

**LOCAL GOVERNMENT LEADERSHIP AND SERVICE DELIVERY IN WADAJIR
DISTRICT IN MUGADISHU, SOMALIA**

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By:

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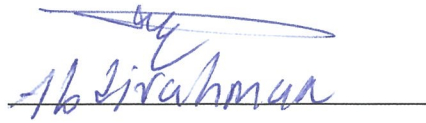
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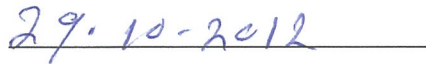


DECLARATION A

"This thesis is my original work and has not been presented for a degree or any other academic award in any university or institution of learning".


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Name and Signature of Candidate


29.10.2012

Date

DEDICATION

This piece of work has been dedicated to the Almighty Allah as He has enabled me to achieve this great success in this noble task. It is also dedicated to my beloved mother for her sacrifice, love and support as I pursued this thesis, also I would like thank my beloved brother Mohamed Nor Unsheye for his support in financially and morally And I would like to show my appreciation my dear friends Sahal Salah Abdulrahman and Mohamed Nour for their invaluable help of this work.

DECLARATION B

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



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Date

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ABSTRACT

The purpose of this study was to investigate local government leadership and service delivery in wadajir district in Mogadishu, Somalia. The study particularly sought to establish how government leadership influences, the wadajir district. This study was guided by four objectives: (I) to determine the profile of the respondents as to: gender; age; educational level; number of years of experience (ii) to determine the level of local government leadership in Wadajir district. (iii) To determine the performance of local government in delivering services Wadajir district. (iv) To determine if there is any significant relationship between leadership and local government delivery of service in Wadajir district Mogadishu, Somalia. The study was prompted by the overwhelming employees' in most public institutions in Somalia. In gathering the information, the research study employed both primary and secondary sources, data. The primary source was mainly the distributed questionnaires, and the secondary sources were the library work and internet explorer. The study used Descriptive correlation design the target population of the research was 130 and using simple random sampling sample of 100 respondents from wadajir district. Tables were used in organizing the data, SPSS and software was the tool employed to analyze and interpreting the collected data. From the findings of the study, it was revealed that local government leadership and service delivery to some extent influence each other. Finally the finding of the study showed that Service delivery is generally constrained by lack of trained human resources, physical facilities, limited access to financing, and the government's limited capacity to provide a sustainable policy and regulatory framework and service control private sectors In response to the lack of public investment in social services, non-state actors (i.e. charities, NGOs and the private sector) are mostly providing basic service.

Purpose of the Study

The following are the reasons why the study is proposed:

1. To test the hypothesis of no significant relationship between local government leadership and delivery of service.
2. To bridge the gaps identified in the related studies.
3. To evaluate the existing information about leadership and local government delivery of service based on the theory to which this study is based.
4. To generate new knowledge about local government leadership and service delivery

The key plan of the study is to indicate the relationship between local government leadership and service of delivery. The study will be done to find out how leadership and local government success of service delivery in the community district.

Research Objectives:

General Objectives:

The study was to investigate the correlation between leadership and local government delivery of service in wadajir district in Muqdisho-Somalia.

Specific Objectives

1. To determine the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, Number of years work experience.
2. To determine the level of local government leadership.
3. To determine the performance of local government in services delivery.
4. To establish if there is a significant relationship between local government leadership and service of delivery.

Research Questions

1. What are the demographic characteristics of the respondents as to: Age, Gender, Marital status, highest qualifications, Number of years work experience.
2. What is the level of local government leadership?
3. What is the performance of local government in services delivery?
4. Is there any significant relationship between local government leadership and service delivery?

Null Hypotheses There is no significant relationship between leadership and local government delivery of service in Wardajir District.

Scope of the study

Geographical scope: The scope of the study was concerned in local government delivery service in Somalia special Wadajir district. This study was targeting leadership and delivery of service of the public performance.

Content scope: The study intends to determine leadership and local government delivery of service, significant relationship between leadership and local government delivery of service, cause and effect relationship between the independent variable (**local government leadership**) and dependent variable (**service delivery**).

Time scope

The research continued in the divisions of Wadajir district four months (July-October 2011) and covered the events between (1996-2012).

Operational Definitions of Key Terms

Local government; an administrative body for a small geographical area such as city, town, country, or state.

Leadership: means these are the elders, religious persons and politicians in the district of wadajir.

Service delivery a service delivery (SD) is usually a set of components that provide services delivery architecture (such as service creation, session control and protocols) for a type of service. There is no standard definition of SD in the industry although the TM Forum is working on defining specifications in this area, but different players define its components, breadth and depth in slightly different ways.

Wadajir district: location is the part of southern of Somali capital Mogadishu.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Concepts, Ideas, Opinions from Authors/ Experts

Leadership is a concept that many people have written about few have defined, however, the leadership is a vital element in the social relationships of group at work. Groups need leaders and leaders need followers this chapter outlines some of the major contribution to the theory of leadership, and indicator some of the practical implications of theories that have been developed. Good leadership motivates people, facilitates implementation of programs and in fluencies their success. This unite defines leadership and discusses characteristics of good leaders as well as leadership style. Leadership means: gathering the groups' mind and directing into a common goal which all individuals of the group must participate. "The word leader derives its meaning from a path or road or journey" (karyeija 2010).

As you know no one can achieve the goal without the group and the group need who organizes the individual's interest into a common goal like who are in a journey they need who guides them into the correct road. We can understand from the meaning of the leadership that is organizing, directing the individuals into a common goal. Who is a leader? The leader is who does first and will be example for flowers to do similar. The path-goal theory of leadership it was developed by Robert House (1971) and was based on the expectancy theory of Victor Vroom. According to House, the essence of the theory is "the meta proposition that leaders, to be effective, engage in behaviors that complement subordinates' environments and abilities in a manner that compensates for deficiencies and is instrumental to subordinate satisfaction and individual and work unit performance. The theory identifies four leader behaviors, achievement-oriented, directive, participative, and supportive, that is contingent to the environment factors and follower characteristics. In contrast to the Fiedler contingency

Sound decision-making

Managers with low decision making capabilities may spend more time than they can afford to in analysis, may not demonstrate the courage to make choices, may avoid taking responsibility, and may lack the commitment to execute a decision fully.

Compassion

When leaders don't demonstrate enough empathy in times of uncertainty or crisis, they will likely be seen as indifferent, uncaring and in-authentic – all of which will make employees be less cooperative and less communicative. The manager may be left feeling misunderstood, and will have difficulty "reading" their employees.

Communication

By not communicating well enough leaders will tend to avoid getting into dialogue about important issues, will often only communicate good news and will tend to try to hide bad news – hurting trust, and will have great difficulty in managing complicated issues. In addition, they will appear unavailable and uncaring to others, which will hurt teamwork and cooperation.

Influence

When leaders lack influence they will fail to leave right impression, will tend to alienate others rather than getting support, may end up working too independently and even against the group, and will have difficulty motivating the group quickly enough to address challenges.

Adaptability

Without flexibility and adaptability leaders will tend to respond negatively to new and changing situations. They may show emotional strain to others when they have to shift priorities; may tend to express frustration with change – even if it is for a positive purpose; may have difficulty adapting their responses and tactics to fit the emerging circumstances; and ultimately may often be hesitant in taking on new challenges.

Self-management

Without good self-management leaders tend to react impulsively in stressful situations, possibly get overly stressed, angry or upset when facing rapidly changing situations or conflict at work; and sometimes respond to problems in a non-constructive manner – which often causes unwanted consequences. If we see in another angle the types of leadership can be divided according to consultation and coordinating with his followers “coercer, authoritarian, affiliate or, democratic, pacesetter and coach.

(wiki.answers.com).and these are their explanation.

1) Authoritarian

Authoritarian leaders are firm but fair. They tactfully provide clear direction but leave no doubt about what is expected or who makes the final decisions. They solicit some input from subordinates on how to do the job and ways to make the job easier. Authoritarian leaders see their influence as a key part of their job. They persuade subordinates to do the job by explaining the “whys” behind decisions. They monitor all jobs closely and provide negative and positive feedback to their subordinates.

1.1. Affiliator

In this leadership style the people are the leader’s first concern. Affiliate leaders consider concern for subordinates and personal popularity as the most important aspect of their job. They don’t provide clear direction, standards, or goals.

They provide for job security and fringe benefits to keep their subordinates happy. Affiliates avoid conflicts that might cause hard feelings. They reward personal characteristics rather than job performance, and they rarely punish subordinates.

Decentralization and Local Governance in Somalia

A decentralized approach across Somalia is a response to the widespread rejection of the centralized and undemocratic governance system of Somalia's last central government's 1961- 1969 and 1969-1991. The period 1993-1995 saw investment on the part of the UNOSOM and other development partners and NGOs in building up local government structures and promoting 'bottom-up' approaches. This continued until the departure of UNOSOM in 1995. Since then, the establishment of local government structures has proceeded at different paces and depths across the three areas of Somalia. Today's vision of local governance is the establishment in all Somali regions of local governance systems, and the support to existing Draft Joint Programmed Document Local Governance & Decentralized Service Delivery 2008 participatory and inclusive of all population groups, facilitate the delivery of good contribute to reconciliation, are comprised of locally elected bodies that are accountable to the citizens, and avoid domination by any party that does not necessarily represent the voice of the community (as reported in the JNA, 2006).

Leadership in service delivery

Under the apartheid government, the institution of traditional leadership forged alliances with various political forces. In the face of these alliances the institution was subjected to the manipulations of the Nationalist government and thus as a result traditional leaders had no choice other than to follow the governments divide and rule approach (Khan and Outvote, 2001:1). Yet with the emergence of democracy in 1994, the institution of traditional leaders, which had been freed from the apartheid governments grasp, began focusing its energies on governance and service delivery related issues (Khan and Lootvoet, 2001:1). The institution of traditional leadership need to adopt the role as a fundamental actor in local level service delivery attracted a great deal of interest at aNational level where the new South African Government faced the difficult task of trying to incorporate the institution of traditional leadership into South Africa's constitutional democracy (Khan and Lootvoet, 2001:1; Sheila, 2005:1).

The President of the Somali National Assembly, Aden Abdullah Osman Daar as President of the Somali Republic and Abdirashid Ali Shermarke as Prime Minister (later to become President from 1967–1969). On 20 July 1961 and through a popular referendum, the people of Somalia ratified a new constitution, which was first drafted in 1960.^[78] In 1967, Muhammad Haji Ibrahim Egal became Prime Minister, a position to which he was appointed by Shermarke. Egal would later become the President of the autonomous Somaliland region in northwestern Somalia.

On 15 October 1969, while paying a visit to the northern town of Las Anod, Somalia's then President Abdirashid Ali Shermarke was shot dead by one of his own bodyguards. His assassination was quickly followed by a military coup d'état on 21 October 1969 (the day after his funeral), in which the Somali Army seized power without encountering armed opposition — essentially a bloodless takeover. The putsch was spearheaded by Major General Mohamed Siad Barre, who at the time commanded the army.

Major General Mohamed Said Bare, Chairman of the Supreme Revolutionary Council. A new constitution was promulgated in 1979 under which elections for a People's Assembly were held. However, Barre's Somali Revolutionary Socialist Party politburo continued to rule. In October 1980, the SRSP was disbanded, and the Supreme Revolutionary Council was re-established in its place. By that time, the moral authority of Barre's government had collapsed. Many Somalis had become disillusioned with life under military dictatorship. The regime was weakened further in the 1980s as the Cold War drew to a close and Somalia's strategic importance was diminished. The government became increasingly totalitarian, and resistance movements, encouraged by Ethiopia, sprang up across the country, eventually leading to the Somali Civil War. Among the militia groups were the Somali Salvation Democratic Front (SSDF), United Somali Congress (USC), Somali National Movement (SNM) and the Somali Patriotic Movement (SPM), together with the non-violent political oppositions of the Somali Democratic Movement (SDM), the Somali Democratic Alliance. (Greystone Press: 1967),

Somali Civil War

1991 was a time of great change for Somalia. The Barre administration was ousted that year by a coalition of clan-based opposition groups, backed by Ethiopia's then-ruling Derg regime and Libya. Following a meeting of the Somali National Movement and northern clans' elders, the northern former British portion of the country declared its independence as Somaliland in May 1991. Although de facto independent and relatively stable compared to the tumultuous south, it has not been recognized by any foreign government.

In January 1991, President Ali Mahdi Muhammad was selected by the Somali Manifesto Group as an interim state president until a conference between all stakeholders to be held in Djibouti the following month to select a national leader. However, United Somali Congress military leader General Mohamed Farrah Aidid, the Somali National Movement leader Abdirahman Ahmed Ali Tuur and the Somali Patriotic Movement leader Colonel Ahmed Omar Jess refused to recognize Mahdi as president.

This caused a split between the SNM, USC and SPM and the armed groups Manifesto, Somali Democratic Movement (SDM) and Somali National Alliance (SNA) and within the USC forces. This led to efforts to remove Barre who still claimed to be the legitimate president of Somalia. He and his armed supporters remained in the south of the country until mid 1992, causing further escalation in violence, especially in the Gedo, Bay, Bakool, Lower Shabelle, Lower Juba, and Middle Juba regions. The armed conflict within the USC devastated the Mogadishu area.

The civil war disrupted agriculture and food distribution in southern Somalia. The basis of most of the conflicts was clan allegiances and competition for resources between the warring clans. James Bishop, the United States's last ambassador to Somalia, explained that there is "competition for water, pasturage, and... cattle. It is a competition that used to be fought out with arrows and sabers... Now it is fought out with AK-47s. The resulting famine (about 300,000 dead) caused the United Nations

Security Council in 1992 to authorise the limited peacekeeping operation United Nations Operation in Somalia I (UNOSOM I). UNOSOM's use of force was limited to self-defense and, although originally welcomed by both sides, it was soon disregarded by the warring factions.

However, Mohamed Farrah Aidid saw UNOSOM II as a threat to his power and in June 1993 his militia attacked Pakistan Army troops, attached to UNOSOM II, (see Somalia (March 1992 to February 1996)) in Mogadishu inflicting over 80 casualties. Fighting escalated until 19 American troops and more than 1,000 civilians and militia were killed in a raid in Mogadishu during October 1993. The UN withdrew Operation United Shield in 3 March 1995, having suffered significant casualties, and with the rule of government still not restored. In August 1996, Aidid was killed in Mogadishu.

The Transitional Federal Institutions (TFIs) are the key foundations of the central government of Somalia. Created in 2004, they include the Transitional Federal Charter (TFC), the Transitional Federal Government, and the Transitional Federal Parliament. The Transitional Federal Charter outlines a five-year mandate leading toward the establishment of a new constitution and a transition to a representative government after national elections.

The Transitional Federal Government (TFG) is the current internationally recognized federal government of Somalia. It constitutes the executive branch of government. The TFG is the most recent attempt to restore national institutions to Somalia after the 1991 collapse of the Siad Barre regime and the ensuing Somali Civil War.

The Transitional Federal Parliament (TFP) is the parliament of Somalia. Formed in 2004, it constitutes the legislative branch of government. The TFP elects the President and Prime Minister, and has the authority to propose and pass laws. It is also in charge of governance and administration of Mogadishu. Each of the four major clans hold 61 seats, while an alliance of minority clans hold 31 seats. After an alliance with the Islamic Courts Union and other Islamist groups was formed, the Islamists were

awarded 200 seats. Representatives of citizens' groups and representatives of the Somali diaspora hold 75 seats. By law, at least 12% of all representatives must be women. Members of parliament are selected through traditional clan leaders or shura councils.

Between 31 May and 9 June 2008, representatives of Somalia's federal government and the moderate Alliance for the Re-liberation of Somalia (ARS) group of Islamist rebels participated in peace talks in Djibouti brokered by the former United Nations Special Envoy to Somalia, Ahmedou Ould-Abdallah. The conference ended with a signed agreement calling for the withdrawal of Ethiopian troops in exchange for the cessation of armed confrontation. Parliament was subsequently expanded to 550 seats to accommodate ARS members, which then elected Sheikh Sharif Sheikh Ahmed, the former ARS chairman, to office. President Sharif shortly afterwards appointed Omar Abdirashid Ali Sharmarke, the son of slain former President Abdirashid Ali Sharmarke, as the nation's new Prime Minister.

As a truce, in March 2009, Somalia's coalition government announced that it would re-implement Shari'a as the nation's official judicial system. However, conflict continued in the southern and central parts of the country. Within months, the coalition government had gone from holding about 70% of south-central Somalia's conflict zones, territory which it had inherited from the previous Yusuf administration, to losing control of over 80% of the disputed territory to the Islamist insurgents.

South-Central Somalia Ten regions make up the area of South-Central Somalia. The model of governance and structure differs across the area in that districts (below the region level) have not been formed by community selected local councils, self-declared or self-appointed administrations, appointed administrations, or even community organizations running day-to-day administrative affairs. The institutional framework for establishing formal regional and district administrations in South-Central Somalia, as envisaged in the Transitional Federal Charter, has been developing since 2004. At the TFG level, a Department of Local Governance, under the Ministry of Interior, has

the colonial period and has been modified since then: the highest level of local government is at county level. [Citation needed]

ROLES OF LOCAL GOVERNMENT

The roles of local government are in some ways similar to those of central government. Central government exists to provide for development services to the people and provide security for the citizenry and ensures participation of the citizenry in government. To some extent local government performs such roles even though with some varying degree of intensity. For easier understanding such roles could be classified into two viz; political and socio-economic roles.

Political Role

Local governments are veritable and appropriate institutions for promoting democracy at the local level. They are well placed to mobilization the people politically through political education, political enlightenment and political actions. Local Government have became very useful tool for the conduct of election at all levels of government. With such, the process of political recruitment is institutionalized and the nstitution can then help to train people for higher responsibilities.

Another political role is that of maintenance law and order. Local governments have the nstrumentality of the police at their disposal and therefore work with its leadership at he local level to enforce law and order and maintain security. Moreover, certain :ommittees such as the Security Committee, the police Committee, facilitate such :exercise.

Furthermore, to enhance responsive governance, local governments serve as a two-way channel of communication between the government and the governed. Just as it ransmits the decision of governments to the local people,it also conveys or channels heir demands and feedback on policies to governments (local or central)

SOCIO-ECONOMIC ROLE

The exercise of democracy and human rights can only be meaningful if demands and policies can be translated into physical development including the provision of basic socio-economic services. Services of local government are primary or basic in nature as reflected in their functions. Some of these are basic health, basic education, agriculture and revenue raising and regulating functions. People expect such services to be delivered to make any meaning of democracy and bureaucracy at the local level. The services delivered also depend on the nature of the local government – whether it is a Municipal council or a rural council – the complexity may depend on the Level of urbanization or the availability of funds.

In providing socio-economic services, local governments have to work with community groups and the citizenry to harness community energies and input into development. A greater part of the developmental initiatives and effectiveness in local government is a function of community development or self-help groups.

These two roles of local governments will be revisited in another form when in a later unit look at the theories of local government and the argument for each of this role highlighting the importance of each.

Characterize of local government Stand out

That local government is a subordinate system of government

) It has both legal and constitutional power to perform certain

Legislative, administrative and quasi judicial functions

) Has the power to make policies, prepare budgets and a measure of Control over its own staff.

) Its council could be elected or selected.

) It has legal personality i.e. can sue and be sued.

) It exercise authority over a given territory or population.

Local Government Structure

Debate about the appropriate structure for local government continues to be vigorous. As Boyne (1992) makes clear, there are a number of different possible combinations based on fragmentation, consolidation and the number of tiers. With the now widespread acceptance that economies of scale in individual services should not be seen as a determining factor (because of the range of options available to an individual local authority for ensuring the provision of the service), attention is firmly on the relationship between size and choice in achieving desired outcomes.

Tiebout (1956) essentially defined the framework for this debate by postulating that choice could operate as a mechanism to ensure that expenditures on local public goods approximate to the proper level.

Boyne (1996, p 709) provides a recent synopsis of the argument in favor of Tiebout's approach: The more public preferences vary geographically, the greater the degree of fragmentation required for locative efficiency. Fragmentation allows households and businesses to choose between various combinations of taxes and spending. Even if public preferences are geographically homogenous, fragmentation is required to ensure technical efficiency in service provision. In order to attract and retain mobile residents and businesses, each small unit of local government must ensure value for money in service provision, otherwise their customers will 'vote with their feet'. This 'horizontal' fragmentation of the structure of local government provides citizens with information concerning taxes and services in neighboring areas, thereby increasing the competitive pressure on decision-makers.

Local government in Scotland is made up of 32 separate local authorities or 'councils' which are responsible for providing a full range of services for your local community. Each local authority has considerable discretion about the departmental structure it can adopt to provide services. This means that a department called for example, "Community Services" may provide the education, social work, housing and community education services. You can access your local authority website from www.cosla.gov.uk.

To find out what the department is for the local government service you are interested in, check the list of services under the heading 'Local Authority Services 'and then contact the headquarters of the local authority for your area and ask for the department which provides that service.

The absence of structure local government in service delivery during the civil war in Somalia 1991 up to 2010

In 1991, Barre's Government collapse as the Somalia civil war broke out. Since 1991, no central government has controlled the entirety of the country, the in service of the society became lost, weak institutions at all levels in terms of lack of or limited human and financial resources to carry out responsibilities and engage in local development, and poor or lack of physical infrastructure for local governments and other institutions. Councils may not be able to absorb the investments of the Joint Programmed or funds allocated to them through the LDF, which could result in a backlog of unspent funds.

In South-Central Somalia is largely contingent on the ability of the Transitional Federal Government (TFG) to guide the local governments in policy development and regulation and cannot be able and credible to provide leadership in developing districts. There will need to be a fine balance between government and Community-led processes some resistance to change is expected where consultative processes have not the norm for decades. Such resistance might manifest itself among government officials in adopting new participatory and merit-based processes and increasing work responsibilities through a heightened role in service delivery, and by communities in embracing new principles, particularly associated with the engagement and role of women in public life.

Commitment to decentralization by Somali Authorities in Somalia is uncertain. Revenue collection is currently centralized and devolution of authority is not yet manifesting despite verbal commitments. Failure of central governments to buy into the

LDF, either for lack of funds or commitment to decentralization and empowering local governments, would undermine efforts to mainstream the LDF and its longer

Term sustainability. Service Delivery Education, water and health were reported by the JNA to be the top priority services for Somalis. Indeed, extremely low level indicators of human development were reported to exist in Somalia. Somalia has one of the highest infant, child and maternal mortality rates in the world, with 25% of children dying before the age of five. Less than 25% of Somalis have access to clean water, and less than 28% of Somali children (a third of whom are girls) are enrolled for primary education. Service delivery is generally constrained by a lack of trained human resources, physical facilities, limited access to financing, and the government's limited capacity to provide a sustainable policy and regulatory framework and service control private sectors In response to the lack of public investment in social services, non-state actors (i.e charities, NGOs and the private sector) are mostly providing basic services,. Transitional Federal Charter (2004).

Africa Report N°170 21 Feb 2011 Education Regional and District Education offices across Somalia have very limited capacity and Resources. As a result they are largely unable to fulfill their mandates of delivering quality, basic education. Much infrastructure has been destroyed over the past 16 years, leaving mostly dilapidated and resource-scarce structures remaining. Community Education Committees (CECs) have played a crucial role in managing and administering schools across Somalia. In the continued absence of Government funding, they have played a critical role in resource mobilization and sustainability. Approximately 90% of schools are currently managed by CECs, but under 40% of those have trained members. To ensure these committees continue to play a role in the development of local education, ongoing training and links with District authorities are vital. Public investment in education is inefficient.

Infrastructure Most of the country's transport infrastructure is in ruins, increasing transport costs for goods and services and in some cases forcing re-routing of transport through less efficient alternatives, In South-Central Somalia, structures at the district

Trait Theory This theory postulates that people are either born or not born with the *qualities* that predispose them to success in leadership roles. That is, that certain inherited qualities, such as personality and cognitive ability, are what underlie effective leadership. There have been hundreds of studies to determine the most important leadership traits, and while there is always going to be some disagreement, *intelligence*, sociability, and drive (aka determination) are consistently cited as key qualities.

Skills Theory This theory states that learned knowledge and acquired skills/abilities are significant factors in the practice of effective leadership. Skills theory by no means disavows the connection between inherited traits and the capacity to be an effective leader simply argues that learned skills, a developed style, and acquired knowledge, are the real keys to leadership performance. It is of course the belief that skills theory is true that warrants all the effort and resources devoted to leadership training and development.

Whereas local government the past few decades have witnessed a period of extensive reform across many local government jurisdictions in the developed world. While the pace and content of this reform has been uneven, both within particular local government systems in a given country and between municipal jurisdictions in different nations, very few local government jurisdictions have remained untouched. It is thus vital to examine the causes and consequences of local government reform. Various conceptual frameworks have been developed to facilitate our understanding of local government reform. For example, Shah (2006, p. 15) has argued that three 'basic principles' are prerequisites to successful local government reform: 'responsive governance' whereby reform should aim at delivering services that best meet local preferences; 'responsible governance' that focuses on the prudent use of scarce resources; and 'accountable governance' in which government must be made accountable to its electorate.

Based on these fundamental principles, Andrews and Shah (2005) have advanced the notion of 'citizen-centered governance' that contains three 'distinguishing features': 'citizen empowerment' founded on a 'rights approach'; 'bottom-up accountability' that emphasizes outcomes; and performance evaluation.

In contrast to overtly normative conceptual schema for local government reform, such as those of Shah (2006) and Andrews and Shah (2005), other writers have proposed descriptive typologies to characterize the nature of local government reform processes in specific municipal systems. An especially useful taxonomy of local government reform of this kind has been developed by Garcea and LeSage (2005). In their *Municipal Reform in Canada*, the authors examine the purposes, processes, policies and ultimate outcomes of local government reform programs across the various Canadian state and territory municipal systems. They constructed an analytical framework comprising five elements of local government reform processes: structural reforms; jurisdictional reforms; functional reforms; financial reforms; and internal governance and management reforms.

Related studies

New experience and studies however, show that successful the government and communities are a function of good leaders. Good leaders are growingly concerned about the future of their organizations, communities and countries. They are not satisfied with the now but are motivated by what the future will look like. They work to create the future by creating a vision of the future. They enlist the support of the followers, the citizens and key stakeholders and pursue their vision with relentless passion, commitment and energy.

The ten principles suggested by Madi, P.M, (2000) in his book "Leadership Lessons from Emperor Shaka Zulu the Great" are instructive for the leadership qualities that OGOLA wishes to instill for a developmental local government experience. These principles of leadership are "Building a sense of mission; Mission is more important than convention; To be a conqueror be apprenticed to a conqueror Lead the charge from the

front; Build fanatical teams; Be a good strategist or get one; Go where angels fear to tread; Know the battlefield better than the enemy; Be obsessed with world class technology; Never believe your own PR.”

By definition such leaders are transformational, visionary and inspirational. They understand their limitations; have a clear sense of themselves; communicate clearly with conviction and integrity and they trust others. They are competent at foreseeing issues and are innovative and creative in dealing with community issues. They are resourceful and are able to leverage resources for the benefit of others and operate at a strategic level.

The Local Government Leadership Academy (LOGOLA) is a program of the Department of Provincial and Local Government (dplg) that is aimed at enhancing the leadership competencies of both the appointed and elected officials in Local Government. The curriculum for LOGOLA will concentrate on exploring the dimensions and dynamics of leadership identified in the aforesaid paragraph with reference to emotional intelligence, effective communication, problem-solving and knowledge management.

The purpose of LOG over the next three years is to build a strong Local Government leadership cadre with the capacity to manage and maintain competent municipal entities that deliver effective services at the community level. Against the backdrop of the apartheid era and the inequities that apartheid policies promoted, a developmental local government in the new dispensation aims at bringing about economic and social justice. Service delivery at this level is critical and has been buttressed by governments' intent as exemplified and demonstrated by the Municipal Demarcation processes.

Service delivery a service delivery (SD) is usually a set of components that provide services delivery architecture (such as service creation, session control and protocols) for a type of service. There is no standard definition of SD in the industry although the TM Forum is working on defining specifications in this area, but different players define its components, breadth and depth in slightly different ways. SD Papers and cases included in this publication draw from presentations or paper submissions for the CAPAM Building Public Service Leadership Conference held June 22-24, 2009 in Kemaman, Malaysia, in partnership with the Government of Malaysia through the National Institute for Public Administration The purpose of this report is to present and capture strategies, approaches, implementation challenges, as well as recent research and study in the area of Leadership capacity building and development. Under the apartheid government, the institution of traditional leadership forged alliances with various political forces.

In the face of these alliances the institution was subjected to the manipulations of the Nationalist government and thus as a result traditional leaders had no choice other than to follow the governments divide and rule approach (Khan and Outvote, 2001:1). Yet with the emergence of democracy in 1994, the institution of traditional leaders, which had been freed from the apartheid governments grasp, began focusing its energies on governance and service delivery related issues (Khan and Lootvoet, 2001:1). The institution of traditional leadership need to adopt the role as a fundamental actor in local level service delivery attracted a great deal of interest at National level where the new South African Government faced the difficult task of trying to incorporate the institution of traditional leadership into South Africa's constitutional democracy (Khan and Lootvoet, 2001:1; Sheila, 2005:1).

As the government grappled with different policy suggestions uncertainty over the place of traditional leaders in South Africa grew and their roles surrounding service delivery became blurred. Finally nine years after the dawn of democracy the government implemented the Traditional Leadership and Governance Framework Act 41

of 2003 in an attempt to define the place of Traditional Leadership in South Africa (Tshehla, 2005:2).

Relationship between local government and service delivery

Everywhere we turn; there is a renewed interest in leadership development at every level of society and in all parts of public and private sector organizations. After nearly a decade of emphasis on flattening organizations, we have come to realize that dispersing power and discretion throughout organizations is only as effective as the leadership capacity of the individuals empowered to act. As a result of this recognition books galore are appearing on leadership, probably more in the past few years than have been published in the entire previous decade. Major national foundations like Ford, Kellogg and Carnegie are putting large amounts of money into leadership development initiatives.

Why so much interest in leadership and why now? While these questions are far too complicated to answer in the space available here, we can at least identify some of the more important contributing factors. Families, schools and other mediating social institutions have lost much of their legitimacy and capacity to help moderate and temper discordant voices. Our political institutions have equally lost much of their ability to build consensus across socio-economic, class, geographic, ethnic, gender and other divisive lines. The task of building a working consensus is made even more difficult by a globalized economy and a rapidly changing technology that allows us to create virtual realities and to live in gated communities. My opinion is that if the political class allowed up service delivery in their constituencies and the RDCs did the same that would be a good check on the Government whose work is delivery of services but is frustrated by civil servants who don't do their work.

The political leader who follows up service delivery and closes the loopholes along the way, such a person is assured of re-election. For the RDC, he/she would be assured of job security. We will have to demand from RDCs reports showing how one has monitored service delivery in the district. It is a constitutional role of the RDC to monitor implementation of the Government programmers.

There has always been a strong communitarian tradition in many countries that has shaped our thinking about leadership. From the early days of colonial settlements and throughout the founding debates and the early days of Jeffersonian democracy, there has been a strong belief that leaders owe their first and last allegiance to the communitarian vision of which they are a part. This belief has left us with a legacy of public service that has served as a precedent for some of the more important features of modern-day leadership by the career civil service. First, ideal agents of the republic are those with modest means, neither rich nor poor. Second, leaders should be drawn from the local community and have knowledge of local circumstances.

Finally, by comparison to those employed in the private sector, leaders in the public sector are expected to display those qualities of prudent judgment and modest expectations which they are so essential in moderating unreflective, overly bold, and self-serving ambitious initiatives undertaken by elected public officials. Our communitarian leadership legacy assumes that the extreme differences among individuals and groups represented by political interests can and should be brought together. A place-based focus requires that individuals create common ground for

CHAPTER THREE

METHODOLOGY

Research Design

The study was conducted using descriptive correlation design. Because the study was to consider the significant relationships, result, and divergence of the two variables. Descriptive studies are *non-experimental* researches that describe the characteristics of a particular individual, or of a group. It deals with the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions. Further, descriptive surveys are used to discover causal relationships (descriptive correlation).

Research Population

The research study of the target population was composed of four categories and they were follows: The target populations were consisting of 135 administrative leader, politicians, civil servant, and community elders of wadajir District.

Sample Size

The sample was consisting of 100 respondents selected from the 130 target population.

Table 1 below shows the respondents of the study with the following categories: place, the minimum sample size 100. Using the Sliven's formula which is $n = \frac{N}{1+N(0.05^2)}$, where n = sample size, N = study population and 0.05 = level of significance margin of error (Amin, 2005).

Table1: The target respondents to be used in the study

Categories of expected respondent	Target population	Sample size
Administrative leaders	10	4
Politicians	60	46
Civil servant	30	35
Community elder	35	15
Total	135	100

Source; primary data

Sampling Procedure

The purposive sampling has been utilized to select the respondents based on these criteria:

1. Male or female respondents in selected Wadajir District Mogadishu, Somalia.
2. Staffs, civil servant, administrative leaders, community elder with experience ranging from one year and above. Local government leadership under the study from the list of qualified respondents chosen based on the inclusion criteria; the systematic random sampling was used to finally select the respondents with consideration to the computed minimum sample size.

On the other hand in this study stratified sampling technique has been used. In stratified sampling the population has been divided in to subpopulations such that elements within each sub-population are homogenous.

Simple random sample are then selected independently from each subpopulation. This technique was using to reach the all Respondents.

Research Instrument

The instrument that the study used was the questionnaire. The main reason for using administered questionnaire is that the respondents were give only the questionnaires that the researcher intended to get answers without irrelevant information. In addition to this, the structure of the questionnaire begins with an introduction, which explains the purpose of the survey and gives instruction to the

respondents, and then the questions that are relating to the study followed.

Validity and reliability of the instrument

Content validity has been ensured by subject the researcher devise questionnaires local government leadership and service delivery performance to judgment by the content experts who have been estimated the validity on the basis of their experience.

The test-retest technique and Cronpach's Alpha was using to determine the reliability (accuracy) of the researcher devise instruments to three qualified respondents; these respondents would not being included in the actual study, three experts in the field of research was consult and request to look at each item and judge whether it was 1-not relevant, 2- somewhat relevant, 3- quite relevant or 4- very relevant. The researcher then was put the item in 2 categories with 1 and 2 in one category and 3 and 4 in another category. The researcher has been calculated a content validity index (CVI) using formula, based on Fekeran 2003, and Amin 2004 Cronpach's Alpha above 0.70 are acceptable both content validity index and reliability.

For reliability test- retest technique has also been used; the questionnaires have been administered twice to the same subjects. If the test is reliable and the trait being measured are stable, the results would consistent and essentially the same in both times.

Data Gathering Procedures

before the administration of the questionnaires

1. An introduction letter will obtain from the School of Post Graduate Studies and Research for the researcher to solicit approval to conduct the study from respective heads of managers in the workers.
2. When approved, the researcher secured a list of the qualified respondents from the service delivery' authorities in charge and select through simple random sampling from this list to arrive at the minimum sample size.
3. Reproduce more than enough questionnaires for distribution.

During the administration of the questionnaires

1. The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered.
2. The researcher emphasized retrieval of the questionnaires within Ten days from the date of distribution.
3. On retrieval, all returned questionnaires were checked if all were answered.

After the administration of the questionnaires

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

Data Analysis

The frequency and percentage distribution was used to determine the demographic characteristics of the respondents. The researcher was used **SPSS** to the study. Correlation was used to analyze the data and this technique also measure the degree association between two or more variables that have been obtained from the same group. The regression analysis R^2 (coefficient of determination) was computed to determine the influence of the independent variables on the dependent variable.

A. For the level of local government leadership

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very high
2.51-3.25	agree	high
1.76-2.50	disagree	thodirate
1.00-1.75	strongly disagree	low

4. For the level of service delivery

Mean Range	Response Mode	Interpretation
3.26-4.00	strongly agree	Very high
2.51-3.25	agree	high
1.76-2.50	disagree	thodirate
1.00-1.75	strongly disagree	low

ethical Considerations

Bearing in mind the ethical issues, the researcher provided the respondents with the necessary information as regards the main purpose of the research, expected duration and procedures to be followed, and be in position to keep privacy and not disclose the confidentiality of respondents and researchers responsibility.

Limitation of the Study

The researcher was face number of problems including:

1. Some of the respondents didn't know English language so; translating local language into English is difficult.
2. Lack of proper statistical data primarily on the subject matter.
3. Also the researcher was face unwillingness of the respondents to answer the research questions probably.

CHAPTER FOUR

PRESENTATION, INTERPRETATION AND ANALYSIS OF DATA

Profile of Respondents

The first research question of the study was to determine the profile of the respondents used in this study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study, the findings are presented below.

Description of Respondents Profile in Wadajir district

The study sample involved employee's profile in terms of gender, age, education, number of years and position in Wadajir district moqdishu, Somalia. This is summarized in table1.

Table 1
Profile of Respondents

Profile of the respondents	Frequency	Percentage
Gender		
Male	64	64.0%
Female	36	36.0%
Total	100	100
Age of respondents		
1) 20-30 years	18	18.0%
2) 30-40years	39	39.0%
3) 40-50 years	32	32.0%
4) 50 above years	11	11.0%
Total	100	100
Education level of Respondents		
(1) Secondary	9	9.0%
(2) Diploma	13	13.0%
(3) Bachelors	42	42.0%
(4) Masters	29	29.0%
5)PHD	7	7.0%
Total	100	100
Number of work experience		
1) Less than/below one year	10	10.0%
2) 1-2 years	17	17.0%
3) 3- 4 years	23	23.0%
4) 5 -6 years	24	24.0%
5) 7 and above years	26	26.0%
Total	100	100

Source of: primary data 2012

Table 1 indicated the different categories were involved in the study 64% were male and 34% were female in the total respondents, and it is clear that the local government were dominated male or the popular of the respondents are male. This clearly shows that most leaders in Wadajir district in Mogadishu are male. Also the result is indicating that there were more male than female of leaders in Wadajir district in Mogadishu Somalia.

The findings of the study showed that 18.0% of the respondents belonged at the age of 20-30, 39.0% of the respondents are the age 31-40, and 32% and 11% of the respondents are the age 50+. Also the findings indicate that that is normal age of leadership 39.0%. This finding suggested the local government staff were of diverse age of groups. The diversity in age of staff implies that the staff would have different values for their performance.

The results also showed that 9.0% of the employees held secondary, 13.0% are diploma level whereas 42.0% are bachelor's degree, and 27.0% held master. Minority represented by 7.0% were PhD holders whereas 16.5% held masters. The study shows that the Wadajir district. This is an indication of that Wadajir district attracted and retained highly educated employees who are likely to perform their duties well.

The findings of the study indicated that majority civil servant represented by 10.0% have been working for tax collector for 1-2 years whereas 17.0% have been working for the institution for 3-4 years. 23.0% of the employees have been working for Wadajir district for 5-6 years whereas 24.0% were doing their job for Wadajir for 7 and above years and 26.0% were in the organization just more than a 7 year. Since the civil servant was working for it more than 5 years, the study indicates that there is high employee retention in Wadajir district.

Table2**The level of local government leadership in Wadajir district in Mogadishu (n=100)**

Indicators local government leadership	Mean	Interpretation	Ranking
The local authority is seen by the public as the leader of local development initiatives in the area.	2.85	Good	1
Good leadership provides political administrative structure adequate for local government system	2.76	Good	2
Inadequate resource is sometime that cause of conflict in local government.	2.65	Good	3
Leadership helps subordinate as local government.	2.52	Good	4
Leadership explain the decision in terms of of the benefits to the local government	2.52	Good	4
The leadership has stronger role now influence and co-ordinate local development initiatives.	2.51	Good	5
The corporate policy group is acting as forum or giving direction to council priorities, discussing progress and in forming members on key policy issues.	2.46	Faire	6
Social inclusion is more prominent item on the local authority agenda than in the past	2.33	Faire	7
There is complete freedom for people to elect their political leader	2.31	Faire	8
Leadership realize the readership is process of up word as well as down ward in fluency.	2.27	Faire	9
Mean index	2.52	Good	

Results in table2 show that item analysis means indicate that the level of local government is good in terms of i) the local authority is seen by the public as the leader of local development initiatives in the area. (Average mean =2.85); which indicates the majority of the respondents high with some doubt the leadership has improved local government. ii) Good leadership provides political administrative structure adequate for local government system. (average mean =2.76); which indicates the majority of the respondents high with some doubt the local government leadership provide service delivery service and the administrative always make clear process and this review of leader are highly have for their empowerment Wadajir district in Mogadishu Somali.

iii) Inadequate resource is sometime that cause of conflict in local government. (Average mean =2.65); which stand for that the majority of the respondents were agree with some doubt if there is scarcity resource the administration is not good. IV) Leadership helps subordinate as local government. (Average mean =2.52); which represents that the respondents were agreed some doubt with a local government has staffs are well trained and have the capacity to deliver the service effectively.

v) The findings of table1 showed that the leadership has stronger role now influence and co-ordinate local development initiatives. (Average mean =2.49); which represents the majority of the respondents were disagree with some doubt that makes local leaders not act different department Wadajir district quickly on their needs on road maintaining. vi) The findings of table1 showed that the corporate policy group is acting as meeting or giving direction to council priorities, discussing progress and in form members on key policy issues. (Average mean =2.46); above table 1 shows that the majority of the respondents disagree with some doubt because the community not participating the meeting held in Wadajir district.

vii) The findings of table1 showed that social inclusion is more prominent item on the local authority agenda than in the past. (Average mean =2.33); which represents the respondents were disagree with some doubt because the society not contribute to make local authority agenda than in the past. viii) The findings of table1 there is complete freedom for people to elect their political leader. (Average mean =2.31); which indicators the respondents were disagree with some doubt because the Somali government cannot be able to hold election for free to participate many people.

viii) Results in table2 show that item analysis means indicate I realize the readership process of up word as well as down ward in fluency. (Average mean =2.27); which indicators the respondents were disagree with some doubt because we realize the process of leadership sometime may be negative or positive but always has influence the community of Wadajir district. The solving conflicts automatically the previous points caused "lacking power sharing "little patience from the leadership" this point shows the wrong deeds which the leaders had done to get their rights most of the respondents answers disagreed to the points which asked to fill.

To guide the local governments in policy development and regulation and cannot be able and credible to provide leadership in developing districts. There will need to be a fine balance between government and Community-led processes some resistance to change is expected where consultative processes have not the norm for decades.

The mean index indicated that the degree of local government leadership service deliver as good (**mean 2.52 index**). Thus it can be increased that the degree of local government leadership.

Table3
The level of service delivery in Wadajir district in Mogadishu
(n=100)

Service delivery indicators	Mean	Interpretation	Ranking
The intergovernmental transfer is aimed at improving the system service.	2.81	Good	1
You think government policies affects the quality of service delivery in local government.	2.68	Good	2
safe water provisions to the local government	2.65	Good	3
The tax and service reflect the average preference of community members.	2.64	Good	4
For ever participated in making decision regarding service delivery in your local area.	2.61	Good	5
All the service delivery on time when over the community need them.	2.50	Faire	6
All the service delivery satisfies the need the community.	2.48	Faire	6
education service provision.(primary and secondary education and enough glass, teacher easy	2.47	Faire	7
health sector presence of workers and medicine at all health center	2.46	Faire	8
Collection of local revenue leads to more fragmented tax system which great effectiveness and quality.	2.44	Faire	9
The local government staffs are well trained and have the capacity to service delivery effective.	2.41	Faire	10
Much aware of all service delivery by local government in your area.	2.26	faire	11
Contracts are awarded with high level of integrity at district level.	2.20	faire	12
Total Mean	2.50	faire	

Results in table3 show that item analysis means indicate that the level of service delivery is good in terms of I) the intergovernmental transfer is aimed at improving the system service. (Average mean =2.81); which indicates the majority of the respondents Agree with some doubt This means that service delivery should be improved; local governments are given the power to raise and retain financial resources to fulfill their responsibilities and also local governments should have the ability to borrow money when they have the capacity to repay.

ii) The findings of table3 showed that the mean of Always you think government policies affects the quality of service delivery in local government. (Average mean =2.68); which indicates the majority of the respondents Agree with some doubt this means because the good government policy created the quality service delivery those advantages the community of Wadajir district. iv) The findings of table3 showed safe water provisions to the local government. (Average mean =2.50); which *indicates* the majority of the respondents disagree with some doubt, because Water and sanitation service delivery has already a strong foundation in local governance. After the collapse of the national government local authorities took over the regulation of service delivery, which has evolved into strong public-private partnerships in all parts of Somalia. Other basic services, such as water and solid waste removal, receive some limited private sector investment, but lack government guidance.

v) The findings of table3 showed the tax and service reflect the average preference of community members. (Average mean =2.50); which *indicates* the majority of the respondents disagree with some doubt, yes but the local government now doesn't have any ability to collect taxes service in order to provide infrastructure.

vi) The findings of table3 showed for your life participated in making decision regarding service delivery in your area. (Average mean =2.49); which *indicates* the majority of the respondents disagree with some doubt no central government has controlled the

entirety of the country, the in service of the society became lost, weak institutions at all levels in terms of lack of or limited human and financial resources to carry out responsibilities and engage in local development, and poor or lack of physical infrastructure for local governments and other institutions.

vii) The findings of table3 showed all the service delivery satisfies the need the community (Average mean =2.48); *which* indicates the majority of the respondents disagree with some doubt because the population of Wadajir district don't get any service delivery at the side of government. Community Education Committees (CECs) have played a crucial role in managing and administering schools across Somalia. In the continued absence of Government funding, they have played a critical role in resource mobilization and sustainability.

viii) *The* findings of table3 showed education service provision.(primary and secondary education and enough glass, teacher easy (Average mean =2.47); *which indicates* the majority of the respondents disagree with some doubt because , Education Wadajir district offices across Somalia have very limited capacity and Resources. As a result they are largely unable to fulfill their mandates of delivering quality, basic education. Much infrastructure has been destroyed over the past years, leaving mostly dilapidated and resource-scarce structures remaining. Community Education Committees (CECs) have played a crucial role in managing and administering schools across Somalia. In the continued absence of Government funding, they have played a critical role in resource mobilization and sustainability. Approximately 90% of schools are currently managed by CECs, but under 40% of those have trained members. To ensure these committees continue to play a role in the development of local education, ongoing training and links with District authorities are vital. Public investment in education is inefficient.

i) *The* findings of table3 showed health sector presence of workers and medicine at all health center (Average mean =2.46); *which indicates* the majority of the respondents disagree with some doubt health were reported by the JNA to be the top priority services for Somalis. Indeed, extremely low level indicators of human development

were reported to exist in Somalia. Somalia has one of the highest infant, child and maternal mortality rates in the world, with 25% of children dying before the age of five. The entire health sector is generally constrained by a lack of trained human resources, physical facilities, limited access to financing, and the government's limited capacity to provide a sustainable policy and regulatory framework and service control private sectors in response to the lack of public investment in social services, non-state actors.

x) *The findings of table3 showed Collection of local revenue leads to more fragmented tax system which great effectiveness and quality. (Average mean =2.44); which indicates the majority of the respondents disagree with some doubt Commitment to decentralization by Somali Authorities in Somalia is uncertain. The local government collecting Revenue tax is not more but not implement service delivery the currently and devolution of authority is not yet manifesting despite verbal commitments. Failure of central governments to buy them, either for lack of funds or commitment to decentralization and empowering local governments, would undermine efforts to mainstream and its longer Term sustainability.*

xi) *The findings of table3 showed the local government staffs are well trained and have the capacity to service delivery effective. (Average mean =2.41); which indicates the majority of the respondents disagree with some doubt because Wadaajir district offices across Somalia have very limited capacity and Resources. As a result they are largely unable to fulfill their mandates of delivering quality, and not enough qualification.*

i) *The findings of table3 showed much aware of all service delivery by local government in your area. (Average mean =2.39); which indicates the majority of the respondents disagree with some doubt because the local government of Wadajir district don't have any ability to produce a service delivery and don't have aware to participate the community of this district. xii) The findings of table3 showed Contracts are awarded with high level of integrity at district level. (Average mean =2.36); which indicates the majority of the respondents disagree with some doubt because the service of local government of Wadaajir district is not reliable.*

The mean index indicated that the degree of service deliver as faire (mean 2.50 index). Thus it can be increased that the degree of service delivers.

Table 4
Correlation for Scores local government leadership and service delivery in wadajir district

(Level of significance 0.05)

Variables Correlated	r-value	Sig. Value	Interpret	Decision Ho
Local government leadership vs. service delivery.	.941**	.000	Positive and significant	Rejected

Source: primary data 2012

** . Correlation is significant at the 0.05 level (2-tailed).

Results in table 4 suggest that the level of local government altogether is significantly correlated with level of service delivery in general (r = 0.393, Sig. = .000). This leads to a conclusion that the local government leadership is important for service delivery and these results are significant at 0.05 level of significance. Basing on these results, the stated research hypothesis is rejected, the alternative is accepted leading to a conclusion that the local government leadership and service delivery (sig. = .000) are significantly correlated at 0.05 level of significance.

The above table gives the scenery and type of relationship between local government leadership and service delivery in Wadajir district, the discrepancy between the computed value and the dangerous value reveals that there is no significant relationship between local government leadership and service delivery in wadajir district. Thus the null hypothesis is accepted and the alternative hypothesis is rejected.

T

Table 5

Regression Analysis for level of local government leadership and service delivery in Wadajir district

Variables Regressed	R²	F	sig	interpretation	Decision on H₀
Local government leadership vs. service delivery.	0.870	61.449	0.00	Significant effect	Rejected

Source: primary data 2012

From the table 5, it is clear that this model has good correlation as the r is significant effects (r=0.155) of the variation in human resource strategy is explained by organizational development. The model is significant (F=17.928, P=0.000). The researcher concludes that there is sufficient evidence at the 0.05 level of significance, that the local government leadership and service delivery. The results suggest that local government leadership have an effect on service delivery in Wadajir district.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

Summary of Findings

This study was guided by four objectives: (I) to determine the profile of the respondents as to: gender; age; educational level; number of years of experience (ii) to determine the level of local government leadership in Wadajir district. (iii) To determine the performance of local government in delivering services Wadajir district. (iv) To determine if there is any significant relationship between leadership and local government delivery of service in Wadajir district Mogadishu, Somalia.

Based on the analysis in chapter four, majority of the respondents reported that the contributions of local government leadership and service delivery are including but not limited to ensuring locals participation in decision making on road maintenance, local government increases people's participation in decision making, local government guarantees that leaders are accountable to the people, The main purpose of decentralization is power in the hands of the people rather than politician to offer good service delivery and further indicate that the members of the village committee are representing the needs of the community on road maintenance.

Profile of Respondents

The first objective of the study is used descriptive statistics results showed frequencies and percentages, indicating the characteristics of the respondents and also showed the distribution of population in the study. The result indicated that male dominated the whole district rather than female Wadajir district Mogadishu, Somalia, and also the findings indicated that the diverse age among the workers of Wadajir district, the difference ages from early stages to elders who have more information in the field of study and can offer practical information to the stud.

The second objective was to determine the level of local government leadership and service delivery based on the interpretation of chapter four. The findings exposed that the most of the respondents agreed that the local government leadership are being highly effective in the district contribution of Wadajir district as showed the mean index (2.52 effective) which indicates the majority of the respondents agreed that the local government leadership in Wadajir district are very effective, that reveals the organization is strong because they have well educated and skilled both manager, and other staff toward to the capability to perform their duties.

The findings of the third objective declared that the table 3 indicated that the performance of local government in delivering services Wadajir district. Based on the analysis in chapter four, majority of the respondents reported that service delivery of local governments is not effective mean index (2.50 effective). In many ways including the fact that local councilors are not existing at acting on much need community road maintenance, The central government does not want to decentralize its powers, thus it caused the service delivery of local government not to improve and also The quality of roads are not good and they are not build the appropriate way in addition to that the public community have made contribution to improve effectiveness of road maintenance, because of lack of adequate fund and capacity to deliver the service.

The one who reiterate that improving service delivery has been a common factor however; local government has not always been effective in improving service delivery by local governments, mainly because of lack of commensurate revenue assignments, inadequate access to financial markets, and lack of necessary administrative capacity on the part of local authorities. For decentralization to lead to greater accountability and hence increased prospects that services would reach targeted groups, it is important to strengthen the institutional capability at the local level. On the other hand the findings are also in line with (Bahl, 2001) who maintains that in many countries, government is yet to fully define the institutional arrangement necessary to guarantee fiscal decentralization or models for revenue sharing between central and local governments. The findings are also in line with Ford, (1999) who reasons that the legal

and regulatory framework has to enable local authorities to act on a legal basis and should support an effective service delivery. Legal barriers often inappropriately restrain the ability of local authorities to select the most desirable options for the delivery of decentralized services, including private participation and managed competition.

Findings Service Delivery Education, water and health were reported by the JNA to be the top priority services for Somalis. Indeed, extremely low level indicators of human development were reported to exist in Somalia. Somalia has one of the highest infant, child and maternal mortality rates in the world, with 25% of children dying before the age of five. Less than 25% of Somalis have access to clean water, and less than 28% of Somali children (a third of whom are girls) are enrolled for primary education. Service delivery is generally constrained by a lack of trained human resources, physical facilities, limited access to financing, and the government's limited capacity to provide a sustainable policy and regulatory framework and service control private sectors In response to the lack of public investment in social services, non-state actors (i.e. charities, NGOs and the private sector) are mostly providing basic service.

Findings In the continued absence of Government funding, they have played a critical role in resource mobilization and sustainability. Approximately 90% of schools are currently managed by CECs, but fewer than 40% of those have trained members. To ensure these committees continue to play a role in the development of local education, ongoing training and links with District authorities are vital. Public investment in education is inefficient Infrastructure Most of the country's transport infrastructure is in ruins, increasing transport costs for goods and services and in some cases forcing re-routing of transport through less efficient alternatives, In South-Central Somalia, structures at the district and regional level are weak or non-existent. Other basic services, such as water and solid waste removal, receive some limited private sector investment, but lack government guidance. Water and sanitation service delivery is already a strong foundation in local governance. After the collapse of the national

government local authorities took over the regulation of service delivery, which has evolved into strong public-private partnerships in all parts of Somalia.

Finally the finding of the study showed that there is no significant relationship between local government leadership and service delivery in Somali as also supported by the literature review on the relationship according to Ford, (1999). However, Decentralization policy had a significant effect on service delivery.

CONCLUSIONS

In this section, the researcher gives conclusion to the study findings in relation to the study purpose. The study tested the hypothesis and reached that local government leadership have positive and significant relationship with service delivery leading to the rejection of null hypothesis and accepting alternative hypothesis. The level of local government leadership components are positively and significantly correlated with the level of service delivery in Wadajir district.

As the analysis of this research showed if the local government leadership are administrated well enough in the district community development would be affiance. During the analysis the researcher founded that mostly Wadajir district.

Local government leadership and service delivery is difficult when local governments are lack skills and institutional capacity in order to eliminate this the central and local government must give capacity building training, includes, in-service and pre-service training, councilors and management training at all levels. It also entails financial management at tax conductors to manage funds allocated/channelled by the taxpayers to local government bank accounts.

However it seems that there is variable situation in Wadajir district, although the researcher predicted that there is rapid improvement in the long run. I hope all these issues, together with the most integrative of local government leadership and service delivery in Wadajir district, provided in this thesis will stimulate curiosity and further research in this area.

RECOMMENDATIONS

Based on the findings in this study, the following recommendations have been suggested:

1. In order to ease the low performance to make motivation and training in the service delivery process, the local government must positively address their challenges which are financial and technical to enhance their performance in service delivery.
2. The local government should strengthen their powers to taxes and generate revenues, local activities or subsidies from the central power
3. They should motivate the community to participate in the activities and contribute financially
4. The central government must work together with the local authorities in setting priorities, suggesting budget allocation and service delivery models and assessing progress.
5. The central government has a key role in building local capacity and has two approaches available to it. It can provide training in traditional, top-down ways. And it can create an enabling environment, using its finance and regulatory powers to help local governments define their needs (making the process demand-driven), to deploy training from multiple sources to learn by doing as decentralization proceeds, and to establish learning networks among jurisdictions.
6. Even if local government leadership is aimed at improving service delivery, it was resisted by central government due to benefit from the previously centralized system. For instance, politicians and bureaucrats at upper tiers of government may have been earning rents from the system that gave them control over the allocation of resources. These groups resist local governments; in order to achieve a better service delivery to taxpayers the central government must hand over the local government to do their work without interference.

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OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)

Date: September 19, 2012

RE: REQUEST FOR ABDIRAHMAN UNSHEIE AHMED MPA/34533/113/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Public Administration and Management.

He is currently conducting a research entitled "Local Government and Leadership of Service Delivery Wadajir District in Mogadishu, Somalia."

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated

Yours truly,

PP

Mr. Malinga Kapadiga
Head of Department,
Economics and Management Sciences, (CHDR)

NOTED BY:

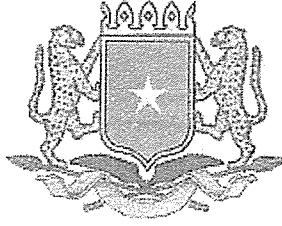
Dr. Sofia Sol T. Galte
Principal-CHDR

"Exploring the Heights"

MHURIYADDA SOOMAALIYA

MAAMULKA GOBOLKA
BANAADIR

DEGMADDA WADAJIR



SOMALI REPUBLIC

BANADIR REGIONAL
ADMINISTRATION

WADAJIR DISTRICT

To Whom It May Concern

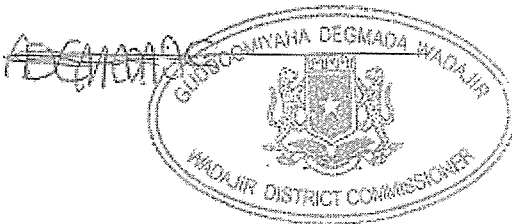
Date: 10/10/2012

Wadajir district authority allowed **Mr. Abdirahman Unsheie Ahmed** to be given and shared information which he has required us in the form of questioner under the title **Local governance leadership and service delivery in wadajir District, Mogadishu, Somalia.**

We have given him this information after he has brought as a request letter from Kampala international University which was dated 19th September, 2012

We hope success to him and university as whole.

Wadajir District Commissioner
Ahmed Hassan Addow(Ahmed Da'i)



APPENDIX 1B

TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/Madam,

I am a candidate for master of Public Administration and Management at Kampala International University and currently pursuing a thesis entitled **LOCAL GOVERNMENT and leadership OF SERVICE DELIVRY IN WADAJIR DISTRICT IN MOGADISHU-SOMALIA**. In view of this empirical investigation, May I request you to be part of this study by answering the questionnaires? Rest assured that the information that you provide shall be kept with utmost confidentiality and will be used for academic purposes only. As you answer the questionnaire, be reminded to respond to the items in the questionnaires thus not leave any item unanswered. Further, may I retrieve the filled out questionnaire within 5 days from the date of distribution? Thank you very much in advance.

Yours faithfully,

Mr. Abdrahman Unsheie Ahmed

INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Abdirahman Unsheie Ahmed that will focus on learning environment and educational efficiency.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date: _____

APPENDIX IVA

FACE SHEET: PROFILE OF THE RESPONDENTS

Gender (Please Tick): ___ (1) Male ___ (2) Female

Age _____

Qualifications Under Education Discipline (Please Specify):

1) Secondary _____

2) Diploma _____

3) Bachelors _____

4) Masters _____

5) Ph.D. _____

Number of Years Working Experience (Please Tick):

___ (1) less than/Below one year

___ (2) 1- 2 yrs

___ (3) 3 - 4yrs

___ (4) 5 – 6 yrs

___ (5) 7 years and above

APPENDIX IVB

**QUESTIONNAIRE TO DETERMINE THE EXTENT OF LOCAL GOVERNMENT
LEADERSHIP AND SERVICE DELIVERY**

Direction: Please respond to each item by using the scoring guide below. Kindly write your best choice in the space before each item. Be honest about your options as there is no right or wrong answers.

Score	Response Mode	Description
4	strongly agree	you agree with no doubt at all
3	Agree	you agree with some doubt
2	disagree	you disagree with some doubt
1	strongly disagree	you disagree with no doubt at all

APPENDIX IC

indicators the level of local government leadership in Wadjir district

Scale	1	2	3	4
Leadership helps subordinate as local government.				
I realize the readership is process of up word as well as down ward in fluency.				
.explain the decision in terms of the benefit to the local government and it is members.				
Good leadership provides political administrative structure adequate for local government system.				
Inadequate resource is sometimes that cause of conflict in local government.				
The leader has a stronger role now in influencing and co-ordinating local development initiatives.				
Social inclusion is a more prominent item on the local authority agenda than in the past.				
The local authority is seen by the public as the leader of local development initiatives in the area.				
Is there complete freedom for people to elect their political leader?				
The corporate policy group is acting as a forum or giving direction to council priorities, discussing progress and informing members on key policy issues.				

APPENDEX IVD

Indicators the level of service delivery in Wadajir district

Scale	1	2	3	4
Safe water provisions to the local government.				
Health sector presence of workers and medicine at all health centers.				
Education service provision.(primary and secondary education and enough glass, teachers easy.				
Contracts are awarded with high level of integrity at district level.				
Collection of local revenue leads to more fragmented tax system which great effectiveness and equality.				
The tax and service reflect the average preference of community members.				
The intergovernmental transfers are aimed at improving the system service.				
For your life participated in making decision regarding service delivery in your area.				
The local government staffs are well trained and have the capacity to service delivery effectively.				
You think government polices affects the quality of service delivery in local government.				
Much aware of all service delivery by local government in your area.				
All the service delivery satisfies the need the community.				
All the service delivery on time when over community need them.				

**APPENDIX III
CALCULATION OF CONTENT VALIDITY INDEX**

Number of all relevant questions

$$\text{CVI} = \frac{\text{Number of all relevant questions}}{\text{The total number of the items}}$$

Section: A

$$\text{CVI} = \frac{5}{6} = 0.83$$

Section: B

$$\text{CVI} = \frac{6}{7} = 0.86$$

Section: C

$$\text{CVI} = \frac{6}{7} = 0.86$$

Therefore, Average of content validity index is

$$\text{CVI} = \frac{2.55}{3} = 0.85$$

Diploma

Computer Soft ware Ineptitude of Amal Computer

Secondary School

2007Graduate, ainan Secondary School, Muqdisho Somali.

Languages:

English	Level very good
Somali	Fluent

Referees

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