------------|-------------|
| Local leaders' participation in setting of Agenda | | | |
| Every community Local leader is empowered to determine their participation in implementation of local policies | 3.33 | Very satisfactory | 1 |
| Local leaders are empowered so that they can have the power and ability to participate and control security in their communities | 3.07 | Satisfactory | 2 |
| Local leaders are employed to patrol their communities for security purposes. | 2.48 | Unsatisfactory | 3 |
| Local leaders mobilise citizens to enforce peace policies on financial resources programs and decisions. | 2.31 | Unsatisfactory | 4 |
| Community members have powers to take decisions over implementation of local government policies programs, they would want to adopt | 2.30 | Unsatisfactory | 5 |
| Average mean | 2.80 | Satisfactory | |
| Citizens' decision making | | | |
| Community members' ideas and opinions have also contributed to the success of implementation of local government policies processes in Mogadishu | 3.48 | Satisfactory | 1 |
| Community members are always involved in the decision-making about implementation of local government policies. | 3.23 | Satisfactory | 2 |
| Always Community members' ideas and opinions are incorporated in making decisions about implementation of local government policies | 2.44 | Unsatisfactory | 3 |
| Cultural and religious leaders determine the decisions to be made about implementation of local government policies programs in Mogadishu | 2.37 | Unsatisfactory | 4 |
| Involving citizens in implementation of local government policies decision making about issues that concerns their security and politics has reduced violent conflicts in Mogadishu | 2.33 | Unsatisfactory | 5 |
| Average mean | 3.01 | Satisfactory | |
| Community members' participation in planning | | | |
| Humanitarian agencies are allowed to carry out participatory research during implementation of local government policies processes | 3.30 | Very satisfactory | 1 |
| Religious leaders neutrally participate in the implementation of local government policy planning and processes. | 3.05 | Satisfactory | 2 |
| Cultural leaders have played a significant role in security planning activities in Mogadishu | 2.18 | Unsatisfactory | 3 |
| The community is also allowed to contribute during planning process on issues of peace policies on financial resources | 1.74 | Very unsatisfactory | 4 |
| Average mean | 2.57 | Satisfactory | |
| Overall mean | 2.78 | Satisfactory | |

Source: Primary Data, 2019

Results in Table 4.2 indicated that citizens' participation was rated satisfactory (overall mean=2.90), implying that the citizens in Mogadishu are sometimes allowed to participate in matters of implementing local government policies and play a role through local leaders' participation in setting of Agenda, participating in citizens' decision making and planning.

With respect to local leaders' participation in setting of agenda, this variable was measured using four items and respondents were asked whether they agreed with the statements under investigation. Responses revealed that local leaders' participation in setting of agenda was rated satisfactory (mean=2.80), implying that the local leaders are always allowed in setting of agenda in their communities in Mogadishu, Somalia, still results indicated that every community Local leader is empowered to determine their participation in implementation of local policies (mean=3.33), these local leaders are empowered so that they can have the power and ability to participate and control security in their communities (mean= 3.07), but however these local leaders are not always employed to patrol their communities for security purposes (mean=2.48), local leaders do not mobilise citizens to enforce peace policies on financial resources programs and decisions (mean=2.31), community members have powers to take decisions over implementation of local government policies programs, they would want to adopt (mean=2.30).

Citizens' decision making: four items were used to measure this construct and respondents were asked whether they agreed with the statements. Responses indicated that participation in citizens' decision making was rated satisfactory (mean=3.01), implying that even the citizens are always involved in the decision-making process on matters of local government policies because its among the best way of maintaining peace in Mogadishu, Somalia. Citizens' ideas and opinions have also contributed to the success of implementation of local government policies processes in Mogadishu (mean=3.48), Citizens are always involved in the decision-making about implementation of local government policies (mean=3.23), always citizens' opinions are not incorporated in making decisions about implementation of local government policies (mean=2.44), the

cultural and religious leaders are not allowed to determine the decisions to be made during the implementation of local government policies in Mogadishu, Somalia (mean=2.37). Involving citizens in implementation of local government policies decision making about issues that concerns their security and politics has reduced violent conflicts in Mogadishu (mean=2.33).

Community members' participation in planning: four items were used to measure this variable and responses indicated that citizen planning was rated satisfactory (mean=2.57), hence implying that the citizens are also allowed to contribute during planning process on issues concerning implementation of local government policies in Mogadishu Somalia. Humanitarian agencies are allowed to carry out participatory research during implementation of local government policies processes (mean=3.30), religious leaders neutrally participate in the implementation of local government policies planning and processes (mean=3.05), cultural leaders have not played a significant role in security planning activities in Mogadishu (mean=2.18), and the citizens are not allowed to contribute during planning process on issues of peace policies on financial resources (mean=1.75).

4.3 Implementation of local government policies

The dependent variable in this study was implementation of local government policies, this variable was broken into three parts and these are; policies on financial resources (with 4 questions in the questionnaire), policies on combating corruption (with five items) and policies on transparency (with four questions in the questionnaire). The responses were analyzed using SPSS and summarized using means and ranks as indicated in table 4.3 below;

Table 4. 3: Implementation of local government policies

| Variables | Mean | Interpretation | Rank |
|---|-------------|-----------------------|-------------|
| Policies on financial resources | | | |
| Financial institutions such as banks have provided loans to your district with the purpose of implementing policies | 3.51 | Very satisfactory | 1 |
| The central government has provided funds for implementation of policies | 3.29 | Very satisfactory | 2 |
| The NGOs always provide funds for implementation of policies in your area | 2.89 | Satisfactory | 3 |
| The entire community has contributed funds in the implementation of policies | 1.93 | Unsatisfactory | 4 |
| Average mean | 2.91 | Satisfactory | |
| Policies on combating corruption | | | |
| The region anti-corruption programs have been put in place as a way policies on combating corruption in Mogadishu Local government | 3.42 | Very satisfactory | 1 |
| Creating policies on transparency and openness in government spending has helped in stopping of corruption during implementation of local government policies | 3.27 | Very satisfactory | 2 |
| Reducing of the discretionary powers of the government officials and political leaders for the usage of public funds can help in the reduction of corruption | 3.08 | Satisfactory | 3 |
| Replacing regressive and distorting subsidies with targeted cash transfers has been done as a way policies on combating corruption | 2.88 | Satisfactory | 4 |
| The local government of Mogadishu has always paid the civil servants well as a way of policies on combating corruption | 2.35 | Unsatisfactory | 5 |
| Average mean | 3.01 | Satisfactory | |
| Policies on transparency | | | |
| This local Government presents the accounting information in time | 3.26 | Very satisfactory | 1 |
| Your local government always complies with a policy for identifying and authorizing cheque signatories and the number of signatures required on cheques | 3.19 | Very satisfactory | 2 |
| Your local government leaders are always transparent in handling money provided by the Central government | 2.96 | Satisfactory | 3 |
| The interests of the community are always favoured on issues of accountability | 2.26 | Unsatisfactory | 4 |
| Average mean | 2.92 | Satisfactory | |
| Overall mean | 2.95 | Satisfactory | |

Source: Primary Data, 2019

Results in table 4.3 indicated that implementation of local government policies was rated satisfactory and this was indicated by the overall mean of 2.95, which implies that implementation of local government policies in the local government of Mogadishu is done through provision of policies on financial resources, policies on combating corruption and maintenance of policies on transparency among the policy implementers.

Policies on financial resources as the first construct on the dependent variable was measured using four items and this was rated satisfactory (mean=2.91), results indicated that Banks have provided loans to people with the purpose of implementing policies (mean=3.51), results also indicated that the central government has provided funds for implementation of policies (mean=3.29), both items were rated very satisfactory results also indicated that the NGOs always provide funds for implementation of policies (mean=2.89) this items were rated satisfactory Results also indicated that the lowest rated item was (mean=1.93), hence implying the entire community does not contribute funds for the implementation of policies.

With respect to policies on combating corruption, results indicated that this was also rated satisfactory and this was indicated by the average mean of 3.01, results indicated that Anti-corruption programs have been put in place with aim of stopping corruption (mean=3.42), results also indicated that policies on transparency and openness among government officials has helped in stopping of corruption (mean=3.27), both items were rated very satisfactory. Results also indicated that reducing of the discretionary powers of the government officials and political leaders for the usage of public funds can help in the reduction of corruption (mean=3.08), results also indicated that replacing regressive and distorting subsidies with targeted cash transfers has been done as a way policies on combating corruption (mean=2.88), both items were rated satisfactory. Results indicated that the local government of Mogadishu has not always paid the civil servants well which has stimulated corruption among government officials in Mogadishu Somalia (mean=2.35) this item were rated unsatisfactory.

Concerning policies on transparency; this construct was rated satisfactory and this was indicated by the average mean of 2.92, this implies that The local Government of

Mogadishu have tried their best to present the accounting information in time (mean=3.26), results also indicated that the local government of Mogadishu always complies with a policy for identifying and authorizing cheque signatories and the number of signatures required on cheques (mean=3.19), both items were rated very satisfactory results also indicated that the local government of Mogadishu is always transparent in handling money provided by the Central government (mean=2.96), this item were rated satisfactory however the interests of the community are always not considered when it comes on issues of accountability (mean=2.26) this item was rated unsatisfactory.

4.4 Objective one; effect of local citizens' participation in setting of agenda on implementation of local government policies in Mogadishu, Somalia

Table 4.4; Effect of local citizens' participation in setting of agenda on implementation of local government policies in Mogadishu, Somalia

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .524 ^a | .304 | .272 | .41854 |
| a. Predictors: (Constant), Local citizens' participation in setting of agenda | | | | |

| ANOVA^b | | | | | | |
|---|------------|----------------|-----|-------------|---------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 23.992 | 1 | 23.992 | 136.963 | .000 ^a |
| | Residual | 63.413 | 362 | .175 | | |
| | Total | 87.405 | 363 | | | |
| a. Predictors: (Constant), Local citizens' participation in setting of agenda | | | | | | |
| b. Dependent Variable: implementation of local government policies | | | | | | |

| Coefficients ^a | | | | | | |
|--|--|-----------------------------|------------|---------------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.815 | .075 | | 24.228 | .000 |
| | Local citizens' participation in setting of agenda | .329 | .028 | .524 | 11.703 | .000 |
| a. Dependent Variable: implementation of local government policies | | | | | | |

Regression analysis results in the Model Summary table revealed that local citizens' participation in setting of agenda accounted for 30.4% on implementation of local government policies in Mogadishu, Somalia and this was indicated by r-squared of 0.304 implying that to small extent local citizens' participation in setting of agenda affect the implementation of local government policies in Mogadishu, Somalia.

The ANOVA table 4.4 indicated that local citizens' participation in setting of agenda significantly affect the implementation of local government policies and this was indicated by the F-value=136.963 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that local citizens' participation in setting of agenda highly affects the implementation of local government policies in Mogadishu, Somalia.

The coefficients table 4.4 indicated that considering the standard error, local citizens' participation in setting of agenda significantly influence the implementation of local government policies in Mogadishu, Somalia ($\beta=0.329$, Sig=0.000).

4.5 Objective two; how citizens’ participatory decision making affects the implementation of local government policies in Mogadishu, Somalia

Table 4.5.1: Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .193 ^a | .370 | .035 | .47942 |

a. Predictors: (Constant), citizens’ decision making

| Table 4.5.2 ANOVA^b | | | | | | |
|--|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 3.207 | 1 | 3.207 | 13.955 | .000 ^a |
| | Residual | 82.514 | 359 | .230 | | |
| | Total | 85.722 | 360 | | | |
| a. Predictors: (Constant), citizens’ decision making | | | | | | |
| b. Dependent Variable: implementation of local government policies | | | | | | |

Table 4.5.3 Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.239 | .113 | | 19.761 | .000 |
| | Citizens’ decision making | .164 | .044 | .193 | 3.736 | .000 |

a. Dependent Variable: implementation of local government policies

Regression analysis results in the Model Summary table 4.5.1 indicated that the citizens’ decision making accounted for 37% on implementation of local government policies in Mogadishu, Somalia and this was indicated by r-squared of 0.370 implying that citizens’

decision making significantly affect implementation of local government policies at rate of 37%.

The ANOVA table 4.5.2 indicated that citizens’ decision making significantly affect the implementation of local government policies and this was indicated by the F-value=13.955 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that citizens’ decision making highly affect implementation of local government policies in Mogadishu, Somalia.

The coefficients table 4.5.3 indicated that considering the standard error, citizens’ decision making significantly affect the implementation of local government policies in Mogadishu Somalia ($\beta=0.193$, Sig=0. 000).

4.6 Objective three; community members’ participation in planning in implementation of local government policies in Mogadishu, Somalia

Table 4. 6: Objective three; effect of community members’ participation in planning on implementation of local government policies in Mogadishu, Somalia

| Model Summary | | | | |
|----------------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .479 ^a | .230 | .228 | .43141 |

a. Predictors: (Constant), community members’ participation in planning

| ANOVA^b | | | | | | |
|--------------------------|------------|----------------|-----|-------------|---------|------|
| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
| 1 | Regression | 20.151 | 1 | 20.151 | 108.275 | .000 |
| | Residual | 67.558 | 363 | .186 | | |
| | Total | 87.709 | 364 | | | |

| Model Summary | | | | |
|---|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .479 ^a | .230 | .228 | .43141 |
| a. Predictors: (Constant), community members' participation in planning | | | | |
| b. Dependent Variable: implementation of local government policies | | | | |

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|--|-----------------------------|------------|---------------------------|--------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.687 | .096 | | 17.652 | .000 |
| | community members' participation in planning | .362 | .035 | .479 | 10.406 | .000 |

a. Dependent Variable: implementation of local government policies

Regression analysis results in the model Summary table indicated that the community members' participation in planning significantly affect implementation of local government policies in Mogadishu, Somalia at a rate of 23% and this was indicated by r-squared of 0.230, hence implying that community members' participation in planning significantly have an effect on implementation of local government policies in Mogadishu, Somalia.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter deals with the discussion, conclusions and recommendations based on the conclusions of this study and suggested areas that need further research following the study objectives and study hypothesis.

5.1 Summary of findings

This study aimed at establishing the effect of citizens' participation on implementation of local government policies in Mogadishu Somalia; local citizens' participation in setting of agenda has a significant effect on implementation of local government policies in Mogadishu Somalia, citizens' participatory decision making has a significant effect on implementation of local government policies in Mogadishu Somalia, community members' participation in planning has a significant effect on implementation of local government policies in Mogadishu, Somalia.

The study discussed the following about the findings following objective by objective:

5.1.1 Objective one; the effect of local citizens' participation in setting of agenda on implementation of local government policies in Mogadishu Somalia

The findings indicated that local citizens' participation in setting of agenda significantly affect the implementation of local government policies in Mogadishu Somalia, this effect therefore implies that local citizens' participation in setting of agenda contribute to the effective implementation of local government policies in Mogadishu Somalia. This finding is in line with Bulkeley (2014) who noted that broad citizens' participation is a cornerstone of responsible democratic governance and a fundamental prerequisite to achieve sustainable development, it moves beyond traditional methods of public consultations by creating opportunities for the open exchange of ideas, policies on transparency, mutual learning, and informed and representative decision-making processes.

5.1.2 Objective two; how citizens' participatory decision making affects the implementation of local government policies in Mogadishu, Somalia

The findings revealed that there is a significant effect citizens' decision making has on implementation of local government policies in Mogadishu Somalia, this also implied that effective citizens' decision making improves the level of implementation of local government policies in Mogadishu Somalia. This finding is in line with Bulkeley and Mol (2014) who noted that by engaging in the impact assessment of policy process, citizens are encouraged to exercise their democratic rights, as a result, a policy on trade process becomes more representative, openness to the public enables citizens to better assess policies process and gain a greater forum in which to present their concerns and cooperate with government, therefore, insufficient public engagement limits the power of citizens to participate in democratic governance. Citizens have the right to participate in decision-making regarding sustainable development, especially during the impact assessment of trade process; Governments must ensure that all citizens can participate in decision-making processes, monitoring and follow-up. Participation must also include the right to oral and written commentary, this right has also expanded to include consensus building, policy dialogues, stakeholder advisory committees and multi-stakeholder regulatory negotiations (UNICEF, 2013).

5.1.3 Objective three; effect of community members' participation in planning on implementation of local government policies in Mogadishu, Somalia

But the findings of this study proved a positive significant effect community members' participation in planning has on implementation of local government policies in Mogadishu Somalia, this therefore implies that community members' participation in planning increases the level of implementation of local government policies in Mogadishu Somalia. This finding is in line with Atkinson (2014) who noted that another impact of citizens citizen planning on implementation of local government polices is to enhance policies on transparency in local government sphere, a balancing the demands of central control against the demands for concern for the unique requirements of local government and administration. The more distant any form of government is from public accessibility, the more likely the planning of unpopular projects, programs or policies

becomes (Jaakson, 2014). Participation in public management allows outside participants to play a watchdog role. Openness and participation in public management tend to reduce the possibility of corruption and may help to maintain high standards of behaviour (Benveniste, 2013).

Participation in the policy management cycle may empower citizens in relation to public officials, which in turn may help to overcome possible bureaucratic dysfunctions because of citizens' involvement. Citizen's citizen planning on policy implementation reduces poverty, social injustice and problems. Taylor and Fransman (2013) provide information about the importance of citizen participation and write that 'citizen participation in governance is regarded by many as having the potential to reduce poverty and social injustice by strengthening citizens' rights and voice, influencing policy making, enhancing local governance, and improving the accountability and responsiveness of institutions'. This is because it is currently acknowledged that people's lives have to be improved and it is through participation that societal ills can be cured.

5.2 Conclusions

Objective one

From the findings of the study, it was concluded that local citizens' participation in setting of agenda significantly affect the implementation of local government policies in Mogadishu Somalia.

Objective two

From the findings of the study, it was concluded that citizens' decision making increases the implementation of local government policies in the local government of Mogadishu Somalia.

Objective three

From the findings of the study, it was indicated that community members' participation in planning relates with implementation of local government policies in Mogadishu Somalia,

hence concluding that improvement in citizen planning increases implementation of local government policies in Mogadishu Somalia.

5.3 Recommendation

From the findings, the researcher recommends the following:

Objective I

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 implementation of local government policies.

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

Objective II

To the Local Leaders

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

The local leaders should have the potential of being a key channel for two way information gathering and dissemination it should be more effective with greater use of EIC materials e.g local radios, publications and announcements in Mosques and public gatherings.

Objective III

To the international community

The international community should setup rules and policies that favor all community activities so that improvement of implementation of local government policies is realized in the end and this can be done through applying formal federal system by different leaders in Mogadishu, Somalia.

5.5 New knowledge acquired

The study was able to bridge the gaps that were not covered by the previous studies on citizens' participation and implementation of local government policies in Mogadishu Somalia. The study brought up new frontiers of knowledge on how the local government of Mogadishu should apply citizens' participation and the weaknesses that were found out in the current operations hindering implementation of local government policies in terms of policies on combating corruption and policies on transparency.

5.6 Limitations to the study

In view of the following threats to validity, the researcher allowed 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of the study.

Extraneous variables which were beyond the researcher's control such as respondent's honesty, personal biases and uncontrolled setting of the study. The researcher mitigated this by encouraging the respondents to be truthful since the results of the study if released would help them understand the loopholes in the local government policies.

Testing the use of research assistants brought 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 the threat, the research assistants were oriented and briefed on the procedures to be done in data collection.

Attrition/Mortality: Not all questionnaires were returned completely answered or 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 reserved more respondents by exceeding the minimum sample size. The respondents were also reminded not to leave any item in the questionnaires unanswered and will be closely followed up as to the date of retrieval.

5.7 Areas for further research

Researchers and even students are encouraged to research on the following areas;

1. Citizens' participation and policies on combating corruption in Mogadishu, Somalia.
2. Community empowerment and implementation of local government policies in Mogadishu Somalia.

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APPENDICES

APPENDIX I: RESEARCH INSTRUMENT

Questionnaire for local community members

Section A: questionnaires about the profile of the respondents

Instructions: please tick the appropriate position

Gender (Please Tick):

(1) Male_____

(2) Female_____

Age

(1) 20-35_____

(2) 36-45_____

(3) 46 years and above_____

Educational qualification

(1) Certificate_____

(2) Diploma_____

(3) Degree_____

(4) Masters_____

(5) PhD_____

Section B: Citizens' participation

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 | (5) | You agree without doubt at all | Very high |
| Agree | (4) | You agree with some doubt | High |
| Not sure | (3) | Neither agree nor disagree | Neutral |
| Disagree | (2) | You disagree with some doubt | Low |
| Strongly disagree | (1) | You disagree without doubt at | All Very low |

LOCAL CITIZENS' PARTICIPATION IN SETTING OF AGENDA

- 1-----Local leaders are empowered so that they can have the power and ability to participate and control security in their communities
- 2-----Local leaders are employed to patrol their communities for security purposes.
- 3-----Local leaders mobilise community members to enforce peace policies on financial resources programs and decisions.
- 4-----Every community Local leader is empowered to determine their participation in peace keeping.
- 5-----Community members have powers to take decisions over implementation of local government policies programs, they would want to adopt.

Participation in decision-making

- 1-----Community members are always involved in the decision-making about implementation of local government policies.
- 2-----Community members' ideas and opinions have also contributed to the success of implementation of local government policies processes in Mogadishu
- 3-----Always community members' opinions are incorporated in making decisions about implementation of local government policies
- 4-----Cultural and religious leaders determine the decisions to be made about implementation of local government policies programs in Mogadishu
- 5----- Involving citizens in implementation of local government policies decision making about issues that concerns their security and politics has reduced violent conflicts in Mogadishu.

Citizen planning

- 1-----The community is also allowed to contribute during planning process on issues of peace policies on financial resources
- 2-----Humanitarian agencies are allowed to carry out participatory research during implementation of local government policies processes
- 3-----Cultural leaders have played a significant role in security planning activities in Mogadishu
- 4-----Religious leaders neutrally participate in the implementation of local government policy planning and processes.

APPENDIX II: QUESTIONNAIRE ON IMPLEMENTATION OF LOCAL GOVERNMENT POLICIES (QUESTIONNAIRE FOR DISTRICT OFFICIALS AND CIVIL SERVANTS)

DIRECTION: rate your ability, knowledge or skill on the following item by ticking the right number corresponding with each question.

| | | | |
|-------------------|------------|--------------------------------|--------------|
| Strongly Agree | (5) | You agree without doubt at all | Very high |
| Agree | (4) | You agree with some doubt | High |
| Not sure | (3) | Neither agree nor disagree | Neutral |
| Disagree | (2) | You disagree with some doubt | Low |
| Strongly disagree | (1) | You disagree without doubt at | All Very low |

| Items on implementation of local government policies | | Rank | | | |
|---|---|-------------|----------|----------|----------|
| Policies on financial resources | | | | | |
| 1 | The central government has provided funds for implementation of policies | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 2 | The NGOs always provide funds for implementation of policies in your area | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 3 | The entire community has contributed funds in the implementation of policies | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 4 | Financial institutions such as Banks have provided loans to your district with the purpose of implementing policies | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| Policies on combating corruption | | | | | |
| 1 | The region anti-corruption programs have been put in place as a way policies on combating corruption in Mogadishu Local government | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 2 | Creating policies on transparency and openness in government spending has helped in stopping of corruption during implementation of local government policies | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 3 | Replacing regressive and distorting subsidies with targeted cash transfers has been done as a way policies on combating corruption | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 4 | Reducing of the discretionary powers of the government | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |

| | | | | | |
|---|---|----------|----------|----------|----------|
| | officials and political leaders for the usage of public funds can help in the reduction of corruption | | | | |
| 5 | The local government of Mogadishu has always paid the civil servants well as a way of policies on combating corruption | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| | Policies on transparency | | | | |
| 1 | Your local government always complies with a policy for identifying and authorizing cheque signatories and the number of signatures required on cheques | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 2 | Your local government is always transparent in handling money provided by the Central government | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 3 | This local Government presents the accounting information in time | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |
| 4 | The interests of the community are always favoured on issues of accountability | <i>1</i> | <i>2</i> | <i>3</i> | <i>4</i> |