

**REFORMING PUBLIC SERVICE DELIVERY OF MUNICIPALITIES IN
SOUTHWEST STATE OF SOMALIA (A CASE STUDY OF BAIDOA DISTRICT)**

Ibrahim Hassan Barrow

Chief Executive Officer, City Model School, Baidoa, Somalia

Barrow003@gmail.com

Publication Date: October 2021

ABSTRACT

Background of the Study: In all municipalities in Somalia, including Baidoa municipality, there is a general failure in public service delivery, particularly in waste management and waste collection services that provide for the citizens of Baidoa district. The municipalities in the Southwest State of Somalia have witnessed the absence of public service reforms since the outbreak of Somalia's civil war in the 1990s.

Objective of the Study: The aim of this paper was to discuss reforming public service delivery in municipalities in the Southwest State of Somalia: with the case of the Baidoa District. The study used a descriptive research design.

Research Methodology: The target population of this study was selected residents in 4 villages in the Baidoa district. The population size of the study was 100 respondents, through utilizing convenient sampling. The researcher chose a specific population based on a unique reason. The collected data was analyzed by the Statistical Package for Social Science (SPSS Version 16.0).

Results and Findings: The study revealed that there is a failure in public service reforms, and Baidoa municipality is unable to provide basic public services to the citizens of the district. Improving public service delivery should be effective and efficient in ensuring proper management of limited resources and good governance practice by updating the status of citizen satisfaction, which will ultimately reflect the good governance policy to be implemented, maintained and sustained.

Keywords: *Municipality, public service reform, Good governance, waste management and waste collection.*

1.1 INTRODUCTION

In today's modern world , every administration strives to improve its citizens' access to at least comprehensive basic public services such as primary health care , clean streets, tracking wastes and disposal, education, and water supply, which are considered the primary responsibility of the local government (Ramakrishnan, 2013). The impact of globalization, localization, and the right of information distribution is empowering citizens to demand accountability and transparency from their governments with the purpose of ensuring effective performance in public service delivery (Nwekeaku and Obiorah, 2019).

African states have been experiencing Poor public service delivery due to inadequate budgets, irregular conflicts, unaccountability and other collective issues, including leadership problems, have also been observed to be weakening the capacity of the local governments on the continent (Sumei van & Edmund, 2016). Every municipality administration is built with the ultimate aim of bringing government closer to the public at the grassroots and improving all the services provided by the municipality authorities in order to accelerate development and enable the local population to participate and hold those in power accountable for their governance roles (Abdulhamid & Chima, 2015). In addition, studies have shown the challenges bedeviling public service delivery, including common issues such as deficiencies in the constitutional framework, poor funding, scarcity of human capital, corruption, and political instability, particularly in fragile states (Amoako-Asiedu & Domfeh, 2016).

Somalia is one of the countries that lacks good administration that could provide efficient and high-quality public services to its citizens (Hassan, 2020). Despite, decades of civil war, Somalia has been quoted as a real-world example of a stateless society and a nation with no formal legal system (Somali Public Agenda, 'n.d'). In addition, Somalia's challenges are often tangled, and all things are coming down to the limited ability of the government to provide essential public services and goods to the citizens (Mohamed, 2017).

In Somalia, municipalities have primary responsibilities related to public service delivery such as urban planning, economic and social development, roads and bridges, water supply for domestic use, public health, provision of education, regulation of land-use and construction of buildings, and many other constitutional duties (Research and Evidence Facility, 2020).

In the municipality of Baidoa district, efforts to improve public sector policies, particularly the town's sewage management, street cleaning, and water supply that are literally responsible by the district administration to provide to the citizens are weak. This includes a lack of sewage management, street cleaning, and water supply in the town as a result of budget constraints, inattention from local authorities, and the community themselves (Adan, Personal Communication, May 16, 2021).

The study adopted the New Public Management theory, coined by scholars from the UK and Australia (Hood & Jackson 1991). The NPM reforms often focused on the centrality of citizens who were the recipients of the services or customers of the public sector. This paper aimed to

investigate Reforming Public Service Delivery of Municipalities in Southwest State of Somalia: with the Case of Baidoa District with special reference on how it is important Municipality of Baidoa could be improving the waste management and waste collection in the town of Baidoa District.

This paper aimed to investigate reforming public service delivery in municipalities in the Southwest State of Somalia: with a special reference to how it is important the Municipality of Baidoa could improve waste management and waste collection in the town of Baidoa District.

2.1 RELATED LITERATURE REVIEW

According to Afridi (2017), public service delivery is the mechanism through which public services are delivered to the public by local, municipal, or federal governments. Examples of public services include sewage and trash disposal, street cleaning, public education, and health services. A municipality is usually a single administrative division having corporate status and powers of self-government or jurisdiction as granted by national and regional laws to which it is subordinate (Bernard & Maxwell, 2020).

According to economist Adam Smith, public institutions and public works are characterized by the fact that their profits can never be repaid by investment, or if it is a public function, which is the kind that can not be repaid by investment. For the majority of the population of developing countries, particularly in Africa, including Somalia, municipal services are so poor in terms of infrastructure and the provision of basic services is insufficient. In particular, street cleaning, water drinking, and sewer systems are constantly cited as hazards (Ahmed & Ibrahim, 2019). In addition, the study has further emphasized that the number of people lacking adequate provision for water, sanitation, drainage, and other important public services is growing. According to the study, (Teshome et al., 2013), in the view of traditional approaches to public administration, public service delivery was the sole responsibility of the government. However, due to the fast rate of urbanization, resource shortages, and poor urban management, states alone could not be able to deliver, run, and sustain public services to meet the demands of the people. Furthermore, the study suggests that multiple non-state actors, including private sectors and civil society institutions (both formal and informal), should be involved in public service delivery.

According to (Korir et al., 2015), a number of municipalities in African states have commenced public service reforms at a very advanced point in placing citizen satisfaction at the heart of policy making and service delivery. In addition, the study revealed that attempts to improve public service delivery by strengthening the efficiency and quality of street cleaning and standardizing the system of sewage have also been given first priority over the aim of responding to citizens ' demand. Somalia is considered one of Africa's most prolonged civil wars and political unrest till this moment. It has inherited a collapsed country's sewage system as water pollution and waste materials are everywhere in the country (Abdule et al., 2018). Moreover, the study highlighted that in Somalia, municipalities exist in name only, while their role in pertaining primary responsibilities for public service delivery is very unfortunate due to the absence of bylaws, lack of budget, over-corruption, and a lot of negative consolidated factors that have

existed in each municipality, particularly in the South and Central parts of Somalia. Also, with the improvement of social well-being and democracy repetition, the expectations of the citizens of their municipalities' particularly effective public service delivery and policies have also increased (Akgul, 2012). Furthermore, the study concluded that most municipalities in LDCs have a very low capacity to provide efficient public services to their citizens, and expectations are low.

2.1.1 Profile of Local Government in Somalia

When Somalia gained independence in 1960, the country began a democratic journey, with eight administrative regions and subdivided districts administered by civilian authorities, and the central government is based in Mogadishu as it is the capital of Somalia (The East African, 2015). Unfortunately, General Mohamed Siad Barre, who held dictatorial rule of the country from October 1969 to 1991, was further split into 18 regions and subdivided into 48 districts headed by district commissioners appointed by the central government (Dirie, 2013).

In regard to Somalia's background, the main functions of the municipal and its councils were tax collection, town planning, registry and census, public services, and approval of the local budget and other authorities. Furthermore, the municipality financed various social services under the control of the central government, and this was in return for taxpayers. Barre's dictatorship regime collapsed in 1991 when Somali rebels who were completely rejected him remained in power. This led to no public service delivery, prolonged civil war, years of lawlessness, and a lot of irregular conflicts in the country for decades. Till now, political chaos is in place.

After several attempts at peace and reconciliation conferences held in neighboring countries, particularly in Nairobi, Kenya, Somalia adopted a federal system in 2004 that simply explained the type of federalism (Ali et al., 2019).

2.1.2 Public Service Delivery in Baidoa District: Current Status

In Southwest State and other federal member states of Somalia, the government has not made any progress in improving public service delivery to the citizens of Somalia at large. This is because, the country has continued civil war, leadership problems, and political instability for almost three decades, till the present, and that is why, states are not contributing to the strengthening of stability in the country through decentralized service delivery and improved accountability in decision-making ("African Voices," n. D.). When the civil war erupted in the early 1990s in Somalia, Baidoa was one of the most seriously damaged areas, as it lost thousands of lives, had complete devastation of social services, and the whole area was in a sad state (Abdirahman, 2014). In the context of the reality on the ground, there is no public service delivery to the citizens of Baidoa due to inappropriate use of limited resources, personal political gains, and political inclusion, and citizens are deprived of the required municipal services (Jabril, Personal Communication, September 13, 2020).

2.2 Conceptual Framework

Public sector reform is a concrete solution to ensure increased efficiency in the work of public administrations at all levels of government, as well as to improve administrative organizations and increase the quality of the services provided by public administrations (Gennaro, 2021). Service delivery is more popular with a primary responsibility for local government to respond to basic communal needs and services that promote the quality of life and strengthen the livelihoods of people (Masuku and Jili, 2019). In the majority of developing countries, waste management and other municipal services have acquired an alarming dimension because of the lack of efforts to improve solid waste management services (Ahsan et al., 2014). Due to the scarcity of resources, insecurity, lack of law and enforcement mechanisms, and other combined factors experienced in Somalia, public service delivery is critical in providing and improving the quality of citizens' lives (Mohamed, 2018). The conceptual framework was created to illustrate the relationship between the independent and dependent variables of this study being carried out. The dimensions of the independent variable, which is public service reform, are effective resource management, integrity and anti-corruption, regulation policies and standards, and enforcement mechanisms. Meanwhile, the dependent variable in this study is service delivery.

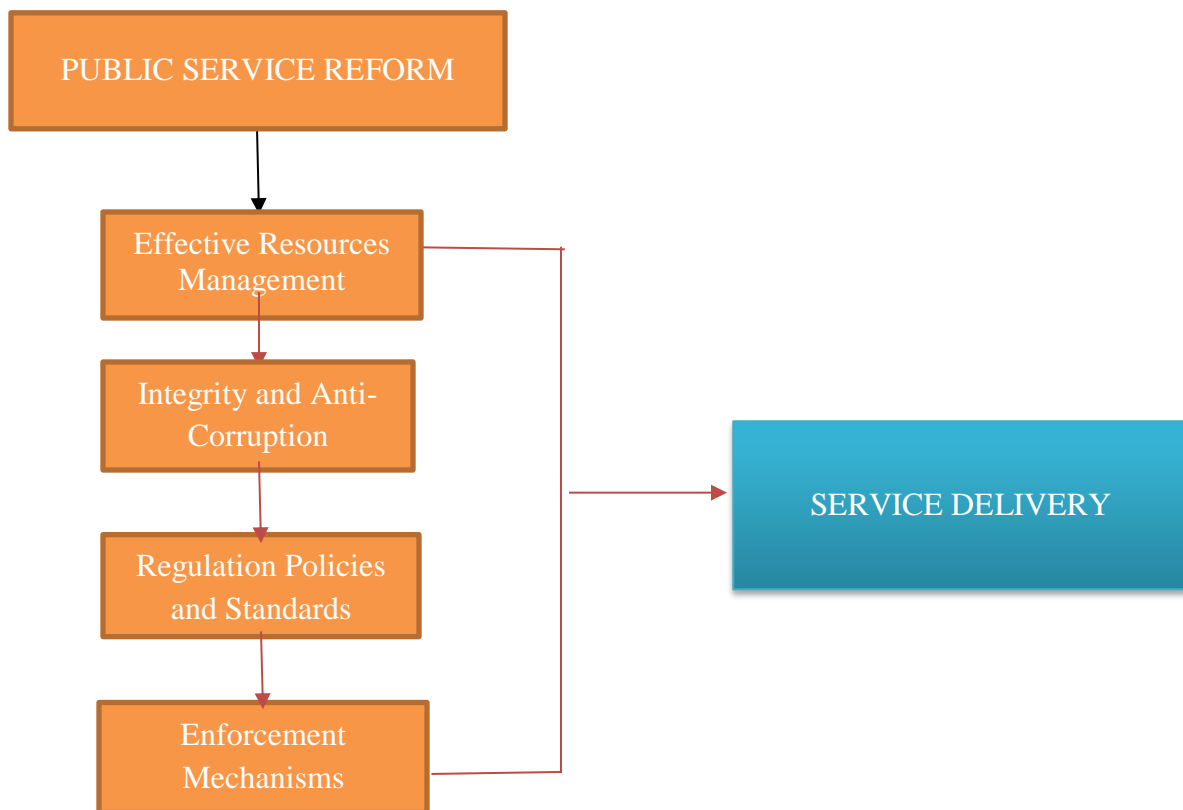


Figure 1: Conceptual Framework for public service reform on service delivery

In conclusion, previous studies on public service delivery, with special reference to the role of the municipality in developing countries, can be summarized by saying that the services provided by the municipality are very poor to some extent due to inadequate funds, leadership problems, and numerous deteriorations from the community itself. However, as a result of the civil war in Somalia, all public institutions, including the municipality of Baidoa, have been systematically destroyed during the years of conflict. When Somalia became quite stable, it is not projected to reform the services provided to the citizens by the municipality of Baidoa as it needs major rehabilitation. It is valued to indicate that UN organizations as well as other international NGOs have been supporting local governments in Somalia for more than a decade, particularly in capacity development, systems and procedures, as well as legislative reform.

3.1 METHODOLOGY

This study used the case study method to examine reforming public service delivery in municipalities in the Southwest State of Somalia. This study sought to measure Baidoa residents' level of satisfaction credited to the services provided by the municipality of Baidoa district and assess the quality of perceived service and the performance of the municipality in regard to improving basic public service efficiency. The study utilized convenient sampling with 100 sample size and the target population of the study were residents from 4 villages in Baidoa district. The respondents were asked 20 general questions concerning the status of waste management and waste collection services for the purpose of reporting the municipality's level of service delivery to the citizens of Baidoa. The collected data was analyzed by Statistical Package for Social Science (SPSS Version 16.0) software.

4.1 FINDINGS AND DISCUSSIONS

4.1.1 Demographical Characteristics of the Respondents

Table 1 demonstrates the demographic profile of the study respondents. The distribution of the participants' characteristics in the sample is; 62% of them are male and 38% of them are female. For the age distribution; 7% is less than 21 years old, 72% is between 21-30 years old, 18% is between 31-40 years old, 2% is between 41-50 years old, and 1% is above-50 years old. For educational status; 1% is school dropout, 4% is secondary school, 2% is diploma level, 72% is bachelor's degree, 19% is master's degree, and 2% is Ph.D. For marital status, 55% is single and 45% is married. For occupational distribution, 15% were self-employed, 13% were private employed, 13% were government employed, 42% were NGO-employed, and 17% were others. For residents, 35% were Horseed village residents, 21% were Isha village, 35% were Berdale village, and 9% were Hawlwadaag village residents.

Table 1: Demographic Profile of the respondents

Variable	Frequencies	Percentage
Gender		
Male	62	62
Female	38	38
Total	100	100
Age		
Less than 21	7	7
21-30	72	72
31-40	18	18
41-50	2	2
50-Above	1	1
Total	100	100
Educational Status		
School Dropout	1	1
Secondary School	4	4
Diploma Level	2	2
Bachelor Degree	72	72
Master Degree	19	19
PhD	2	2
Total	100	100
Marital Status		
Single	55	55
Married	45	45
Total	100	100
Occupational Status		
Self-employed	15	15
Private Employee	13	13
Government Employee	13	13
NGOs Employee	42	42
Others	17	17
Total	100	100
Resident		
Horseed Village	35	35
Isha Village	21	21
Berdale Village	35	35
Hawlwadag Village	9	9
Total	100	100

Table 2 summarizes the means and standard deviation of all the attempted questions based on the study objectives. The first ten questions focused on objective one, which is related to waste management services provided to the citizens of Baidoa district. 10 questions were asked of the study respondents. As the mean and standard deviation of the below table indicate, it can be seen that the waste management services given by Baidoa municipality are seen as deficient. The second objective of the study was related to waste collection services, and the result can be seen to be that there is a lack of and inadequate waste collection services undertaken by the municipality of Baidoa.

Table 2: Descriptive Analysis of waste management and waste collection services

Statement	Mean	Std. Deviation
Is the Municipality of Baidoa implementing any waste management services in the town?	1.54	.500
Does the district municipality have adequate staff and equipment used for solid waste management?	1.81	.394
Are there waste management policies and procedures in places?	1.74	.440
Does the Southwest State support the municipality in the waste management and collection services in the town?	1.63	.485
Is there capacity building support for the municipality and its staff in providing the waste management and collection services?	1.74	.440
How does the municipality of Baidoa ensure water supply and distribution lines do not get contaminated by sewages and drainages connecting to disposal points?	1.68	.468
Do you know that waste management is the primary responsibility of the local municipality?	1.11	.314
Do you agree due to budget constraints and corruption; Municipality of Baidoa is not capable of improving the sanitation of the town?	1.20	.402
Are the local government officials put in the agenda and interested in comprehensive reforms of basic public service delivery in Baidoa district?	1.69	.464
Are the resident taxpayers in Baidoa district getting in return services from the municipality of Baidoa?	1.77	.422
Is there any regular waste collection service provided by municipality of Baidoa in your area?	1.74	.440
Do you think that residents in Baidoa District dispose their generated wastes to somewhere in their homes or garbage bins?	1.41	.494
Are there any large bins provided by the municipality of Baidoa assigned for keeping waste materials in your living area?	1.77	.422
Are sewage/drainage systems available in your area?	1.85	.358
Do your community elders and other elites in your area do any public awareness on waste management and its environmental problem?	1.65	.479
Do you consider that environmental degradation has negative effect on your family and the community at large?	1.13	.338
Do people dump their waste in the garbage bins?	1.57	.497
Are there actions in place and emergency responses from the municipality of Baidoa district for dewatering the city during huge flash floods in the town?	1.67	.472

This study was proposed to examine the level of waste management and waste collection residing in the municipality of Baidoa and assess the performance of basic public service delivery provided by the municipality of Baidoa district.

In general, the service delivery reform was intended to make the public sector a legitimate tool for the basic necessity of maintaining and practicing democracy, which should be a primary goal for both leaders and citizens. According to the findings of this paper, waste management and waste collection in Baidoa district, with special reference to the selected residents, demonstrate abysmal failure. The good intentions of improving public service delivery efforts have been largely unrealized as service delivery is still ineffective and inefficient. In fact, the mission statement of the reform to serve as the strategic vehicle for all the efficient coordination, communication, and monitoring of government policies and programs implementation across the arms and among the tiers of Somalia's government in the best tradition of political and public service loyalty has remained a mirage.

The study has also exhibited that the reality on the ground is that the municipality of Baidoa district has not been completely able to deliver public service provision based on its development plan for all the sectors due to budget constraints and misappropriation of public resources. There is a huge gap between the requirements of the people and their desires for public service provision and what the local government has been able to actually deliver.

5.1 CONCLUSION AND RECOMMENDATIONS

According to the responses from this study's respondents, it seems to be a complete failure of waste management and waste collection services in Baidoa district. Due to the decades-long civil war against rival clan warlords, Somalia's economy and infrastructure are completely destroyed and it is not yet being built-up towards a capable state in Somalia to reform services provided to its citizens, as public service delivery shows failure with local, provincial, and national government. A capable state can exist only when an affordable, effective, and development-oriented public service can grow and have a transformative function in order to correct past failures, where government is making drastic changes, and where government has the necessary effect on society to correct its bad results. The kinds of problems being addressed in this study are varied; some of them are long-term hazards, and many assignments remain to be done. Current problems related to public service delivery are beyond the capability of Baidoa Municipality alone. True commitment and support are necessary from all government tiers as well as the international community. They are central pillars of this case. Based on the study's findings, the following recommendations are suggested.

There is a need for clearer descriptions of functions for different departments in Baidoa municipality. Effective limited resources management should be put in place. Anti-corruption acts and other regulation policies should be developed at all tiers of the government inclusive municipalities. Private Sector Engagement for waste management and waste collection services

is absolutely necessity through method of public-private-partnership policies. Local government should motivate the community to pay taxes and participate in local fundraising activities. Institutional support, the municipality of Baidoa district should be facilitated with equipment and tools that uses for waste management and waste collections as well as other public services delivery and technical staff must be carefully selected and appropriate to their functions.

REFERENCES

- Abdule, A.A., Muturi, W. & Samantar, M. S. (2018). Factors affecting Decentralization of Public Sector Services on Local Governance of Puntland: Case of Garowe District. *International Journal of Contemporary Applied Researches*, 5(2)
- Abdulhamid, O. & Chima, P. (2015). Local government administration in Nigeria: the search for relevance. *Commonwealth Journal of Local Governance*, 18: 4850, <http://dx.doi.org/10.5130/cjlg.v0i18.4850>
- African's Voices. (n.d.). <https://www.africasvoices.org/case-studies/somali-peoples-views-on-local-governance-unicef/>
- Afridi, F. (2017). Governance and public service delivery in India. *International Growth Centre*, S-35407-INC-1
- Ahmed, Z. A. & Ibrahim, A.A. (2019). The Role of Local Government on Regional Building in Benaadir Region, Somalia. *International Journal of Research and Development*, 4(4)
- Ahsan, A., Alamgir, M., El-Sergany, M. M., Shams, S., Rowshon, M. K., & Nik Daud, N. N. (2014). Assessment of Municipal Solid Waste Management System in a Developing Country. *Chinese Journal of Engineering*, <http://dx.doi.org/10.1155/2014/561935>
- Akgul, D. (2012). Measuring the Satisfaction of Citizens for the Services given by the Municipality: The Case of Kirşehir Municipality. *Social and Behavioral Sciences* 62 (2012) 555 – 560. DOI:10.1016/j.sbspro.2012.09.092
- Ali, A. Y., Dahir, A. H., & Hersi, Z. A. (2019). Federalism in post-conflict states: Assessing Somalia's challenges and the way forward. *Perspectives on Federalism*, 11(2)
- Amoako-Asiedu, E. & Domfeh, K. (2016). The Challenges of Central Government Fiscal and Financial Policies on Local Government Programmes in Ghana. *International Journal of African and Asian Studies*, (26), 2409-6938
- Dirie, B. I., (2013). Local Governance And Public Service Delivery In Benadir Region-Somalia. Kampala International University, Kampala, Uganda. <http://ir.kiu.ac.ug/bitstream/20.500.12306/4525/1/BILE%20ISMAIL%20DIRIE.pdf>.

- Gennaro, D. D., (2021). Global Challenges for Improving Public Services and Government Operations. *IGI Global*. DOI: 10.4018/978-1-7998-4978-0.
- Gumah, B. & Aziabah, M. A. (2020). Our Lives Are Affected by Government Agencies: Citizens' Perception Survey as a Measure of Public Service Efficiency in Ghana. *Original Research*, 1(10). <https://doi.org/10.1177/2158244020935900>
- Korir, S., C.R., Rotich, J. & Bengat, J. (2015). Performance Management and Public Service Delivery in Kenya. *European Journal of Research and Reflection in Management Sciences*, 3(4)
- Masuku, M.M., & Jili, N.N. (2019). Public service delivery in South Africa: The political influence at local government level. *Journal of Public Affairs*, (19) 4. <https://doi.org/10.1002/pa.1935>
- Mohamed, A. A. (2017). Challenges of Mogadishu Local Government Revenue. *Advances in Social Science, Education and Humanities Research*, 83
- Mohamed, A. M. (2018). Puntland Civil Servant Reform: Challenges and Opportunities. *International Journal of Contemporary Applied Researches*, 5(12)
- Nwekeaku, C. & Obiorah, B. (2019). Public Service Reforms and Effective Service Delivery In Nigeria. *International Journal of Developing and Emerging Economies*, 7(4), 30-40.
- R, Ramakrishnan (2013, March 25-26). Delivery of Public Services-The way Forward [Paper Presentation] 31st SKOCH Summit 2013 Rethinking Governance, New Delhi, India. <https://www.researchgate.net/publication/256055827>
- Research and Evidence Facility (REF). July 2020. 'Baidoa Municipality Somali Public Agenda. (n.d). Somalia: Why Local Governance Matters. <https://somalipublicagenda.org/somalia-why-local-governance-matters/>
- Sumei van, A. & Ferreira, E. (2016). Contributing Factors to Poor Service Delivery by Administrative Employees in the Gauteng Public Service in South Africa. *African Development*, XLI, No. 1

Teshome, W., Tolossa, D., Mandefro, F., & Alamirew, B. (2013). Governance and Public Service Delivery: The case of water supply and roads services delivery in Addis Ababa and Hawassa Cities, Ethiopia. Regional and Local Development Studies, Addis Ababa University. : <http://www.aau.edu.et/index.php/home-new>

The East African (2015). Somalia's regions slowly evolve into federal states. The East African. <https://www.theeastafrican.co.ke/tea/news/east-africa/somalia-s-regions-slowly-evolve-into-federal-states--1339444>.