T.C.
ANKARA YILDIRIM BEYAZIT UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES

CITIZEN SATISFACTION WITH PUBLIC SERVICES IN MOGADISHU MUNICIPALITY

MASTER'S THESIS

Mohamed Abdullahi AHMED

THE DEPARTMENT OF POLITICAL SCIENCE AND PUBLIC ADMINISTRATION

ANKARA, 2022

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Dr. Lecturer Selcen ÖZKAN

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ACCEPTATION AND CONFIRMATION PAGE

The thesis, prepared by Mohamed Abdullahi AHMED and titled "Citizen Satisfaction with Public Services in Mogadishu Municipality", is accepted as a master thesis at Ankara Yildirim Beyazit University, Institute of Social Sciences, Department of Political Science and Public Administration by unanimous vote.

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DEDICATION

I wish to dedicate this thesis book to my proud mother Hidayo Ahmed ADOW, my late father Abdullahi Ahmed DHIBLAWE and the Mogadishu municipality.

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ABSTRACT

CITIZEN SATISFACTION WITH PUBLIC SERVICES IN MOGADISHU MUNICIPALITY

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Public services are essential to human life, and every government is obligated to provide them in order to improve the lives of its citizens. Local government is at the bottom of the governmental hierarchy within the federalist concept. Local authorities are considered the main government agencies closest to people, and their main roles are to provide public goods and services in an administrative capacity and to represent and involve individuals in establishing particular local public needs and how they might be satisfied. In recent years, the use of citizen satisfaction surveys to assess the performance of government services has grown. Therefore, the main objective of this study was to examine citizen satisfaction with public services in Mogadishu municipality. It focused on four public services provided by the Mogadishu municipality to measure how satisfied Mogadishu residents are with them. These services include police and fire protection, garbage collection and street maintenance, health care services, and overall services. The study used a quantitative research design. Primary data was collected from a convenience sample of one hundred fifty four participants using a questionnaire survey. The target population was Mogadishu residents, and the study employed Microsoft forms to distribute the questionnaire quickly and easily. Descriptive analysis was used as a method of data analysis to measure citizen satisfaction with public services provided by the Mogadishu municipality. The results were presented using descriptive statistics such as mean, standard deviation, and percentage. In general, the research found that Mogadishu residents are dissatisfied with public services in the Mogadishu municipality. The results indicated that residents are absolutely dissatisfied with police protection, garbage collection, street maintenance, and municipal court and land use regulation services. Meanwhile, they do not have significant experience to decide whether they are satisfied or dissatisfied with health care, fire protection, and birth and identity certification services. Finally, the study recommended improving the quality of public services and increasing the number of basic public services provided by the Mogadishu municipality.

Key words: Citizen Satisfaction, Public services, Local government, Mogadishu Municipality, Somalia

ÖZET

MOGADİŞU BELEDİYESİNDE KAMU HİZMETLERİNDEN VATANDAŞ MEMNUNİYETİ

AHMED, Mohamed Abdullahi

M.A., Siyaset Bilimi ve Kamu Yönetimi Bölümü

Danışman: Dr. Öğr. Üyesi Selcen Özkan

Haziran 2022, 115 sayfa

Kamu hizmetleri insan yaşamı için esastır ve her hükümet vatandaşlarının yaşamlarını iyileştirmek için bunları sağlamakla yükümlüdür. Yerel yönetim federalist kavram içinde hükümet hiyerarşisinin en altında yer alır. Yerel yönetimler, insanlara en yakın ana devlet kurumları olarak kabul edilir ve başlıca rolleri, kamu mallarını ve hizmetlerini idari bir kapasitede sunmak ve bireyleri belirli yerel kamu ihtiyaçlarını ve bunların nasıl karşılanabileceğini belirlemede temsil etmek ve dahil etmektir. Son yıllarda, devlet hizmetlerinin performansını değerlendirmek için vatandaş memnuniyeti anketlerinin kullanımı artmıştır. Bu nedenle bu çalışmanın temel amacı Mogadişu belediyesinde kamu hizmetlerinden vatandaş memnuniyetini incelemektir. Mogadişu sakinlerinin kendilerinden ne kadar memnun olduklarını ölçmek için Mogadişu belediyesi tarafından sağlanan dört kamu hizmetine odaklanılmıştır. Bu hizmetler arasında polis ve yangından korunma, çöp toplama ve sokak bakımı, sağlık hizmetleri ve genel hizmetler bulunmaktadır. Çalışmada nicel bir araştırma tasarımı kullanılmıştır. Birincil veriler anket anketi kullanılarak yüz elli dört katılımcıdan oluşan uygun bir örneklemden toplanmıştır. Hedef nüfus Mogadişu sakinleriydi ve çalışmada anketi hızlı ve kolay bir şekilde dağıtmak için Microsoft forms'u kullanılmıştır. Mogadişu belediyesi tarafından sağlanan kamu hizmetlerinden vatandaş memnuniyetini ölçmek için veri analizi yöntemi olarak betimsel analiz kullanılmıştır. Sonuçlar ortalama, standart sapma ve yüzde gibi tanımlayıcı istatistikler kullanılarak sunulmuştur. Genel olarak araştırma, Mogadişu sakinlerinin Mogadişu belediyesindeki kamu hizmetlerinden memnun olmadıklarını ortaya koymuştur. Sonuçlar, sakinlerin polis koruması, çöp toplama, sokak bakımı ve belediye mahkemesi ve arazi kullanımı düzenleme hizmetlerinden kesinlikle memnun olmadıklarını göstermiştir. Bu arada, sağlık hizmetleri, yangından korunma ve doğum ve kimlik belgelendirme hizmetlerinden memnun olup olmadıklarına karar verecek önemli bir deneyime sahip değildir. Son olarak, çalışmada kamu hizmetlerinin kalitesinin artırılması ve Mogadişu belediyesi tarafından sağlanan temel kamu hizmetlerinin sayısının artırılması önerilmiştir.

Anahtar Kelimeler: Vatandaş Memnuniyeti, Kamu hizmetleri, Yerel yönetim, Mogadişu Belediyesi, Somali

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LIST OF ABBREVIATIONS

BRA:	Benaadir Regional Administration
EDM:	Expectancy-Disconfirmation Model
FG:	Federal Government
FGS:	Federal Government of Somalia
FMS:	Federal Member State
ICU:	Islamic Courts Union
IGR:	Internally Generated Revenue
IMF:	International Monetary Fund
IS:	Social Innovation
ISS:	Institute for Security Studies
LG:	Local Government
NGO:	Non-Governmental Organization
NPM:	The New Public Management
OECD:	Organization for Economic Co-Operation and Development
PRSPs:	Poverty Reduction Strategy Papers
PSR:	Poverty Status Report
SNM:	Somali National Movement
SSDF:	Somali Salvation Democratic Front
TFG:	Transitional Federal Government
UN:	United Nations
USC:	United Somali Congress

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CHAPTER ONE: INTRODUCTION

1.1. Background

Municipality's responsibilities and services vary from country to country, and from city to city. Most democratic states decentralize their responsibilities to improve the quality of public services and different levels of local government deliver public services to the citizens. In recent years, governments have placed a high focus on supporting new initiatives aimed at raising the level of services to meet or surpass citizens' expectations. The field of service quality measurement has attracted the attention of researchers and managers generally. Both private and public organizations have invested much in improving customer operations and services. Countries' competitiveness will be measured in the future based on the quality of services supplied to residents rather than quantity. Municipalities are the closest level of government to citizens among the several levels of government. Local residents place high importance on their municipality's capacity to offer services that ensure the wellbeing of their residents. The goal and techniques of administration in democratic nations should be drawn from the citizens and ultimately governed by the community as a whole. (Giannoccaro et al., 2008, p. 2).

Citizen satisfaction may be described as a citizen's summative assessment of a local government's performance in terms of the quality of essential municipal services. Measuring citizens' satisfaction with Municipal services is important for local government officials and for scholars interested in understanding how local residents perceive local government (Ryzin, 2004, p. 11). The satisfaction of citizen depends on the quality of public services and the good relationship with his/her public officials. The more the quality of public services increases the more citizens are satisfied. An administrative reform in 1980s and 1990s created the idea of treating citizens as clients and making public services more client-oriented. This idea was a clear example of how citizens' satisfaction is essential and many states started to deliver a pleasurable services to their clients (Citizens). Political voice (people reacting) to service delivery and its flaws through political action has also gotten a lot of attention from public administration researchers and political

scientists. Political leaders are forced to make public services more efficient in order to get huge votes from the citizens (Van de Walle, 2018, p. 227)

In most African countries, providing public services remains a difficulty. Under the centralizing impact of one-party or military administrations, democratic decentralization measures bequeathed from the colonial period often declined after independence. Following the return of multiparty elections at the national level in the mid-1980s, there have been good movements toward decentralization. As a result, several nations are working to develop suitable local government structures in order to improve public service delivery. Among such countries, Uganda and South Africa stand out as examples of best practices in their respective areas, the Great Lakes and Southern African regions, respectively. For example, Uganda's public service is heavily reliant on local government, particularly district councils, for the delivery of public services. As a result, local government is becoming increasingly important in the hunt for alternative governance models. The argument behind this strategy is that the current roadblock is poverty, and that the most effective method to address it is to empower people to offer the services that they deem necessary, as well as to choose their own local priorities in resource allocation. South Africa, on the other hand, is aiming to construct a developmental local government that will collaborate with local communities to find a long-term solution to their needs and enhance public services. As a result, the goal of these two countries is to increase public service quality in order to alleviate poverty and satisfy their population. Citizens' satisfaction with public services improves as the quality of public services improves (Tshiyoyo & Koma, 2011, pp. 120–121).

Despite decades of foreign aid, Public service delivery in Africa remains poor and millions of Africans lack some basic services. Most African nations are characterized by poor service delivery as a result of their inability to respond to changes in institutional arrangements, since failure thrives in both centralized and decentralized delivery methods. In Africa, the continent has been the home of authoritarian regimes those who do not care about the satisfaction of their citizens. In many African countries, a huge number of people have no access to basic services include health care, education, water, and energy supply as the regimes of those countries neglected to fill their roles and delivery the basic public services to their citizens. In recent years, as democracy spreads to the continent, many developing African countries begin to improve the quality of public services to reduce

grinding poverty and give importance to the satisfaction of their citizens. For instance, many local governments have begun to become more engaged in citizen satisfaction surveys with the aim of enhancing the quality of their services as a result of numerous protests against poor public service delivery in South Africa, which resulted from public dissatisfaction with government service delivery in general. “Citizen Satisfaction surveys are an established method for US local governments and public administration researchers to assess the quality of local government services”. Therefore, South African local authorities are following international trends by surveying their inhabitants on a regular basis in order to better understand their demands and evaluate their satisfaction with the quality of government services in their area. (Akinboade et al., 2012, p. 183).

In Somalia, after years of civil war and lack of functional government, the country has a federal government and regional states which try to deliver necessary services to citizens but inadequate resources, widespread corruption, and poor governance are challenging them. Municipalities have main responsibility in areas such as urban planning, economic and social development, roads and bridges, domestic water supply, public health, education, land-use control, and building construction, among many other constitutional tasks. For instance, the municipality of Baidoa district in southern Somalia is working to enhance public sector policies, notably in the areas of sewage management, street cleaning, and water supply, which the district administration is directly accountable for providing to the population. Financial constraints, lack of concentration from local officials, and the people itself have resulted in a lack of sewage management, street cleaning, and water supply in the town. (Barrow, 2021, p. 97). Somalia’s municipal governments do not provide much of their services to the citizens as they do not have the ability and resources. Private companies and individuals deliver the most basic services include health care, education, water and energy supply, garbage collection, and fire protection to people while local governments provide a few services.

Mogadishu municipality is the largest municipality in Somalia in terms of resource and scale. It provides some public services to the local community but these services are not adequate. Municipal governments encounter many obstacles, and Mogadishu's local government is no different. The municipal administration of Mogadishu is now having financial difficulties as a result of inefficient tax collection procedures and unauthorized money sources. The central government of Somalia is the primary source of funds for local

governments. As a result, local governments with the ability to self-finance can establish situations in which local populations have access to essential services while also improving government responsiveness to residents. (A. A. Mohamed, 2017, p. 531). There are many factors which effect citizen's satisfaction with public services which include the quality of services and the way of delivering to the citizen. Therefore, it is clear that where there is no service or good service, there is no satisfaction or the level of satisfaction is low. In addition to, every year, Transparency International ranks Somalia as the most corrupt country on the planet. Corruption, on the other hand, is undeniably a substantial impediment to economic transformation, since it inhibits public investment, raises inequality, and clearly impacts citizens' satisfaction with government performance in delivering public services. (Mishra & Abdullahi, 2020, p. 763).

1.2. Problem Statement

Mogadishu is the capital and the largest city of Somalia. It is also one of the most populous cities in the horn of Africa. The city has been tremendously wrecked by long-standing civil war and terrorist attacks. Although insecurity caused by the terrorist group Al-Shabab is the main challenge of Mogadishu, it is recovering and growing rapidly. Additionally, Mogadishu has the biggest port and airport of the country which play a great role in the country's economy. It is also the base of the federal government and many international and national companies and NGO's.

Banadir regional administration or Mogadishu municipality is a member of the federal government of Somalia which consists of five regional states and the Banadir region excluded Somaliland that declared self-administration. The status of Banadir region or Mogadishu city is not clear yet, but it awaits a constitutional review process to determine whether it will have a regional state or another type of administration. Currently, the city's administration is nominated by the president and it is considered as an administration that has less autonomy to govern its local issues. Mogadishu is the only city of Banadir region and it consists of seventeen local municipalities which are intended to deliver different services to the local communities. Always the Banadir regional administration and the Mogadishu municipality are governed by one person. Due to the inadequate finance, corruption and poor governance, the municipality and its local municipalities do not provide many basic services to citizens. Most of the basic municipal

services such as water and energy supply, transportation and waste management and recycling are provided by private companies and individuals.

Although Mogadishu municipality collects taxes from the local businesses, land property, private transportations and people, receives revenue from Mogadishu port and airport, and get financial support from international donors it provides very little services to its local community. These services include public safety such as police and fire protection, health care, street maintenance, garbage collection, and forming legal documents and licensing. However, it is not certain how Mogadishu residents those who are the main taxpayers of both Mogadishu municipality and federal government satisfy with these public services. The existing studies left that gap which needs to conduct a research on this area. Therefore, this study will examine citizen satisfaction with public services in Mogadishu municipality to fill the gap and it will measure the level of satisfaction of Mogadishu residents.

1.3. Objective of the Study

The study has one general objective and four specific objectives.

1.3.1. General Objective of the Study

The general objective of this study is to examine citizen satisfaction with public services in Mogadishu municipality.

1.3.2. Specific Objectives of the Study

The study also aims to achieve the specific objectives which are listed below:

1. To investigate the satisfaction of Mogadishu residents with police and fire protection.
2. To explore how Mogadishu residents satisfy with municipality services of garbage collection and street maintenance.
3. To know how Mogadishu residents satisfy with the health care service of Mogadishu municipality.

4. To discover the satisfaction of Mogadishu residents with overall services of Mogadishu municipality.

1.4. Research Questions of the Study

1. How satisfied are Mogadishu residents with police and fire protection of Mogadishu municipality?
2. How do Mogadishu residents satisfy with municipality services of garbage collection and street maintenance?
3. How satisfied are Mogadishu residents with the health care service of Mogadishu municipality?
4. How is the satisfaction of Mogadishu residents with overall services of Mogadishu municipality?

1.5. Significance of the Study

Measuring citizen's satisfaction is a good way that public institutions could know the quality of their services. This study will examine citizen satisfaction with public services in Mogadishu municipality. Therefore, the results of this study can help Mogadishu municipality to know how the local community satisfies its services which will clarify the quality of its services. On the other hand, the recommendations and suggestions that will be made in this study can guide the local leaders to improve their services to the Mogadishu residents.

This study will be the first study conducted in Mogadishu that examines citizen satisfaction with public service so its findings will produce a piece of new knowledge. The findings of this research can be used by civil society organizations as baseline data upon which their activities and programs can be implemented. Finally, future researches can also benefit from the findings of this study as key point of reference to future related studies.

1.6. Scope of the Study

This study is limited to the public services provided by Mogadishu municipality in order to measure the satisfaction of Mogadishu residents with municipal services. The researcher assesses the satisfaction of Mogadishu inhabitants with some municipal services include, police and fire protection, garbage collection and street maintenance, health care service and overall services like licensing and making legal documents. The participants of this study are limited to only Mogadishu residents without classifying them into districts.

1.7. Conceptual Framework

The below (figure 1.1) conceptual framework illustrates the relationship between the independent and dependent variables which this study is carrying out. The dimensions or variables of the independent variable (Public services) contain police and fire protection, garbage collection and street maintenance, healthcare service, and overall services. While the dependent variable of this study is (citizen satisfaction).

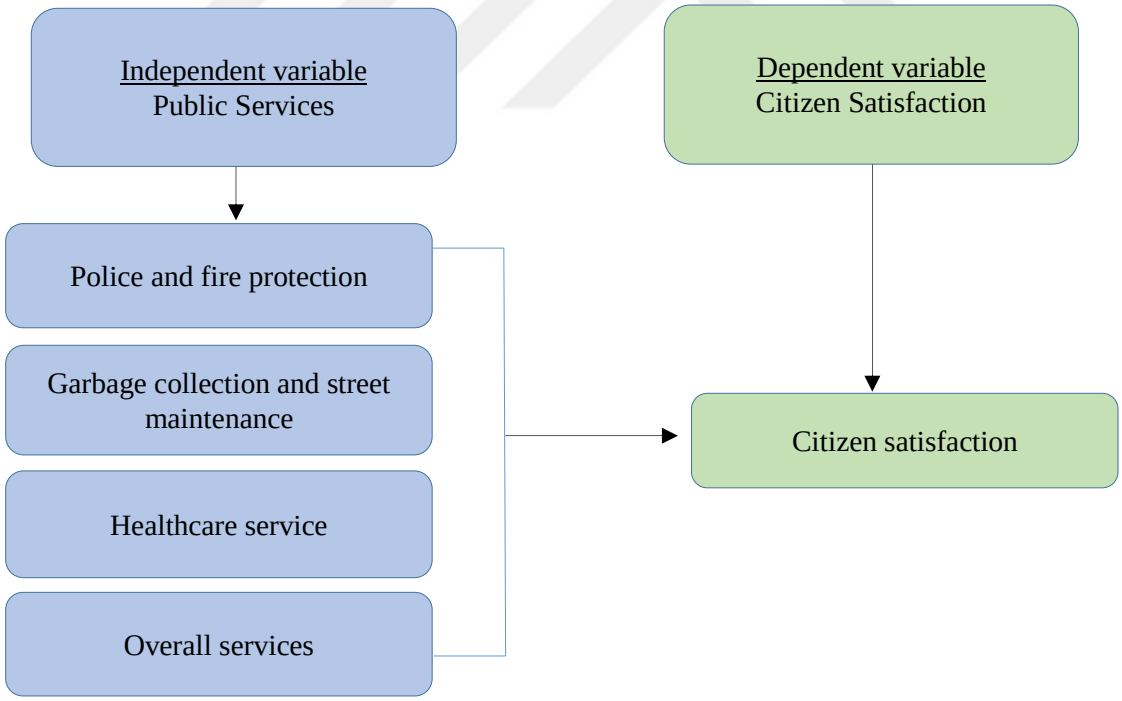


Figure 1.1. Conceptual framework of the study

1.8. Organization of the Study

This research comprises four chapters. Chapter one is an introductory part that describes the background of the study, statement of the problem, objectives of the study, research questions, hypothesis of the research, significance, and scope of the study, and conceptual framework. Chapter two reviews the literature on citizen satisfaction and public service delivery. In this chapter, local government functions and their role in public service delivery will be discussed. Chapter three defines Somalia's system of government, public service delivery, and the responsibilities of different levels of local government. In this chapter, municipality services that are provided by the Mogadishu municipality will be analyzed. In chapter four research methodology will be presented and the findings of the research will be analyzed. Finally, the researcher concludes and suggests some recommendations in line with the result.

CHAPTER TWO: CONCEPTUAL FRAMEWORK

2.1. Public Service Delivery

Holzer (1989), stated that “the concept of public service is too often approached simplistically”. Despite its widespread use in academic literature, especially in the subject of public administration, public service is still poorly defined and understood. Unlike other fundamental ethical notions in modern democracy and government, the concept of public service has never been fully conceptualized by academics. This might be related to the fact that it is fungible. The term "public service" is sometimes used interchangeably with "government service," referring to anyone who works for the government. However, public service entails much more than a person's place of employment (Perry, 2020, p. 368). According to Brewer (1998), public service has a dual meaning, referring to both public sector workers and, more broadly, "the act of doing something valuable for society". In academic literature, their meanings have frequently been misunderstood. Despite the fact that there are dozens of distinct definitions of public service, most authors derive their core concepts from the same sources. In a speech made in 1988, the late Elmer Staats, a long-serving Comptroller General of the United States, gave an important definition of public service. He said that public service is "an attitude, a sense of duty—yes, even a sense of public morality basic to democratic society." This idea has three dimensions: two descriptive and one normative. Staats believes in public service as both a mindset and an obligation, and he argues that widespread confidence in the norm is a fundamental democratic good (Mcmillan, 2018, pp. 1–2).

There is no universally accepted definition of public service. Any term's definition is determined by how it is used and perceived in practice, thus knowing what a "public service" is must begin with a look at how it is used. For instance, when the UK Cabinet Office released its report on public service reform, it did not define "public service" but said that "public services have been returned to their nation's pride and are more solidly than ever before in the history of British national life. They mentioned that some of their public services have improved and their top schools, hospitals, colleges, police forces, and armed forces are admired around the world. There is a clear understanding of what public services involve: education, health, policing, and defense. On the other side, social housing, income maintenance, and community and family services are all on the agenda. It

appears that the term "public services" is typically applied to government activities in the public domain, such as policing and public health; public-benefit activities, such as public service broadcasting or waste disposal; and "social services," such as healthcare, housing, education, and social welfare. This may appear to imply a function-based definition, yet public services cannot be defined just by their functions. Energy supply, medical treatment, and transportation are examples of public services that may also be commercial enterprises. Some scholars argue that the public sector and the public services are not the same thing. Despite the fact that they are mentioned in standard literature. The government owns or controls the public sector, but not necessarily the public services. Independent, volunteer, and nonprofit groups create, develop, and operate some public services. The purpose of public services could be to increase the general welfare of the community (Spicker, 2009, pp. 970–974).

According to Afridi (2017), public service delivery is the method through which local, municipal, or federal governments provide public services to the general public. Public services include sewage and garbage disposal, street cleaning, public education, and medical care. In low-income countries, citizens rely significantly on the state for basic services such as education, health, and infrastructure, either because there is no market for these services or because of poverty. Thus, in governance and public service delivery, the state's role, as shown by its elected leaders and public servants, comes into view. As a result, public services are crucial in reducing increasing inequities in emerging economies. The goal of public service delivery is usually to eliminate inequitable resource distribution and remedy past imbalances, such as caste prejudice and gender inequity (Afridi, 2017, p. 2).

Economists consider public service delivery a resource-intensive activity aimed at improving public welfare. A crucial indicator of governance is the quality and availability of the required services, such as health care and elementary education. Public services are a measure of a society's health since they sustain the social compact between states and citizens. The social contract is based on the provision of services. Public access to high-quality services implies that a society is well-governed, allowing political leaders to sustain public support for their programs. Public services are intended to achieve objectives that policymakers believe are useful, regardless of who those policymakers are, because the

concept can apply to governing entities, voluntary groups, mutualist societies, philanthropists, and others (Akinboade et al., 2012, p. 188).

All government actions are based on the delivery of services. "Service refers to the offering of both tangible and intangible public goods. It comprises an official's accomplishment of a duty or task, or an act of service to others, or the ability to govern or utilize resources, or an organization or system that provides the public with something beneficial to meet their needs. Achieving or performing, handing over, bringing products to the intended receiver, or producing outcomes as promised or expected are all examples of delivery. As a result, "service delivery" refers to the government or a government agency delivering a product or service to a community that was promised to them or that they expected. The provision of public activities, benefits, or satisfactions is referred to as "service delivery" (Vambe, 2013, p. 128).

One of the most significant developments in political life today is a huge shift in the way society's rules, regulations, programs, and procedures are established, or, to put it another way, a transformation in the way public policy is developed. In the previous era, the government was heavily involved in what some have referred to as "societal steering." However, time has passed and situations have changed. The game of formulating and implementing public policy is no longer played solely by government officials. Indeed, you might even argue that the public is no longer in the stands, but rather right on the field, taking part in every play. To put it another way, there has been a reformulation of society's guiding systems. Many different organizations and interests are now intimately involved in the creation and application of public policy. This has happened for a variety of reasons. First, the welfare state has been restructured such that the government is no longer the main provider of services. Second, the market's more flexible nature has raised additional concerns among the public. Third, technological advancements have increased public access to the policymaking process. The government's new role is centered on democratic and social standards. This viewpoint implies that the public benefit is fundamental, and that the public interest is the outcome of a discussion of common or overlapping interests. It sees the government's function as bridging interests between people and other groups in order to build common ideals. For instance, this might entail forming coalitions of governmental, corporate, and nonprofit organizations to address mutually agreed-upon issues. Public officials must adhere to the law, community values, political norms,

professional standards, and citizen interests according to this approach to accountability. The new public service is the philosophy and practice school connected with this approach (Denhardt & Denhardt, 2003, pp. 3–5).

The new public service understands that people who engage with the government are citizens, not just clients. The Canadian management theorist, Henry Mintzberg, has pointed out that we have numerous different sorts of connections with the government. A customer is someone who engages in a direct transaction with the government, such as purchasing a lottery ticket. A customer, on the other hand, is someone who receives a professional service from government education, for example. Of course, we are also government subjects who must pay taxes, follow rules, and follow the law. Most importantly, we are citizens, and it appears that a significant portion of the government's services, such as social (museums), public infrastructure (roads and ports), economic (monetary policy), mediative (civil courts), offshore (embassies), and the government's own support infrastructure, fall into this category (election machinery). There's no argument that public institutions should strive to provide the highest possible level of service while staying within the bounds of the law and accountability, and many do. One of the most complex initiatives to improve service quality begins with recognizing the distinctions between customers and residents. Citizens are seen as holders of rights and obligations in the context of a broader community. Customers are distinct in that they attempt to maximize their own individual gains rather than pursue a shared goal (DENHARDT & DENHARDT, 2007, p. 60).

2.1.1. Improving Public Service Delivery

All government agencies have the same purpose in mind: to boost citizens' living conditions by providing public services. Government institutions, like the business sector, are eager to implement technologies that allow for more appropriate operating intensities. The viability of a system is determined by how well it interacts with its intended context. In recent years, e-government has been used to increase government engagement with other government agencies, businesses, employees, and communities by promoting stakeholder participation in development and expanding governance processes through the use of the Internet. As a result, official government websites have evolved, with the primary purpose of disseminating relevant information to the general public. Furthermore,

some of these websites are integrated with information systems that provide residents with a quick way to access certain services. In addition to their manuals and information systems, government entities that have adopted principles of public openness and disclosure provide procedural instructions on how to get services in the form of a Citizen's Charter (Fortuito et al., 2015, p. 1).

Many governments have relied on performance measurement systems as a solution for delivering inefficient and ineffective public services. This is consistent with the assumptions behind the new public management paradigm, which holds that public institutions should adopt private sector techniques in order to become more efficient and successful. It's no surprise, therefore, that states and governments at all levels have invested time and money in measuring and evaluating their agencies' performance. During the 1980s, laws and directives were issued to enforce these result-based policies, including the Government Performance and Results Act 1993 in the United States and the Financial Management Initiative in the United Kingdom, as well as concurrent legislation requiring all government agencies to monitor performance against set plans and objectives. In addition, the utilization of performance measurement has resulted in a better service delivery procedure. One of the most important reasons for adopting key performance indicators is to assist public officials in staying focused on the most important services and operations. It should be used to determine if present operational efforts are assisting in the achievement of overall objectives (Abdul Khalid, 2010, pp. 67–76).

Public service improvement is a dynamic phenomenon that always involves issues of equality and is generally focused on the performance of multi-organizational networks rather than one organization's accomplishments. From the rich literature on organizational performance, five conceptual frameworks for public service improvement have emerged. These are the goal, systems-resource, internal process, competing values, and multiple constituency models. These models highlight various effectiveness criteria, and each one may handle the conceptual and organizational difficulties of improving public services (Boyne, 2003, p. 214).

1. ***The goal model:*** This is the oldest and, at first appearance, the most straightforward model of organizational effectiveness. It is based on the idea that formal organizations are formed to achieve goals that individuals, families, or communities cannot achieve on their own. This approach is directly relevant to

the meaning and assessment of public service improvement in principal. One of the key goals of the National Health Service, for example, may be to improve the physical well-being of the people. Indicators of mortality and morbidity can be used to determine whether or not progress has been made. If these indicators' values fall, the population's health improves, then it's possible to conclude that public service has improved. In practice, the goal model is difficult to apply. First, public service institutions may lack formal goals that are clearly expressed in legislation or other documents. Second, the stated formal goals are more likely to be broad "mission statements" than particular targets that may be employed to measure whether progress has been made. Third, public entities frequently have many objectives. Even on a random basis, some goals will be accomplished while others will be missed, so progress and decline are likely to occur simultaneously. Despite these problems, the goal model resonates well with current discussions about improvement. The public service is obviously expected to accomplish something and deliver concrete outcomes that satisfy important stakeholders.

2. ***The systems-resource model:*** This model is based on two definitions of effectiveness, both of which stress the fact that organizations are open systems that must obtain resources from their surroundings. The first is survival, which was designed largely for private-sector businesses. To put it another way, companies that survive are successful by definition, whereas those that fail are unsuccessful. The preconditions of survival are the emphasis of the second systems-resource definition. To exist, enterprises need inputs from the environment, such as products and services from suppliers and money from customers. This model has been questioned for its relevance to the effectiveness of private enterprises since it focuses on inputs rather than outputs or outcomes. The survival or expansion of public organizations, in particular, is no indication of whether or not services are improving. First and foremost, organizations may be disbanded (or kept) for political reasons unrelated to service quality. A public organization's capacity to get funding is likely to reflect both its political backing and its service successes.

3. ***Internal processes model*:** If goals are vague and arguable, and survival or development is only slightly related to success, an alternate option is to use

institutional traits as proxies for effectiveness. This is the gist of the internal process model, which focuses on either technological (e.g., information and budgeting systems) or human components of organizations (e.g., personnel practices that promote job satisfaction and employee welfare). Because outcomes are typically difficult to define and monitor, this approach has only superficial relevance to public services (and, as noted before, is difficult to attribute exclusively to the work of service providers). So, why not use the realization of better professional or management standards as a measure of service improvement? There is evidence that funding agencies and senior managers in service delivery organizations use similar criteria to evaluate the performance of public agencies.

4. ***The competing values model:*** This fourth viewpoint on organizational effectiveness is an effort to combine the features of the three previously stated models. The competing values model posits that all organizations must deal with conflicting performance standards. These criteria can also be divided into two dimensions. The first component addresses important stakeholders' views toward control and flexibility: should organizational procedures and performance objectives be prescribed and monitored, or should managers be allowed to devise solutions as they go a long? The second dimension is where influence over organizational operations is concentrated: is it predominantly inside or outside the organization? In empirical studies on organizational success, the competing values paradigm has been widely used. To assess their performance, many organizations have been mapped into the "control" and "power" dimensions. The model's most important contribution to understanding public service improvement is that it highlights the inconsistencies between different interpretations of effectiveness.

5. ***The multiple constituency model:*** The search for universal organizational effectiveness criteria is abandoned in this final model. The complexity and chaos of real politics replace the competing values framework's simplicity and order. The multiple constituency model assumes that all organizations' performances are evaluated by a range of internal and external stakeholders. Each of these organizations evaluates effectiveness using different criteria. Even if all stakeholders employ the same criteria, the proportional importance they place on

each one is likely to differ. This viewpoint is, to some extent, consistent with the system resource model. The capacity to generate and sustain political support, rather than the ability to collect technical contributions, determines success. The consequences of defining public service improvement are far-reaching. The notion that there is a single set of generally agreed-upon performance goals must be abandoned. Instead, improvement is exposed as a battleground for political power struggles between various factions vying to impose their chosen success or failure criteria on government services.

As a result, the strengths and weaknesses of these five conceptual models that are important to public service improvement have been examined. The two viewpoints on organizational success, the goal and multiple constituency models, can be coupled to give useful insights into the meaning of public service improvement. They suggest, when considered together, that improvement may be measured using a range of meaningful standards, but that these standards (and the proportion values assigned to them) differ between stakeholders and across time.

On the other hand, delivering services is something that every employee in public management entities does or should do. Effective service delivery should thus entail the appropriate services being delivered to the appropriate individuals at the right time and location at an efficient price. Service quality, satisfaction, and value may all be used as measures of service delivery levels. The importance of measuring public service delivery must be addressed since it is at the heart of every attempt to enhance public service delivery. Measuring service delivery, also described as service quality, is hard. Because the evaluation of services is more subjective than the evaluation of tangible goods. The criteria of reliability, tangibles, responsiveness, assurance, and empathy may be used to assess the conformity of services to client demands and expectations. This focuses attention on customer expectations and needs. The intangibility, non-standardization, and inseparability of services, which lead to high degrees of experience and credibility, exacerbate the problem of assessing service delivery. Despite the challenges of evaluating public services, marketing might help assess public service delivery easier by identifying service delivery gaps (Swaniti, 2018, pp. 88–94).

Finally, in most nations, basic services are largely provided by the government through state agencies and competent authorities, while private enterprise availability is

becoming more prevalent in all contexts of service delivery as a result of bad governance, privatization, and outsourcing, which empowers local business competition. State entities in national and municipal governments are no longer solely responsible for providing public services. It now includes a mix of public and private entities, as well as a rising number of civil society groups. Today, many countries also use decentralization as way of improving public service delivery. One of the most convincing reasons for decentralization is that it may improve the financial efficiency and quality of service delivery by decentralizing resources and decision-making authority to local governments (Robinson, 2007, p. 8).

2.1.2. The New Public Management

The New Public Management (NPM) is a powerful collection of management strategies that borrow performance metrics and practices from the private sector. It has gained worldwide relevance as a result of its widespread use by governments attempting to modernize and restructure their public sectors. In discussions on current and future changes in the public sector of developed economies as well as in developing nations, the principles of NPM have proven seductive to governments. The NPM approach is based on the premise that management, rather than other policy alternatives such as more traditional forms of public administration or merely raising public spending on public services, may reform public sector institutions (Lapsley, 2009, pp. 1–3). The new public management movement arose in the late 1970s and early 1980s. Its supporters first surfaced in the United Kingdom under Prime Minister Margaret Thatcher, as well as in several American city governments, such as Sunnyvale and California, which had been affected heavily by economic decline and tax uprisings. As a result, the governments of New Zealand and Australia chose to join the movement. Because of their success, NPM administrative changes have become on the agendas of most OECD countries, as well as other countries. Academics could not recognize the common characteristics of these changes until later, and they were organized under the term "New Public Management" (Gruening, 2001, p. 2).

The term NPM was invented in response to the need for a generic term for a general, if not universal, transformation in public management techniques. The name was created to cut across the many languages used by different projects or nations (for example, the French "Projet de Service," the British "Next Steps," and the Canadian "Public Service

2000"). The comparison is with names like "new politics," "new right," and "new industrial state," all of which were coined for the same purpose. Different commentators have described the philosophies of public sector management contained by NPM in various ways (for example, Aucoin, 1990; Hood, 1991; Pollitt, 1993), and others have recognized different stages in the development of NPM. However, the many interpretations of what NPM entails have a lot of similarities. Most reports, for example, discuss a shift of focus from policy development to management skills, a shift from process to outcome, a shift from structured hierarchical structures to an intendedly more competitive basis for delivering public services, a shift from constant to variable pay systems, and a shift from a consistent and comprehensive public service to a variant framework with a stronger focus on contract provision (Hood, 1995, pp. 94–95).

Many public sector organizations throughout the world are adopting the new public management reform in developed countries. These organizations have undergone a paradigm reform that has affected their structure, operations, and mindset. Various perspectives on public management have been presented over the last few decades, but Hughes (1994) claims that they all share some characteristics, including: (a) a strong focus on results and managers' responsibility; (b) Institutions, employees, and work conditions that are flexible; (c) individual and organizational goals that are clearly specified, as well as the establishment of performance metrics; and (d) senior personnel who are politically loyal to the current administration rather than non-partisan or neutral; (e) the use of the market to administer government operations, such as contracting out; and (f) a tendency toward privatization of government functions. This new emphasis posed a challenge to traditional public service administration and structure, which are based on the following: (1) the presumption of self-sufficiency, which asserts that when a government agency is in charge of a task, it should generally do that task itself, employing the necessary staff directly; (2) the concept of direct control, which claims that the best way to exert control over the actions of government institutions is for a hierarchy to monitor them continuously; (3) the assumption of uniformity, i.e., that when a service is provided, it should be provided in a consistent manner throughout the organization's jurisdiction; (4) the assumption of accountability upwards, i.e., that the public servant's accountability to those who receive a service is established through the political process; (5) the assumption of standardized establishment procedures, i.e., that staffing policies necessitate the application of standardized practices throughout the service (De Araújo, 2001, p. 917).

New public management has become a frame through which professionals and scholars alike have started to view public sector transformation. Some have hailed it as a paradigm shift. New public management improvements are claimed to be a common response to prevalent restrictions such as public antipathy towards the state, shrinking finances, and globalization urgencies. Various people have different opinions on what constitutes a common answer. According to most professionals, deregulation of line management, the transformation of public service divisions into unlimited agencies or entities, performance-based accountability, especially through deals, and competitive methods, including outsourcing and domestic markets, are all crucial. (Aucoin 1990; Hood 1991). Privatization and shrinkage are also noted by other scholars as part of the package (Ingraham 1996; Minogue 1998). The merits and demerits of the new public management, or NPM, as it is popularly called, have been the subject of a long-running, politically heated discussion. Typically, the discussion centers on whether NPM adjustments are useful in practice. Regardless of the fact that a rising body of evidence contradicts this, supporters and critics of the new public management system generally accept the idea that it is global. This strengthens the idea that NPM slogans are used all over the world when people are talking about public service changes. (Batley, 1999, pp. 756–757). However, in Somalia, new public management is not in use and it is necessary to use it in order to reform the public sector, which is ineffective currently. The new public management can improve the effectiveness of Somalia's public sector and strengthen public service delivery. It also changes bad governance in Somalia's public sector into good governance and reduces the widespread corruption.

2.2. Decentralization and Public Service Delivery

Decentralization is the transfer of power, authority, responsibility, and resources from the center to intermediate and local administrative entities. Theoretically, decentralized service delivery methods are preferable to centralized service delivery mechanisms in terms of promoting equality, efficiency, effectiveness, and innovation. Decentralization encourages local units to compete for service delivery by meeting local demands and preferences through improved information channels and access at the local level, which is impossible in centralized service delivery, which frequently follows the one-size-fits-all dictum. Decentralization improves quality by increasing accountability and transparency by allowing citizens to participate in and monitor decision-making and

service delivery processes. Involving disadvantaged and backward groups in different activities guarantees equity by accommodating their perspectives and goals for service delivery (Ghuman & Singh, 2013, pp. 8–9). In recent years, decentralization has received a lot of attention throughout the world. There are three components to decentralization, which entails the transfer of authority from the central government to the local government. Fiscal, administrative, and political decentralization are the three types of decentralization. The administrative aspect is concerned with the local government's institutional framework, while the political aspect is concerned with locally nominated officials. The fiscal component is concerned with the monetary and spending arrangements between local governments and the national government. (Dick-Sagoe, 2020, p. 2).

The purposes for decentralization have been various in many countries. It was part of the political and economic transformation in Eastern Europe and the former Soviet Union; it was to strengthen the transition to democracy in Latin America; it was a response to ethnic or regional conflict in South Africa, Sri Lanka, and Indonesia; and it was to improve the delivery of basic services in Chile, Uganda, and the Ivory Coast. Even when it isn't stated explicitly, most decentralization attempts have an underlying goal of increasing service delivery. There are two explanations for this. First, basic services like health, education, water, and sanitation, which are all provided by the government, are consistently failing, particularly for the poor. At many levels, governments are failing to fulfill their responsibilities to provide appropriate health, education, water, and sanitation to their citizens. The principal instrument with which governments exercise this duty, public spending, appears to have only a weak association with results at the macroeconomic level. Public health expenditure has no meaningful link with decreases in child or newborn mortality, while public education investment has a very weak relationship with primary school completion rates. The second reason most decentralization attempts are motivated by better service delivery is that these services are used locally. In the past, they were also available locally. Until the 1930s, Norway's health system was handled by locally selected health committees, and until the 1960s, Nepal's schools were run by communities. Despite this, the central governments of these two nations (as well as the majority of others) are now in charge of providing these services. Many governments and their electorates link service delivery challenges to the centralization of these services (Ahmad et al., 2006, p. 241).

Many developing nations have begun to distribute central government responsibilities to local governments since the 1980s. This transition happened in reaction to political pressures for local autonomy, as well as to improve the efficiency of public services. Decentralization is considered to enhance governance and government service provision by boosting both allocation and productive efficiency (better matching of public services to local desires) (increased accountability of local governments to citizens, fewer layers of bureaucracy, and better knowledge of local costs). Decentralization, on the other hand, has had a contradictory impact on the distribution of government services. According to limited research, the success of decentralized service delivery appears to be dependent on the form of decentralization and the institutional structures that control its implementation. The argument that decentralization promotes allocative and productive efficiency assumes that functions are devolved within an institutional environment that gives local government's political, administrative, and financial authority, as well as effective local accountability and central oversight channels (world bank, 2001, p. 1).

The existence of subnational governments has been explained for two main reasons. First, it appears that representational democracy works best when the government is consistent. Lower levels of government, such as a local government, are seen to be better positioned to understand the aspirations and expectations of their citizens for public services than a distant centralized government. For this reason, decentralization, or the practice of moving duties and resources to lower levels of government, is emphasized in most emerging economies. Second, various groups of people in the country have the right to demand various kinds of public goods and services in different quantities. Allowing subgroups of citizens to desire distinct arrays of services appears to have evident benefits. Decentralization, it is believed, may result in improved service delivery. Decentralization of social services, including education, health, water, and sanitation, might help to enhance service delivery (Ekpo, 2008, pp. 1–9) Decentralization can be divided into three categories:

1. ***De-concentration*** occurs when the federal government delegates some of its functions to regional or local authorities without delegating power or responsibility to another organization. The goal is to maintain complete control over service planning, expenditure, and delivery while improving efficiency and effectiveness. This is the most ineffective kind of decentralization.

2. ***Delegation*** occurs when the central government delegated decision-making and service delivery to semi-autonomous bodies that are not entirely under its control, but are nevertheless directly accountable to it for the responsibilities assigned to them. Local governments and parastatals, the private sector, and non-governmental organizations are examples of these organizations (NGOs).

3. ***Devolution*** occurs when the federal government delegates decision-making, resourcing, administration, and delivery power to semi-autonomous local government entities. They are not directly accountable to the federal government, but they must abide by its laws and policies. Despite the fact that they can severely limit a municipal government's powers, they are nevertheless largely politically accountable to their residents.

Some scholars view decentralization from a different perspective, emphasizing the politics of its meaning. They believe federalism is the most powerful type of decentralization. Lower-level governments have significant skills and resources, as well as some self-organization rights that are more frequently protected by the constitution. As a result, decentralization within a political system is a form of vertical power sharing. This vertical feature, on the other hand, is not the only way to share authority. The political process may be thought of as a power fusion in which one authority controls the majority of decision-making. It can, however, be arranged as a disparate power structure in which numerous authorities have a role.

Decentralization has an indirect impact on the quantity, quality, and equality of public services by affecting the following intermediate or process variables:

1. ***Access to local information:*** Decentralization has the ability to enhance access to information about local needs, circumstances, and priorities, which may subsequently be incorporated into local development plans.

2. ***Powerful decision-making locus:*** Decentralization should decentralize decision-making and implementation power, allowing plans to be translated into action plans.

3. ***Availability of resources:*** Decentralization has the potential to enhance the quantity of resources available for program implementation, particularly financial resources.

4. ***Administrative performance:*** Decentralization may improve administrative performance and, as a result, the effectiveness of program implementation.

Decentralization does not always have the above mentioned effects. Even if a country adopts decentralized arrangements, it will not be able to develop. Under highly centralized, even dictatorial, administrative arrangements, a country can accomplish breakthroughs in progress at the local level. This is due to two key factors. One is that the exact implications of decentralization are influenced by a number of aspects, including the form of public service under consideration, the decentralization's precise "design," the way of course in which it is applied, the ability of the various groups of people and entities engaged, and the wider financial, social, and political surroundings. The other is that service delivery is influenced by more than just decentralization. Other government initiatives, as well as the larger policy environment, are frequently as essential, if not more so (Conyers, 2007, p. 20).

According to Bardhan and Mookherjee (1998), who have used a theoretical method of public service delivery under both decentralized and centralized governments, decentralization operates inadequately when local authorities are susceptible to elite capture (a role of elite class desires for the good or service in an inquiry), when inter-jurisdictional externalities are noticeable, and when municipalities lack access to necessary information. According to Besley and Coate (1999), decentralization works better in the presence of inter-jurisdictional heterogeneities (of language or culture, for example) and worse for commodities or services with inter-jurisdictional spillovers (externalities).

Many of the alleged advantages of decentralization are predicated on the assumption that it puts local decision-makers closer to the people they serve. Assumptions concerning the type of information accessible to local decision-makers, the availability of effective channels for the public to communicate desires and preferences, and the incentive environment pushing decision-makers to respond are implicit in this. Each of these presumptions leads to particular results about the advantages of decentralization; when taken together, the debate is convincing: local decision-makers have more useful

information about local situations than central governments, which they use to customize services and spending to local demands and desires; the public offers insights into local decision-making mechanisms and keeps local decision-makers accountable; and government is more efficient. (Khaleghian, 2004, p. 165).

In conclusion, the role of decentralization in public service delivery depends on the type of decentralization. In many decentralized states, there is poor service delivery and many citizens lack some basic public services. The reason is that these states do not use the appropriate type of decentralization. For instance, some African countries, such as Ethiopia and Uganda, use decentralization, but the central governments have the highest power of making decisions and there are no necessarily autonomous local governments. Therefore, decentralization cannot contribute improving public service delivery.

2.3. Local Government and Municipal Public Services

The word "local government" has been defined in a variety of ways depending on the user's viewpoint and experience. Regardless of our perspective or orientation on its definition, local government is commonly regarded as government at the local level. Some scholars define local government as "a political authority established as a subordinate authority by a country or state with the aim of distributing or decentralizing political power." whereas others described local government as "the act of decentralizing power, which may take the form of de-concentration or devolution." The transfer of power to local divisions within the same agency is referred to as "de-concentration." Local government, on the other hand, is described by the United Nations Office for Public Administration as a political subdivision of a nation (in a federal system) country that is formed by law and has significant authority to local affairs, including the power to collect taxes or exact labor for specified purposes. (Fatile & Ejalonibu, 2015, p. 4).

From the federalist perspective, local government is at the bottom of the governmental ranking. The federal authority is a sovereign country; state governments are quasi-sovereigns, and municipal governments are infra-sovereigns. It is infra-sovereign, inferior, and subject to the state government's control; yet, it is a separate legal organization, having a common seal, the ability to sue and be sued, and largely providing required local services. The role of local government as a development agent is to use funds provided by both the federal and state governments, as well as internally generated

revenue (IGR), to improve the lives of people at the grassroot level within the local government council's area of operation by initiating and attracting developmental projects such as access roads, water, and rural electricity, as well as communal services such as road and bridge construction. Local government's value is based on its capacity to foster a sense of belonging, safety, and unity among citizens. Whatever the form of government, local government has long been considered the way to national unity, administration, and development, as well as a guarantor of it (Oluwatobi, 2013, p. 85).

The development of local governments, as well as the formation of new local governments as a result of the division of administrative jurisdictions into smaller entities, brings government closer to citizens. As a result, it, like decentralization, may make it easier to balance supply and demand for local public services. Of course, new local governments generated via proliferation may face some of the same political economic restrictions as decentralized local governments in general, such as capture and clientelism (Lewis, 2017, p. 1048). On the other hand, Local authorities are the main local government agencies closest to people. The scale and quality of service delivery is one of the most essential areas that has considerably impacted their reputation and institutional image. Some of the reasons for poor service delivery in municipal governments include councilor involvement in administration, inadequate public cooperation, and insufficient budget linkage with central government requirements, a lack of political and administrative leadership, poor infrastructure, and skill shortages. In today's highly competitive global world, the service sector is booming in importance in many countries' economies. As a result, delivering outstanding service is viewed as a crucial approach for progress and sustainability. Increasing the efficacy and efficiency of service delivery is what improving service delivery is all about. According to a 2009 World Bank report, today's cities face a number of serious challenges that necessitate the implementation of new smart service provision systems to overcome them. The rationale for this strategy is that cities in the industrialized world are fast becoming the primary engines of country's economies.(Makanyeza et al., 2013, pp. 2–6).

Local government has received widespread support on the basis that it is an integral part of the democratic system and promotes more public participation in decision-making. No system of government can be termed functional or democratic without a system of local government. The objective of municipal government is to serve several functions. The first

is to handle goods and services; the second is to represent and engage people in determining specific local public concerns and how they could be addressed. Local representative administration is a system that covers and combines participation and governance at the local level within local government systems. The community has endowed local government with the obligation of providing essential services such as electricity, water, transportation, and health to the community and for the community's benefit. Municipal government, on the other hand, is a decentralized representative entity having powers granted to it by a central or regional authority and for which it is responsible within a defined geographical area in the state (Havenga, 2002, pp. 14-16–50).

2.3.1. Functions and Responsibilities of Local Government

The primary goal of local government, which has existed and evolved in many forms since the Middle Ages, is to provide services to its inhabitants. Poverty reduction, public education, sewer building, hospitals, clean water, highways, and public transportation services have all been tasks of local governments, though many are now handled by organizations other than local governments. The majority of the money allocated to local governments in the form of local taxes and government subsidies is used to provide such services. It hires the great majority of their employees and is the purpose of the bulk of the structures created and maintained by local governments. Many services, such as schooling for all children aged five to sixteen, or housing and treatment for children committed to the care of a local government by a court of law, are mandated by law. Another example is the obligation to provide a free public library service. Unless they are returned late, books must be accessible for free. This does not apply to recordings, video cassettes, or computer software. All students aged eighteen or older who get two GCE "A" level passes and a seat on a degree level programme at a university or college of higher education must pay tuition and receive a maintenance grant, according to the law. These are sometimes referred to as statutory services Local governments have no option but to offer them, but this does not imply that they are merely agents of the federal government with limited autonomy over the nature and scope of the services they provide. The additional services are optional, but are frequently supplied by municipal governments with the authority to do so. There are many different types of discretionary functions. Subsidies for the arts, adult education, and the establishment of residential homes or day centers for the elderly and handicapped are among them. When budget cuts are necessary, these discretionary services are the hardest

hit since they are not safeguarded by any legal obligation imposed on the local government to supply them (Elcock, 1994, pp. 68–69).

Municipal services include both those mentioned in the Constitution and those that may be delegated to a municipal council by national or provincial legislation. Basic municipal services and responsibilities include:

- air pollution;
- building material;
- child care facilities;
- electricity and gas reticulation;
- fire-fighting services;
- local tourism;
- municipal airports;
- municipal planning;
- municipal health services;
- municipal public transport;
- municipal public works;
- pontoons;
- ferries;
- jetties;
- piers and harbours (excluding the regulation of international and national shipping)
- Storm water management systems in built-up areas;
- trading regulations; and
- Water and sanitation (limited to potable water supply, domestic waste and sewage disposal systems).
- beaches and amusement facilities;
- billboards and the display of advertisements in public places;
- cemeteries, crematoria, and funeral parlours;
- cleansing;
- control of public nuisances;
- control of undertakings that sell liquor to the public;

- facilities for the accommodation, care and burial of animals;
- fencing and fences;
- licensing of dogs;
- licensing and control of undertakings that sell food to the public;
- local amenities;
- markets;
- municipal abattoirs;
- municipal parks and recreation;
- municipal roads;
- noise pollution;
- pounds;
- public places;
- refuse removal;
- refuse dumping and solid waste disposal;
- sports facilities;
- Street trading;
- street lighting; and
- traffic and parking

Municipalities have significant barriers to implementing service delivery solutions that would improve the existing local government systems. The necessity of strategically assessing and planning the most appropriate types of service delivery cannot be overstated. Administrations must be set up to implement the chosen delivery methods in the most efficient way possible, ensuring the maximum possible benefit to communities (While, 2019, p. 5).

2.3.2. Types and Structures of Local Government

Generally, local governments can be classified into two types, general-purpose and single-purpose local governments. Local governments that serve a wide variety of governmental tasks are known as "general-purpose local governments." They are divided into three categories: counties, municipalities, and towns and townships. As the name indicates, single-purpose local governments serve a single aim and fulfill a single task. For instance, school districts and special districts are government entities with a specific

function. Single-purpose local governments usually coexist with general-purpose local governments in the same area. A school district's boundaries, for example, may be coterminous with the county, encompass smaller areas of the county, or even encompass sections of two or more counties. However, we focus on municipality type of local government and it will be discussed the structures of municipal governments because it relates to the research topic of this study.

Every municipal government is structured into one of these three structures: mayor–council, council–manager, or city commission. An elected governing body, usually referred to as a city council, has policymaking jurisdiction over each structure. The way the executive branch is organized is what distinguishes the three forms.

1. Mayor–Council Form

In the mayor–council system, executive powers, such as the nomination of heads of departments, are conducted by elected officials. Depending on the formal authority granted by the mayor, this system of governance can be classified into two forms: strong-mayor-council and weak-mayor-council.

- ***Strong-mayor–council structure:*** The mayor is the head of the executive branch. Strong-mayors are in charge of city hall in the same manner that governors are responsible for the statehouse. They are responsible for everyday administrative tasks, top-level city official hiring and dismissal, and budget preparation. They have veto power over council decisions. The strong-mayor–council structure arose from discontent with the weak-mayor–council system in the late nineteenth century.

- ***The weak-mayor–council structure:*** The mayor's function is limited to that of an executive figurehead. The mayor may be a member of the council, which is the source of executive and legislative authority. The mayor has no veto authority over the council, which chooses city officials and creates the budget. He undertakes ceremonial duties like speaking on behalf of the city, chairing council sessions, and participating in ribbon-cutting ceremonies. A mayor who is structurally weak can become a significant political figure in the city, but only if he has access to informal power sources.

Mayor–council systems are found in both large cities with more than 250,000 people and small cities with populations of under 10,000. The collision of competing interests in big cities needs the leadership of a powerful politician, such as a strong mayor. The mayor–council arrangement, on the other hand, is a low-cost, part-time operation in small towns. The position of general manager, or chief administrative officer, has been created to help the mayor in large cities when the administrative obligations of the mayor's work are particularly high.

2. Council–Manager Form

The council–manager model promotes the separation of politics (the governing body's policy-making activities) and administration (the execution of the policies enacted by the governing body). Theoretically, the city council determines policy, and administrators carry it out. The council appoints a professional administrator to oversee local governance under this system. The administrator (sometimes known as the city manager) hires and fires department heads, supervises service performance, creates personnel policies, and makes budget recommendations to the city council. By virtue of these obligations, the manager plays a key role in municipal governance. But add the authority to make policy recommendations to the city council and the position becomes even more powerful. The manager must tread a tight line between politics and administration when making policy recommendations to the council. Managers who carve out an active position for themselves with their council's approval may be able to control policymaking in city government. In council–manager cities, the two bodies usually have an agreement on how far the manager may go in the policymaking domain of municipal government.

3. City Commission Form

Under this form of local government, legislative and executive powers are combined. Commissioners are members of the city's governing body who not only formulate policy but also lead the city's principal agencies. In other words, they are policymakers as well as policy implementers. Simply to preside over commission sessions, one of the commissioners is appointed as mayor. The mayor–council structure prompted the creation of the commission form of government. But one obstacle resulted from commissioners' predicted desire to serve as advocates for their respective departments. Every

commissioner desired a huge portion of the city's budget for his department. Another challenge was elected officials' functioning as administrators; elected people are not necessarily excellent managers.

Scholars disagree on the optimum municipal government form. Most experts agree that systems without a strong executive officer are less desirable than other systems. The weak-mayor-council and commission models are less attractive on this criteria. The strong mayor–council system is praised for putting the mayor's office in charge of accountability, while the council–manager system is credited with professionalizing local government by bringing in qualified administrators. Strong mayor arrangements, on the other hand, are blamed for consolidating power in one office, while council–manager models are criticized for depoliticizing municipal administration (Bowman & Kearney, 2011, pp. 278–281). Thus, it is up to the residents to choose any type of local government they like and suitable for their city in terms of demographics and politics.

2.3.3. Social innovation in Local government

There is no globally accepted definition of the term "social innovation" (SI). However, in the context of local government, the term refers to stakeholder engagement in the development of innovative social change programs. After reviewing the existing scholarly literature on the subject, numerous themes have emerged as potential defining attributes of "social innovation," including civic engagement, collaboration, dialogic and extractive cooperation, co-produced policy options, aligned details, co-planning, co-designing, co-delivering, co-evaluating, and governance. As indicated by authentic, effective, efficient, and timely discovery and expression of society's problems, their effective implementation, and efficient, least costly, and cooperative delivery of public services, social innovation in local government is aimed at taking the lead in new means of doing tasks. As a result, residents will continue to get services in a sustainable manner. Social innovation (SI) is becoming widely attractive among public sector organizations, particularly local governments, as a method for delivering high-quality, long-term services (L. Lues, 2017, pp. 5–8).

The concept of social innovation is based on the basic premise that inventive social activity may provide social value beyond what traditional systems can provide. Both new approaches to addressing old challenges and faster rates of social change can be achieved

through social innovation. An important thesis for public policy interventions is that social innovation can be seen as a process with different preconditions and phases, and that these preconditions and stages may be recognized and addressed to foster innovation. If no effort is taken to identify and assist social innovation processes, governmental actions may potentially create hurdles, and social innovation's potential leverage will be lost (Adams & Hess, 2010, p. 139). Governments all over the globe have pushed innovation as a crucial tool for improving public services. Innovation is a difficult and contentious topic. Some organizations may implement innovations in order to provide better services to their citizens, while others may do so in order to maintain institutional legitimacy. Innovations can come from a variety of places. Internal and external developments might prompt public service organizations to create and execute new ideas on their own. Some innovations may develop as a result of interactions between the federal and state governments. Not only does the federal government urge local governments to implement some nationally developed initiatives, but several national policies (such as the Right to Buy and the Citizen's Charter) were inspired by local government practice. The literature identifies three forms of innovation: product, process, and ancillary. In Schumpeter's work, the difference between product and process innovation emerged, with a product being a new good or quality of a good and a process being a new technique of production (Walker, 2006, pp. 311–314).

Social innovation is used by local governments to address a variety of service delivery difficulties, and it is thus regarded critical in establishing SI strategies for effective service delivery. But, in terms of SI tactics focused at improving service delivery, what does LG's role involve? Although citizens can play the roles of consumer and co-producer of services at the same time, the role LG plays throughout service delivery will be determined by the role citizen’s play. However, the form of citizen engagement, as well as how active that participation is, will be largely determined by LG's role. The same reasoning may be used to LG's function when SI is applied to improve service delivery. Social innovation changes the way a system works by questioning the underlying governance systems that regulate people's behavior, as well as power and resource distribution, and this fact underpins LG's role(s) in SI (B. Lues, 2016, pp. 71–74).

Local governments will need to address particular factors in their internal environment in order to successfully implement public service delivery in cooperation with

residents through SI. Promoting an optimistic and innovative organizational culture, creating a learning organization, modernizing structures and procedures, inspiring citizen participation and collaboration, implementing creative leadership, demanding crucial governance, exercising outdoor dialogue, and trying to secure stable tools are all regarded as important for an LG domestic setting that produces beneficial adoption of SI. LG's success in using SI to improve service delivery is heavily reliant on the development of an organizational learning culture based on a desire to share information and skills. As a result, developing and implementing systems and procedures that facilitate knowledge exchange is critical. Existing LG systems and processes should be evaluated for their suitability for enabling the application of SI, and, if necessary, upgraded.

2.4. Citizen Satisfaction

Satisfaction is commonly understood to refer to a positive attitude toward an object or experience. There is a lot of research on people's pleasure and discontent with private services and goods. Satisfaction with products and services given by government institutions has also been a subject of study and an important area of governmental concern in nations belonging to the Organization for Economic Coordination and Growth. (James, 2009, pp. 108–109). Citizen satisfaction can be described as a citizen's summative judgment regarding the performance of local government with respect to the quality of basic municipal services. Measuring citizens' satisfaction with Municipal services is important for local government officials and for scholars interested in understanding how local residents perceive local government (Ryzin, 2004, p. 11).

In recent years, the use of citizen satisfaction surveys to assess the performance of government services has grown. Given the recent emphasis on citizens as customers and performance management, this is obvious. With few objective benchmarks, citizen satisfaction promises to be a comprehensive measure that can be used to evaluate performance in even the most complex services. As a result, citizen satisfaction is a useful metric for measuring performance. In the public sector, citizen satisfaction surveys are frequently utilized as performance indicators. They are simple to implement, offer performance measures of services that are hard to obtain through objective measures, and reflect a "citizen-centered" view of public service performance, all of which are key aspects of today's performance management systems. Citizen satisfaction has traditionally

concentrated on the antecedent factors of satisfaction, such as demographics, trust in government, service quality, and personal contact with street-level bureaucrats, and ideology and local political efficacy, and citizen satisfaction may be conceptualized as a set of attitudes toward a certain object or experience (Hjortskov, 2017, pp. 912–914).

According to Howard (2010), the increase of citizen surveys reflects a number of mega-trends in governance and administration, including neoliberalism and new public management. The following are the reasons for their appeal: The contemporary focus is on ensuring that public services reflect citizens' demands and preferences rather than administrative institutions' internal goals. There's also a larger feeling that citizens are becoming increasingly dissatisfied with government performance, resulting in a loss of involvement and confidence. Another reason is the growing emphasis on "evidence" in policymaking and government administration (Akinboade et al., 2012, pp. 189–190). Many researchers support using citizen surveys to evaluate the performance and services of municipal governments. The fundamental rationale for using citizen surveys is that the process of citizen evaluations of public service quality can provide information about the public's priorities and concerns. Furthermore, citizen surveys may be used to measure the extent, quality, and effect of public services (Almarshad, 2015, p. 96).

When private sector manager receives consumer satisfaction data, he or she can adjust the pricing, change the product, or terminate production and redirect inputs. However, public sector manager must rely on proxy measures to learn about client satisfaction. He or she virtually never has the option of changing the output work in the short term, and he or she almost never has the option of completely terminating the service. Public sector management, like the private sector, may track customer satisfaction with services and use that data to continuously improve the system. Researchers argue that citizen satisfaction surveys are an adequate way to measure service results and that changing the public sector production function in response to citizen satisfaction demonstrates public management accountability. Citizen surveys have the benefit of being extensively utilized, but they also have the problem of being little understood. Citizen surveys help government accountability by measuring service delivery outcomes as citizens perceive them (Kelly & Swindell, 2016, pp. 273–274).

2.4.1. Purpose and Determinants of Citizen Satisfaction

In recent years, scholars have been trying to find an answer to the question: Why should governments measure citizens', clients', customers', and other stakeholders' satisfaction? In general, customer satisfaction assessment in the private sector is justified first and mainly on the basis that more satisfied customers are also more loyal customers, and loyal customers are more economically advantageous. In other words, satisfaction assessment and management are crucial and intrinsically justifiable for the business bottom line. Indeed, marketing researchers are becoming more interested in the "marketing-finance interface," and a number of recent academic studies have confirmed the link between external performance measures (such as customer satisfaction) and objective corporate financial performance measures, such as revenue growth, profitability, stock market performance, and so on.

Despite the prevalence and shifting focus of performance measurement in government, government is fundamentally different from practically all private-sector enterprises that measure satisfaction. As a result, the objectives and intentions adopted in the private sphere to define satisfaction assessment may not always apply to public organizations. Businesses prefer pleased customers because they are quite obedient clients who take their time in their shops, on their internet sites, and/or are more interested in buying different or more costly items from the firm, eventually spending more cash on the business's brands and services, whereas governments lack this motivation. Governments seldom aim to "up-sell" or "cross-sell" present citizen-customers to further public services, and many government agencies consider citizens' wasting more time on their webpage or in person as a symptom of poor and difficult client service, not the other way around. As a result, one may argue that the government does want to assess public pleasure or, more crucially, shouldn't waste its scarce and crucial financial capabilities doing so.

Take into account one of the main fundamental distinctions between public and private domain institutions: the government does not work in a competitive marketplace, and unsatisfied people cannot quickly move to another state or a "competitive government agency" as customers may in a free market. Soda and shampoo are both quite inexpensive, and there are several competing options, so switching from one to the other is simple; if you don't care for Coke, take Pepsi, a different (noncola) drink, or nothing at all. States and governmental organizations, on the other hand, have a forceful monopoly on the services

they offer inside their own boundaries, with many of the "services" being mandated rather than optional. As a result, the "obstacles to shifting" when dissatisfied with a regime are relatively high, in the terminology of free market economics. One way to convert is to depart one nation and apply for citizenship somewhere else, which has both direct and indirect expenses (such as the financial cost of moving abroad) as well as intangible and indirect costs (such as the decrease of a personal connection and a familiar language and culture), leaving residents with slight preference but to stay "obedient" to their authorities. (Morgeson, 2014, pp. 33–38).

As a result, satisfaction evaluation, or quite precisely, analyzed public happiness data, can help in overcoming insufficiency by creating a new system of sharing information between authorities and the community, as well as a method of defining not only the existence, but also the streams of displeasure with government interactions. Governments can use satisfaction surveys, for example, to predict defection rates, or how many people would quit if switching obstacles were reduced. They may also apply this information to decide which procedures, services, or products need to be improved based on citizen input, similar to how a private sector corporation might enhance its goods and services based on customer complaints. In conclusion, citizen happiness data may be used to supplement and improve the dialogue between the state and society.

On the other side, the most popular way of determining preferences and satisfaction is to conduct a citizen survey. It's one of the outcome measures of the service quality offered to government officials. However, decades of citizen satisfaction research have yet to provide a definitive solution to the validity question of whether Citizens' assessments of service quality represent actual improvements in service quality. Citizens' satisfaction with service quality may be effected by a variety of things. Race and income, as well as local features and familiarity with the services given, have all been proposed as factors that influence service satisfaction. There are other economic reasons why citizen assessments of service quality may not match verified service performance measures. Involuntary activities rooted on the provision of a collection of services at a specific tax rate that may or may not be allocated fairly among all recipients are unlikely to improve consumer satisfaction. Citizens are obliged to pay for services in the public sector that they do not use or anticipate using. They are sometimes obliged to pay for services that they oppose on religious or moral grounds. Alternatively, people may pay for services that others obtain

while purchasing a private market equivalent (i.e., private schools). Their government, which is often a monopoly supplier, does not give alternatives or options among competing products (Kelly, 2003, pp. 857–858).

Much research has been undertaken to assess service quality in the public sector in order to measure citizen satisfaction. As a result of these studies, 10 horizontally distinct characteristics that influence service quality have been identified. These elements include:

1) Reliability: The project should be performed correctly the first time.
2) Responsiveness: duties should be completed quickly and on schedule.
3) Competence: public personnel should be capable of carrying out the responsibilities that have been given to them.
4) Accessibility: services should be simple to access and use.
5) Courtesy: people should be dealt courteously and with the highest respect.
6) Communication: it is necessary to communicate clients in a language that they can comprehend.
7) Credibility: services and providers must be truthful and genuine.
8) Security: privacy and physical security should both be maintained.
9) Understanding: the management must consider the user's viewpoint.
10) Physical infrastructure: the services should be delivered in a pleasant and high-quality environment.

Regarding their causation, the conceptions of satisfaction and service quality have been regarded in various ways; most researchers believe service quality comes before satisfaction, while other researchers disagree. (Alemán et al., 2018, pp. 104–105). But for this research, I assume that citizens' positive assessments of service quality lead to satisfaction.

2.4.2. Models of Citizen Satisfaction

There are three primary and interrelated models that explain how citizens generate satisfaction judgments. The institutional model, the expectations-disconfirmation model, and a cognitive-psychological model are the three models. The first model considers satisfaction ratings to be a direct reflection of real public service performance. Studies in this paradigm frequently concentrate on services that are obvious evaluation objects, such as street cleanliness, or services that are routinely monitored as part of administrative activities, such as education, health care, and public safety. The expectations-disconfirmation model adds service expectations as an essential component in understanding people's satisfaction assessments to the institutional model of citizen satisfaction. People develop satisfaction assessments based on their levels of service expectations, according to the model's main claim. People's performance judgments, according to the concept, either confirm or disconfirm previous expectations, and so satisfaction equals the gap between performance and expectations. A third, more contemporary model to citizen satisfaction claims that hidden, sometimes unconscious, biases in people's perceptions of government services can contribute to biased satisfaction ratings. In fact, people have implicit, typically unfavorable sentiments about public service providers, which can bias satisfaction ratings. Furthermore, despite no substantial change in service quality, simple adjustments in the structuring and presentation of performance statistics can have a significant impact on individuals' views of public services. On this foundation, it has been suggested that the validity of citizen satisfaction surveys as a clear measure of government service quality should be questioned (Jilke & Baekgaard, 2019, pp. 2–3).

These three directions of research are intimately tied. The institutional model is extended by the expectations-disconfirmation model. Both imply that satisfaction ratings are a reliable indicator of service quality. However, they vary in one important aspect: expectations. According to the expectations-disconfirmation model, satisfaction scores more accurately indicate performance assessments when previous expectations are taken into consideration. If they aren't, they may be prejudiced in terms of the magnitude and direction of people's prior expectations. In this respect, it is stated that satisfaction minus expectations equals performance. This assumption is not directly challenged by cognitive-implicit theories. Instead, they reveal that individuals frequently vary significantly from

objective performance evaluations due to variables that have little to do with the actual quality of services, such as how performance information is presented or their overall attitudes towards government entities.

The expectancy-disconfirmation model (EDM) of satisfaction has been a popular model in the service management literature for a long time, and it has recently been adopted by (European) public management researchers. It claims that satisfaction can only be understood in light of prior expectations and knowledge. Many recent studies in public administration use expectation disconfirmation as a paradigm for understanding high or low satisfaction, with a focus on how objective service-related elements affect satisfaction. The evaluation of expectations, which was done in early studies using the same instrument as the satisfaction test, evidently biased the result, has been a major source of worry. (Van de Walle, 2018, p. 230). However. For this study, we will deeply discuss the literature of expectancy disconfirmation model.

Expectancy-disconfirmation theory, which has its roots in consumer behavior research, states that customers establish varied expectations of service quality based on individual expertise, hearsay, marketing, and other factors, and as a result, consumers form subjective evaluations or satisfaction judgements using diverse criteria. People's sense of temperature variations is influenced in part by the conditions to which their bodies have previously adapted, expectations serve as a type of adaption threshold against which customers compare their experiences of service quality. And, just as people exiting a dark theater view the brilliant afternoon sun differently from those who have grown accustomed to it, various expectations may easily explain how customers perceive and rate the quality of the same goods or services differently. Disconfirmation refers to the difference or gap between expectations and performance, which can be positive (with performance exceeding expectations) or negative (with performance falling short of expectations). In studies of a wide range of private-sector products and services, expectation disconfirmation has been proven to be a factor of consumer satisfaction. In public service studies as well as public management strategy and implementation, the expectation-disconfirmation paradigm is significant. As noted earlier, the model may provide insight into the accuracy of subjective state performance measures and illustrate how these subjective judgments, which are based on citizen surveys, vary from more scientifically measured performance. Generally, the concept may be used to describe the decision-making technique that regular

people employ to evaluate government agencies. As a result, it can help in the formation of a theoretical framework for a body of empirical research on the factors that influence citizen satisfaction with various forms of public services (Ryzin, 2013, pp. 598–599).

The adoption of the expectancy-disconfirmation model (EDM) to understand citizen satisfaction has been a key development. By concentrating on people's thinking rather than comprehending satisfaction simply in connection to external qualities such as service features and demographic data, the EDM goes beyond previous methods to explain satisfaction. The EDM is also worth studying since it is a prime example of a psychology theory being brought to and adopted by the discipline of public administration. As a result, it may be said that EDM-based citizen satisfaction research is one of the philosophical foundations of the present surge of interest in psychologically informed micro-level studies in public administration. According to the EDM, citizen satisfaction is the result of individuals' comparing their views of a public service's performance to their prior expectations. According to Oliver (2010), the EDM has its origins in marketing literature. In this literature, Customer satisfaction refers to many attributes of a consumer experience: the process of consumption and what happens during it (e.g., the reservation experience and the convenience of the room for a hotel stay), the implications related to utilization (e.g., greater relaxation after a hotel stay), and an indicative evaluation of whether the extent of satisfaction acquired did or did not fit what the customer desired. The latter part of the EDM was created and became frequently utilized in marketing literature, with strong evidence supporting it and highlighting the need for further refining (Zhang et al., 2021, p. 2).

Van Ryzin has adopted and tested this model, and his findings have been published in numerous journals. The contrast between a citizen's study ratings of the standard of performance of nine municipal services to their prior expectations of that rate of performance, and then a comparison of this correlation to the citizen's overall satisfaction with public services, is at the heart of his suited expectation, performance, and citizen satisfaction models. According to Van (2004), citizens' expectations of government services and assessments of performance contribute to the overall feeling of disconfirmation. The perceived difference between citizens' expectations and perceived performance will either be positive, indicating that government services exceeded citizens' expectations, or negative, indicating that government services failed to fulfill citizens'

expectations. General Citizen Satisfaction is thus driven by this disconfirmation variable (Samuel W. Logan, 2015, pp. 24–25).

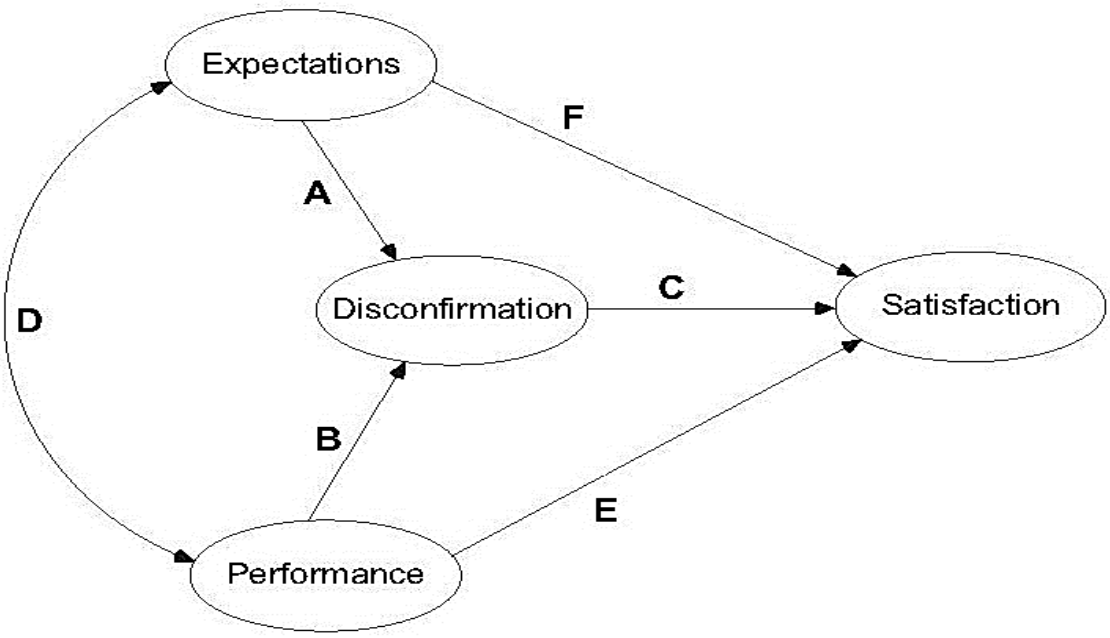


Figure 2.1. Expectancy disconfirmation with performance model (Van Ryzin, 2004)

Figure 2.1, illustrates the theory's main linkages, highlighting that individual satisfaction judgments are based not just on perceived performance, but also on previous expectations and their validation. According to Link A, great expectations induce negative disconfirmation, whereas high performance promotes positive disconfirmation (link B). Disconfirmation of earlier expectations and presumed performance, the mediated variable, correlates positively with satisfaction (link C), a positive disconfirmation experience will boost satisfaction from a starting point decided by previous expectations, whereas a negative disconfirmation experience will have the reverse effect. The two variables have a positive relationship in Link D. The typical assumption of a direct link between perceived performance and satisfaction is shown in Link E. Finally, link F shows how previous expectations affect satisfaction directly.

Surprisingly, until Van Ryzin, the model of expectancy disconfirmation had never been properly acknowledged or employed in the assessment of citizen satisfaction with municipal services. Factors such as demographic characteristics of respondents, political attitudes, personal contact with local government, geographical or jurisdictional characteristics, service access or exposure, or objective service output or expenditure

measures have all been considered in previous research on the determinants of citizen satisfaction with urban services (Van Ryzin, 2004, p. 434). Therefore, to measure citizens' satisfaction, this study employs an expectancy disconfirmation model with the other factors that affect citizen satisfaction with municipal services. Because, as we found in the literature of this model, it is not properly used in studies on measuring citizens' satisfaction.

In conclusion, public services which are provided by governments are a necessity for the life of citizens. Governments around the world deliver different services to their people. These services include health care, education, protection, building streets and highways, public transportation, water, and energy supply building parks, waste removal, and so on. However, governments have been focusing on improving these basic services for past decades but they are struggling with numerous challenges include lack of adequate resources and poor governance. Some scholars argued that poor public services yield from the type of government. They hold on a view which is a decentralized system of government is better than a centralized system in terms of delivering public service. Therefore, many countries use a decentralization system of government to improve public service delivery. Government responsibilities and authority are divided into small units of local governments to deliver basic services to the citizens. Because local governments are described as the closest to citizens and they can simply understand which services their residents prefer. Despite the use of decentralization as a tool of public service improvement, its effectiveness depends on which type and how it is used by governments.

On the other hand, citizen satisfaction is an important issue because it determines the quality of public services. In democratic countries, governments measure citizen’s satisfaction in order to know the quality of their services. Many studies are conducted on citizen satisfaction and they separately suggested what determines citizen’s satisfaction. Some researcher believe that the quality of public services directly affect citizen’s satisfaction while others argued that there are other factors which influence citizen judgment on governments service such as prior expectation and political ideology. Furthermore, we discussed models of citizen satisfaction especially, expectation disconfirmation model which believe that humans generate satisfaction evaluations depending on their degree of service expectations; thus, performance judgements either support or disprove previous expectations, and satisfaction represents the difference

between performance and expectations. Many recent studies in public administration use expectation disconfirmation model as a paradigm for understanding high or low satisfaction, with a focus on how objective service-related elements affect satisfaction. Finally, citizen satisfaction surveys are used by both public administration scholars and practitioners because it is a useful way which public service quality can measure. Therefore, this study will measure citizen satisfaction with public services provided by Mogadishu municipality. The result of this study will explore the level of satisfaction of Mogadishu residents that determines the quality municipal services.

CHAPTER THREE: AN OVERVIEW OF SOMALIA'S PUBLIC SERVICE DELIVERY

3.1. Understanding Somalia

Somalia is a country located in the easternmost point of the horn of Africa. It stretches from just south of the Equator to the Gulf of Aden, occupying a strategic geopolitical location between Sub-Saharan Africa and Arabian and southern Asian nations. The land mass of the Somalia is 626,541 square kilometers and it is bordered by Ethiopia to the west, Djibouti to the northwest, the Gulf of Aden to the north, the Indian Ocean to the east, and Kenya to the southwest (Mukhtar, 2003, p. 1). Somalia is a country with a wide range of geographical characteristics. The weather is primarily arid and warm, with thorn-bush savanna and semidesert landscapes, and Somalis have adapted to similarly demanding socioeconomic survival strategies. Besides a high coastal zone in the north and a number of different river regions, the bulk of the nation is very straight, with few natural constraints hindering nomads and their cattle from traveling about. The Somali people are tribal-based Muslims, and around three-fifths of them pursue nomad pastoralism, also known as agropastoralism. It is described as Africa's most homogenous country. Although there are different dialects in the country, all Somalis speak the Somali language and practice the Islamic religion. Currently, the population of Somalia is estimated around 15 million. In addition, Somalia has a coastline of 3,200 kilometers extending from Loyadde on the Gulf of Aden to Ras Kiyambone on the Indian Ocean, making it the longest coastline on Africa's mainland.

The Republic of Somalia was formed in 1960 by the union of Italian Somaliland and British Somaliland. Adan Abdulle Osman became the first president of the new republic and he had been ruling the country since 1967. In the 1967 elections, former Prime Minister Abdirashid Ali Sharma'arke won over President Osman, making Adan Abdulle Osman the first African leader who transfer power peacefully. The formation of national institutions and a public culture that would foster fundamental values of freedom fighters was made possible by the establishment of the Somali Republic. Despite the potential benefits that independence brought, the country faced several considerable challenges on its way towards becoming a fully institutionalized democratic republic. The three most intimidating challenges the republic faced were the inheritance of two distinct colonial

systems of government, which necessitated reform and integration; a general inability induced by an impoverished population, of which more than 90% were illiterate; and a lumpen elite, the majority of whose members did not understand how modern democratic institutions worked or the importance of creating a public sphere free of sectarian political projects (Samatar, 2018, p. 86).

After the murder of the second president of Somalia, Abdirashid Ali Sharma'arke, in 1969, the national army forces led by General Mohamed Siad Barre took over the power and established a revolutionary government. General Barre was elected President of the nation by military officials and called the country the Somali Democratic Republic in accordance with the communist lexicon. Scientific Socialism became the Somali state's new ideology, and it was said to have buried the remnants of clannism and corruption. President Bare built a widespread security agency known as the National Security Service, which served as the state's long and powerful arm, with a limitless ability to search, jail, torture, and execute suspected dissidents, similar to other communist regimes. So, because Somalia's democratic experiment was corrupt and based on favoritism, the people of Somalia quickly backed the military's takeover of the country. According to the most pessimistic opponents, democracy had devolved into commercialized anarchy, and a new sort of forceful control was urgently required if the state was to be saved from its current state of poverty, insecurity, and inefficiency and put on the path to growth. President Barre has prioritized the development of Somalia's infrastructure, economy, and human resources. The development of orthography for the Somali language, which was exclusively oral before 1972, is undoubtedly his biggest achievement in terms of boosting Somalia's human capability. After he decided on the Roman script for Somali in 1973 and 1974, he made sure that people in cities and rural areas were able to read and write all over the country. Another of his development goals was to manage animal illness, implement agricultural crash programs, and improve food grain production and marketing, because the rural sector (pastoral, agriculture, and fisheries) accounts for two-thirds of Somalia's economy. Part of his plan to grow the industrial sector worked, with the number of public establishments growing from fourteen in 1970 to forty-six in 1974 (Obsiye & Andreasen, 2017, pp. 30–31).

Barre's rule experienced significant setbacks after the war with Ethiopia in 1977, which led to broad popular demoralization and a rise in tribalism, as well as a failed coup

attempt in April 1978 by dissatisfied military officials. Those who managed to flee eventually formed armed opposition forces with the goal of ousting President Barre from the power. The Somali Salvation Democratic Front (SSDF), the Somali National Movement (SNM), and the United Somali Congress (USC) are among the armed factions. President Barre fled Villa Somalia (the Presidential Palace) in January 1991 when these armed factions defeated him. His overthrow was brought about by clan-based militias and guerrilla organizations. As a result, the Somali state collapsed, and it has been a failed state for decades (Obsiye & Andreasen, 2017, pp. 33–34).

After the collapse of Somali state in 1991, the country broke down into triadic structure. Northern Somalia was taken over by the SNM, eastern Somalia was taken over by the SSDF, and southcentral Somalia was taken over by the USC. On May 18, 1991, the SNM proclaimed unilateral independence from Somalia, claiming sovereignty over the former British Protectorate of Somaliland. In 1998, the SSDF declared autonomy, naming their area Puntland and declaring their ambition to be the cornerstone of a future federal Somalia. Due to warlordism, southcentral Somalia, particularly Mogadishu, has become a dangerous and chaotic region. In general, the country has experienced endless civil wars since the collapse of the state. Despite numerous attempts to rebuild a functional Somali state, the civil war and lack of the rule of law remain. Political, economic, cultural, and psychological factors all play a role in the Somali civil war. Numerous foreign and internal players have played various roles during the conflict's different phases. Competition for resources and/or power, a brutal dictatorship, and the colonial legacy were the main reasons for the Somali war. It's also caused by the politicization of clan identity, the widespread accessibility of weapons, the vast number of unemployed youth, and some characteristics of Somali culture that encourage the use of violence. The most crucial reason that has fostered and maintained battles between tribal militias is rivalry for dominance and resources. According to the literature in this area and Somalis' cultural memory, before Somalia became an independent country, Somali clans fought for resources including water, livestock (camels), and grassland. (Elmi & Barise, 2006, p. 33).

Currently, Somalia is recovering and there is a federal government and five regional states plus the capital, Mogadishu, whose status is not clear yet but has an appointed administration by the president. Additionally, Somaliland, which declared independence but is still recognized as part of Somalia, has its own administration. All of these

administrations are struggling to rebuild the public institutions of Somalia to deliver basic public services to the people, but insecurity, widespread corruption, and a lack of good governance remain the greatest challenges.



Figure 3.1. Map of Somalia

Source: UN Cartographic Section

3.2. Somalia’s Public Service Delivery

Public service in every country stands out as the most important tool for government policy formulation and implementation. It converts government programs into tangible commodities and services for the citizens' consumption and benefit. Public services are essential to human existence, and every state in the world is obligated to provide them in order to defend the well-being of its citizens. Before Somalia's government was overthrown, as in any other country, it used to offer essential public service facilities without which humans could not exist. Health, education, water, and sanitation are just a few of the services that the Somali government used to provide. However, Somalia's central government failed in early 1991. Furthermore, the government is praised for providing public goods like roads, schools, and law and order, all of which are important to progress. However, the social cost of state failure was considerable, resulting in famine in 1992–1993 as well as widespread migration and the abolition of public services (Leeson, 2007, p. 695). Meanwhile, since the central government of Somalia collapsed, the nation has faced dozens of social, political, economic, environmental, and technical challenges. Civil war, lack of governance, violence, poverty, and drought have made society more vulnerable to everything during the first decades of the civil war. Somalia's long period of chaos has resulted in poor public services due to a lack of public revenue and international assistance. The government has been unable to play a more developing role in areas like communications, transportation, and banking, all of which have been privatized. (Bradbury et al., 2003, p. 462). Afterward, the private sector has played an important role in providing social services and dictating growth because the state service is unstable and performs few functions. The private sector is driven by competition and free enterprise and a lack of government measures like state provision, regulation, and control.

Before the collapse of the state, Somalia’s democratic and dictatorial governments used to deliver basic public services to citizens, although these services were insufficient. During the period of democratic governments (1960–1969), Somalis were nomads and farmers. State agencies were failed to deliver adequate service to the citizens, and it caused a rise in poverty and insecurity. On the other hand, at the time of the military regime, the government had been providing necessary public service facilities include police protecting, Streets, waterways, fresh water, sanitation, electricity grids, telecommunications, public transportation, state schooling, and public health care among

others, because without them, human life would be impossible to sustain. Free public services such as security, education, health care, public transit, water, and sanitation have been provided to the people. In addition, the military administration built multiple schools, thousands of teacher training programs, approved the use of Latin handwriting for Somali language writing, and efficiently implemented statewide literacy projects (Fidow & Ahmed, 2014, p. 465). Although the military administration was communist, and everything was in the hands of the government, virtually all factories, banks, and enterprises were state-owned, and the construction of roads, hospitals, schools, and planting and harvesting crops was done through voluntary labor forces. Private corporations or businesses played a limited or non-existent role during that period. However, many people were dissatisfied with the government's control over everything and attributed it on resource mismanagement, in which some groups benefited more than others (Powell et al., 2008, p. 658).

After the breakdown of the central government of Somalia, the country's public service was severely destroyed by civil war. Public schools and hospitals was closed and the health and education system in Somalia were completely failed. During and after the war, the majority of the water supply and sanitation infrastructure were destroyed or poorly maintained, making them inaccessible to the public. The absence of structured governance and civil war were caused by a lack of public funding for water supply and sanitation. On the other hand, the UN and other charity donors continued to provide financial assistance to some regions for water supply and sanitation. However, due to the absence of central government's role, the private sector has played and continues to play an important role in the development of social services. In the absence of preventative government policies, state provisions, regulation, and control, the private sector is driven to compete and engage in free enterprise. Dissatisfaction with the quality and extent of government-provided services, as well as the slowness with which national and local governments expand infrastructure, frequently pushes citizens to seek more private sector involvement. In countries where governments are unable to respond to requirements for technologically sophisticated facilities and services, both of which are necessary for boosting economic attractiveness, the private sector can fill gaps. Furthermore, foreign aid institutions such as the World Bank and the International Finance Corporation frequently urge governments to encourage business investment and improve government service performance as a condition for infrastructure loans to developing nations. The private sector is increasingly

essential in manufacturing commodities and delivering services that were formerly seen as "public" and hence solely the responsibility of governments (Andey, 2019).

Although the private sector has been delivering essential social services, these services are both costly and insufficient for all citizens of the country. They provide according to their own desires, not the needs of society. Due to ineffective state protection, the private sector, for example, manipulates community needs. They provide society with services that are both expensive and of poor quality. As a result, many people are unable to purchase these services. Most individuals are unable to educate their children due to the high cost of schooling. As a result, a substantial number of students drop out of school, putting themselves and the general public at risk. For the last ten years, there has been a federal government and state governments trying to get the public sector back to work so that it can provide basic public services to the people. But bad governance, widespread corruption, and insecurity are thwarting their efforts.

3.2.1. Challenges toward Restoring Public Services in Somalia

The public sector of Somalia has faced many challenges since the reestablishment of the government. The major challenges faced by the federal government and state governments in order to restore basic public services include security challenges, financial challenges, human resources, lack of infrastructure, and the role of private institutions.

1. Security challenge

Governments and foreign assistance groups have made ensuring safety and security a top goal in all crisis and post-conflict nations. Governments, on the other hand, can do nothing to reconstruct war-torn countries if they lack the capacity to offer safety and security. Establishing safety and security in war-torn countries is difficult because it entails a complex set of tasks, including implementing Peace accords, civic control of security forces, public maintenance of law and order, denying and overcoming militia groups, protecting country boundaries, unifying law enforcement forces, and bringing ex-warriors into society and the economy (Rondinelli, 2008, p. 1). After the state disintegrated in Somalia, security has been a major issue because the administration did not have enough security forces to secure the country's territory and restore public services. Before its central government failed, Somalia possessed one of Africa's largest security forces. The

international community supports the newly formed federal administrations, but security is worsening. In the end, a lack of security discouraged foreign investment, hampered economic growth, and made it impossible to effectively manage internal conflicts and deliver public services to residents.

2. Financial Challenge

To restore public services, governments are confronting both internal and external budget problems. The revenues generated by each government agency should be used to deliver public services. The federal government of Somalia, on the other hand, is short on funds. Due to a lack of public funding and limited international assistance, the government has been unable to take on a more progressive role in public services. However, one of the contending arguments is related to the budget. For example, in fragile conflict-affected states, maintaining security and law and order is more important to the general public and is also closely linked to improved service delivery. As a result, achieving the correct balance in the distribution of scarce resources is a challenging issue for the administration. Externally, however, the work may be made more difficult if large amounts of money move outside the budget or if donors influence the process of determining the government's objectives. Increasing military spending during a conflict, for example, depletes financial resources allocated for social services and prerogatives for the poor. The Somali government lacks sufficient resources to manage public agencies, while the fundamental issue is the government's reliance on foreign community donations, which is insufficient to run public agencies and provide public services. Another financial issue is a lack of tax collection, which is a result of Somalia's weak government, which does not control all of its territory.

3. Human Resources or Public Personnel Challenge

All government institutions and files were stolen. Throughout the conflict, all official documents were destroyed or disappeared, and many experienced public workers fled the country. Furthermore, the government's ability to reconstruct infrastructure and deliver services was harmed by its weak administrative and financial capabilities. As a result, governmental agencies completely collapsed, posing a severe and long-term problem for both the Transitional National Government in the 2000s and the subsequent Transitional Federal Governments of Somalia. As a result, the straightforward reconstruction of

Somalia's public services has become more difficult. Developing strong public sector leadership and enhancing public sector human resources are two of the obstacles. Public officials are underqualified, have insufficient training, lack the necessary abilities, and have insufficient experience. There has been a lengthy period of lack of governance, and the present issue is that the Somali government lacks the capacity to provide training due to financial constraints. There are also inadequate public officials to offer public services since the government lacks the financial resources to pay their wages. For example, the government cannot hire a large number of instructors in schools or physicians in hospitals. In circumstances when the government alone lacks the technical, managerial, or financial capacity to provide public services effectively, government ministries and agencies in post-conflict nations confront a tremendous burden in reconstructing the public sector.

4. Lack of Infrastructure

Governments in war-torn nations must reconstruct physical and technological basic infrastructure in order to reestablish and distribute government services throughout encouraging stability and regenerate public trust. In many post-conflict countries, governments face difficult tasks such as rebuilding new roads, repairing railways, seaports, waterways, airports, and telecommunication systems, as well as establishing policies and strengthening administrative capacity to ensure that transportation systems operate efficiently. Delivering emergency shelter and food aid, resuming and expanding education and health services, enabling refugees and displaced individuals to relocate, and extending social services to vulnerable populations are all common tasks for reconstructing physical infrastructure facilities. Furthermore, during wars, energy systems are regularly disrupted, requiring the government to restore electricity, energy infrastructure, and even fuel manufacturing facilities. Consequences include the destruction of public properties like schools, public health facilities, municipal buildings, police and fire stations, which must be rebuilt in post-conflict countries in order to restore service provision. It is difficult to rehabilitate infrastructure facilities in Somalia because government ministries and public organizations lack the necessary human, technical, administrative, and financial resources to do so successfully.

5. The Role of Private Institutions

Private organizations in Somalia are one of the barriers to restoring the state sector because they have been providing services for more than 20 years. Since Somalia's central government has been gone, these private entities have operated without laws and regulations, monopolizing service provision in critical public services like education, health, power, telecommunications, and transportation. Strong business institutions exist in Somalia, which are concerned that the government would tax them and threaten them with exploitative demands, strict laws, and perhaps nationalization. These corporations seek to maintain fundamental law and order on an informal basis, relying heavily on their own private security (Menkhaus, 2014, p. 163). As a result, if strong government returns, accountability, quality control, and other issues may be restored. Furthermore, private hospitals, diagnostic services, and pharmacies are available in metropolitan areas such as cities and towns. However, the quality of these health services is poor, and certain medicines are sold on the streets, implying that they are sold outside of the legal system and that drug quality requirements are not taken into account, i.e. pharmaceuticals are frequently sold past their expiration dates.

3.3. Public Sector Reform in Somalia

The whole government institutions of Somalia were described as being a picture of total informality: informal structure, informal administration, and informal service access. The manner in which government offices worked was not excellent, with poor levels of professionalism, honesty, and ethics. All government organs failed to perform properly and adhere to a set of rules. In other words, there was little coordination across government agencies, and they were eventually unable to work as a unified front. This poor connection between the President's Office, the Speaker's Office, and the Prime Minister's Office exemplifies this dysfunctionality. Despite the importance of the task at hand, the executives were preoccupied with trying to exercise their authority, which was founded on the belief that their clan was superior to all others. As a result, Somalia's growth under internationally funded institutions was stalled for several years. Worse, Somalia's socioeconomic fabric has weakened. Terrorism and piracy grew in popularity. Famines became increasingly common, and camps for internally displaced people sprung up all

throughout the country, including in the capital and other important cities. Thus, Somalia never recovered from its status as a "failed state" (Fartaag, 2013, pp. 15–16)

Since 2015, Somalia's public reform efforts have been ongoing. This process has benefited from attempts by the government and other development partners, such as the World Bank, as part of a multi-partner fund project that aims to help the government achieve its goals of restructuring revenue and spending management and improving advanced civil service. The government has continued to benefit from increased World Bank funds aimed at reforming the public sector. For the first time in 30 years, the World Bank has authorized $80 million in assistance to Somalia to help with public finance reform in 2018. The IMF and the World Bank have been implementing structural adjustment initiatives in the nation since 1981. The Structural Adjustment Program in Somalia resulted in lower government spending on social services, including education, health, security, and law enforcement. Multinational lending companies frequently paired the economic plan with food aid or modification to secure the beneficiary state's acceptance of structural adjustment measures. Contrary to popular belief, food aid programs in Somalia disrupt the country's agriculture industry, contributing to the country's severe famine. Despite the fact that structural adjustment initiatives have failed miserably at promoting development and eliminating poverty, they continue to exist under a different name. In 1999, structural adjustment programs were replaced with Poverty reduction strategy papers (PRSPs) and the IMF and World Bank development requirements for loan applications were changed back. Given the country's long history of violence and fragility, Somalia now faces a number of challenges in order to achieve sustainable development in terms of a poverty status report (PSR). However, tremendous progress has been made thus far. The federal administration inherited a sagging economy that is struggling to address high levels of inequality and poverty, as well as a growing, youthful population that needs job creation, high unemployment, and a slew of infrastructural deficiencies. That said, it's impossible to ignore the progress made over the last three years, particularly in terms of budget planning and execution changes, as well as improved public finance management and transparent reporting. Governments have been urged to reorganize and reform themselves in order to address these issues because poverty is a multi-faceted issue that impacts a variety of socioeconomic, health, education, and life quality indices (Bincof, 2020, p. 72).

3.3.1. Ways to Restore Effective Public Sector in Somalia

The Somali government must perform three fundamental governmental duties: safety, appropriate delivery of essential public goods and services; and maintaining democratic engagement and accountability, in terms of achieving the mechanisms of stabilization, rebuilding, and eventually socioeconomic revival. In a failed state, restoring or rebuilding an effective public sector is a difficult endeavor. However, it must be progressively restored by following these steps:

1. Restoring Law and Order

It is important for the government to restore rule of law in terms of stabilizing the country. The government should develop rules and regulations with the assistance of legally recognized entities such as the Houses of Parliament and regional state administrations. Creating law and order helps government become more effective and ability of reestablishing public services. For example, adequate policies for the restoration of public utilities such as clean water, power, and sanitation are necessary. Law and order are important for reconstructing governmental agencies to offer public goods and services that are essential for residents' lives, since the country has long lacked such policies. As a result, the most important part of rebuilding a functional public sector that can provide basic public services to people is to restore law and order.

2. Public Revenue

Taxing is the government's primary source of revenue; regrettably, the government lacks a taxation structure. The Somali government, for example, exclusively collects taxes at the Mogadishu airport and seaport. The government, for example, does not collect income or property taxes. As a result, the government should devise an appropriate tax structure to create income so that it can better serve its residents. In order to rebuild a functional public sector that contributes to socioeconomic growth, it should collect taxes and establish correct processes and clear strategies. Another way for the government to generate revenue is through a clear plan, program, or strategy that can attract overseas donors or investors. This might provide the government with funding to deliver public services.

3. Public Servants

Capital, human, technological, and managerial resources can be accumulated to restore public agencies. In order to restore and deliver public services, the government must hire qualified, experienced, and talented personnel. In addition to these experienced and skilled individuals, the government must employ university graduates in order to have adequate people to assist in the restoration of public agencies that were destroyed during the disorder. The government should hire strong public administrators to restructure government agencies and participate in efficient public service delivery.

4. Community Awareness

The government must do research and establish clear strategies to solve issues in the community. It is also critical to inform the public that governmental agencies exist to provide required services. As a result, a communication campaign that successfully communicates government plans inside the edges of the community to be aided must be implemented. Community awareness may be achieved by the use of media such as radios, television stations, newspapers, and social media such as Facebook, Twitter, Instagram, and posters, all of which can help to raise public awareness. Furthermore, civic groups such as mosques and colleges may raise community awareness. Community leaders and elites are two key groups that may help people become more conscious.

5. Citizen Participation

The government should promote citizen engagement through supporting democracy and the rule of law, as well as allowing youth and scholars to participate in the reconstruction of public agencies. Every country's most significant groups are the youth and academics. Because youth are the backbone of a country's growth, the government should empower and involve them in the rebuilding of government institutions. Citizen engagement may help the government gain public trust by increasing transparency and openness in all of the government's activities. Scholars, on the other hand, play an important role in the reconstruction of government agencies by sharing their knowledge and skills. Thus, voluntary labor is highly important in the community in order to have effective citizen engagement since voluntarism is now one of the finest methods by which each community may contribute. Voluntary labor is critical to the country's socioeconomic growth, particularly for the next generation.

6. National Survey

The government should conduct a national survey through the media to obtain information and advice from the citizens. It is one of the most important sources of information for the government, which can be obtained through both traditional media such as radio, television, and newspapers, as well as social media such as Facebook, Twitter, and emails, which allow citizens to express their opinions on the rebuilding and restoration of government agencies. Social media is a powerful source of information these days, and it may assist governments in gathering citizen opinions and suggestions. This type of nationwide survey will aid the government in understanding the needs and desires of its population, allowing it to improve government services.

3.4. Decentralization in Somalia

Decentralization is the transfer of power, authority, responsibility, and resources from the center to intermediate and local administrative entities. Theoretically, decentralized service delivery methods are preferable to centralized service delivery mechanisms in terms of promoting equality, efficiency, effectiveness, and innovation. Decentralization encourages local units to compete for service delivery by meeting local demands and preferences through improved information channels and access at the local level, which is impossible in centralized service delivery, which frequently follows the one-size-fits-all dictum. Decentralization improves quality by increasing accountability and transparency by allowing citizens to participate in and monitor decision-making and service delivery processes. Involving disadvantaged and backward groups in different activities guarantees equity by accommodating their perspectives and goals for service delivery (Ghuman & Singh, 2013, pp. 8–9).

In Somalia, decentralization has been a heated topic over the past decade. Few Somalis have publicly called for a return to the centralized, authoritarian regime that has monopolized power in Mogadishu since military rule ended in 1991. Many Somalis believe that some type of decentralization is required. However, the best decentralization model for Somalia remains a point of debate. The Provisional Constitution of Somalia is unambiguous on the matter, stating that federalism is the best form of government for the country. "Somalia is a federal, sovereign, and democratic republic established on inclusive people's representation, a multiparty system, and social justice," it states. According to the

Provisional Constitution, federal member states must be made up of two or more of the 18 administrative areas that existed before 1991 (Elmi, 2014, p. 1).

The term "federal" first appeared in the Transitional Federal Charter of the Transitional Federal Government (TFG) in 2004 and later in the Provisional Constitution, which was approved in August 2012 with widespread international favor and other stakeholders. Years of violence, intercommunal hostility, severe political instability, and a previous history of a unitary system led to this. Despite the foundation of federal member states, no formal structure for power sharing between government levels exists. Some federal tasks, such as military, foreign affairs, immigration, and naturalization, as well as currency, are outlined in the Provisional Constitution, while sanitation, sewage, and road construction are delegated to municipalities. There is a tremendous gap between the two, and the various levels of government should work together and discuss their respective roles. The Provisional Constitution declares the country to be "federal," but it fails to address certain key concerns raised by various types of federalism, such as fiscal federalization. Currently, some states aren't able to provide services because they don't have enough resources. The federal government, on the other hand, is focusing on security, with most of its work focused on Mogadishu (Isak & Ali, 2019, pp. 69–70).

The federal effort in Somalia has gone through a tough path. It confronts a number of practical obstacles in terms of implementation. A functional federal structure in Somalia would have to connect with the Somali government's indigenous governance system and represent the Somali state's nationalist objective in some way. Domestic complaints, such as the "trust deficit," "demand for democracy," "access to basic services," and "request for equal division of resources," are fueling the campaign for federalism. As a result, the majority of those questioned for this study concluded that federalism cannot handle Somalia's general governance difficulties and is hence inappropriate for the country. Decentralization seems to be favored by the experts over traditional federalism. The idea that federalism could fix the state's problems might be one reason why people are more likely to decentralize. But the center-periphery squabbles haven't gone away, and many people aren't convinced (Dahir & Sheikh Ali, 2021, pp. 10–13).

3.4.1. Drivers of Decentralization in Somalia

To discuss the main drivers of Somalia's decentralization, we first focus on internal drivers and then on the influence of external actors.

1. Internal Drivers

A general lack of confidence in and among the Somali governing elite is perhaps the most crucial motivator of decentralization. *First*, politics was focused in Mogadishu throughout the first decade of the independent Somali state. Many populations outside of Mogadishu were marginalized, despite the fact that the government was democratic. The military gained control in 1969. Opposition organizations were founded in reaction to increasing repression in an attempt to overthrow President Mohamed Siad Barre. After eventually ousting Barre in 1991, rebel factions created along clan lines turned against one another in a quest to control Mogadishu politics and. As several factions strove to demonstrate the authority of their sub-clans, the rise of war-lord politics led to a civilian exodus from key towns. Atrocities perpetrated against civilians heightened tensions between clans and sub-clans. This historical experience has fueled fears and suspicions of another powerful central authoritarian government ruled by a single clan family.

Second, decentralization is usually regarded as providing Somalis with greater political engagement and representation. Governors were selected by previous administrations for each area, as well as mayors and police commissioners for each city. People want to elect their local, regional, and national leaders, and there is a significant need for democratic engagement. It is often believed that increased local democratic involvement will protect against underrepresentation in national politics. Before proclaiming themselves president, ambitious politicians have shown competence at capitalizing on the widespread demand for increased local involvement and representation by creating clan-based fiefdoms.

Third, Somalis have historically been required to travel to Mogadishu in order to obtain a passport or other essential services. In Somalia, the desire for increased access to government services is frequently stated as a reason for more decentralization. Citizens of Somalia should not have to travel considerable distances to obtain essential services that may be provided locally. People see this as proof that the central government wants to keep control over the country by limiting access to important services.

Finally, the periphery has genuine complaints about Mogadishu. Governments in Somalia have continually prioritized Mogadishu's development while neglecting most of the rest of the nation. For many Somalis, this is still a major concern. Successful decentralization of power, whereby citizens openly vote for both municipal and federal representatives, may furnish a viable solution to prevalent federal government suspicions as well as meet calls for stronger involvement and representation in politics and access to state services.

2. External Drivers

In addition to internal factors, external players (neighboring countries and the donor community) have influenced the best governance model for Somalia. Ethiopia and Kenya, in particular, have not shied away from intervening in Somalia's national and subnational affairs. Following Somalia's independence in 1960, the country's leaders fostered hopes for a Greater Somalia, called "irredentism" by Kenya and Ethiopia, with the goal of uniting all ethnic Somalis under one nation state. Both governments are scared of the resurgence of the demand for a larger Somalia. Ethiopian engagement in Somalia has a lengthy history. Ethiopian forces have invaded Somalia many times since the fall of the Somali state in 1991. Throughout the previous two decades, it has publicly sponsored numerous Somali groups. Ethiopia invaded Somalia in 2006, backed by the US, to overthrow the Islamic Courts Union (ICU), the first administration to provide stability in Mogadishu since the country's collapse in 1991. The fall of the ICU led to a quick surge of extremism, either directly or indirectly. Huge swathes of south-central Somalia were rapidly taken by Al-Shabaab. Ethiopian forces had stayed in the country since defeating the ICU in 2007 until formally joining AMISOM in January 2014. Ethiopia has volunteered to mediate between Puntland and the Federal Government of Somalia (FGS), having mediated discussions between the Interim Jubba Administration and the FGS. Ethiopia seems to prefer working with a group of weaker state administrations in Somalia rather than a single, powerful, centralized government.

The donor community has likewise expressed support for a decentralized governing structure. Over the last decade, several funders have publicly collaborated with subnational groups. In Somalia, the US administration adopted this strategy with the "Dual Track Policy." Given Mogadishu's inability to expand authority outside the capital and other large cities, Somalia's approach to cooperating with non-central-state players may be interpreted

in practical rather than ideological terms. Donors have gotten substantially more access to segments of Somalia that are not under the control of the FGS through collaboration with subnational entities. However, by engaging with regional administrations instead of the Mogadishu government, donors have potentially legitimized the power of subnational actors at the cost of the FGS, for better or worse. Decentralization of power has been supported in Somalia from outside its boundaries by neighboring nations pursuing internal agendas and the donor community seeking practical means to obtain better access to the country, as well as via the promotion of "good governance" objectives. While some of the domestic reasons for decentralization are aligned with the 'good governance' objective, the promotion of existing or developing subnational bodies for practical or domestic purposes threatens to confuse the process.

In sum, currently, the country has a federal government and six state governments (Puntland, Galmudug, Hirshabelle, southwest, Jubaland, and Somaliland), plus Banadir administration or Mogadishu municipality, whose status is not decided yet. They are all struggling to deliver basic public services to citizens, but constant disputes between FGS and FGM, widespread corruption, lack of leadership, scarce resources, and insecurity are undermining their efforts. Many believe that federalism in Somalia has made it easier to access public services and eliminated the dependency on a single central authority. Also, citizen participation in government decisions has increased. However, the federal system in Somalia is not as it should be because it has not changed the problems in the country, which are primarily due to poor public services, drought, and poverty.

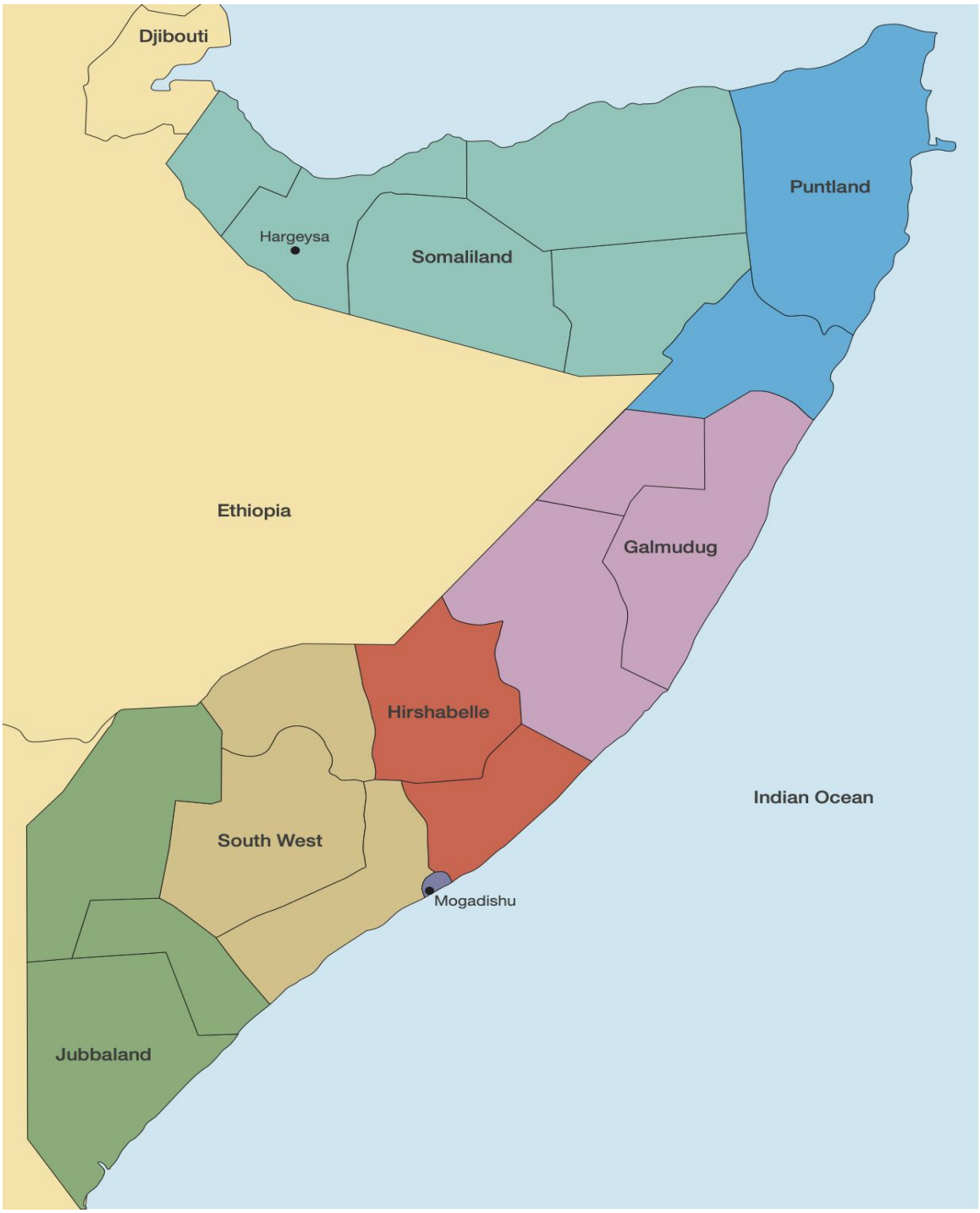


Figure 3.2. Map of federal structure of Somalia

Source: Institute for security studies (ISS)

3.5. Mogadishu Municipality and its Role of Public Service Delivery

The roles and responsibilities of local governments in Somalia were different throughout the country's various regimes. The 1961 constitution called for the decentralization of administrative duties wherever possible, and elected councils were in

charge of municipal and district governance across the country. Indeed, the local government bodies in 1992 were the same as those established during the period of the dictatorship of Siad Barre. Following the 1969 military takeover, one of Siad Barre's first directives was to dismiss all elected municipal and district governments. Regional and district councils, whose members were nominated by the central government, were in charge of local governance. A legislation passed in 1979 allowed for district council elections but also gave the government the power to approve candidates before their names were put before the public. Village councils were elected in permanent settlements in rural regions, but all candidates had to be authorized by government authorities at the district level. The Ministry of Local Government and Rural Development was in charge of the local government structure. All levels of local government were staffed by national civil service employees who had been appointed to their positions by the central government. Local governments were given the power to set policy goals, raise local taxes, and borrow money for projects that were proven to be good for the community with permission from the ministry (Abdulkadir, 2019, p. 63). Currently, the country is trying to get back to its stability and the rule of law after a long civil war that wiped out all government institutions. There is a federal government in the country that wants to bring back a functioning local government, but unfortunately, it has not yet succeeded in getting the people to elect their local or national officials.

The Benaadir Regional Administration, popularly referred to as the Mogadishu municipality, is the capital of the Federal Republic of Somalia. The city, governed by a nominated mayor, is divided into 17 districts. These are Abdiaziz, Bondhere, Daynile, Hamar- Jajab, Hamar-Weyne, Hodan, Howl-Wadag, Huriwa, Kaxda, Karan, Shangani, Shibis, Waberi, Wadajir, Warta Nabada, and Yaqshid. The mayor of the city appoints an administration for each district. Mogadishu is one of the Horn of Africa's most populated cities. It has a population of over 2.5 million people. Banadir regional administration or Mogadishu municipality is a member of the federal government of Somalia which consists of five regional states and the Banadir region excluded Somaliland that declared self-administration. The status of Banadir region or Mogadishu city is not clear yet, but it awaits a constitutional review process to determine whether it will have a regional state or another type of administration.

According to the Provisional constitution of Somalia, “The civil service of the federal government and federal member states shall be formed on the basis of proportional representation of the resident population”(The Federal Republic of Somalia Provisional Constitution, 2012, p. 43). Thus, as a member of the federal state, Mogadishu municipality has the authority to formulate its policies toward public service provision. It provides numerous public services, including healthcare services, court services, fire protection, street maintenance, garbage collection, education, and land use regulation. It is also responsible for local security and uses local police forces to maintain stability. On the other hand, the municipality has the authority to collect taxes from local businesses and properties. Nonetheless, due to poor governance and insufficient resources, the municipality does not provide many of the services that it was expected to provide to its residents.

3.5.1. The Quality of Public Services Provided by the Mogadishu Municipality

No government or other state organization can maintain power in this democratic period unless it assures that all of its agencies operate in the public interest at all times. Thus, regardless of the political system in existence, delivering public services and goods to residents is one of the major tasks of every government. Irrespective of whether the government is democratic or dictatorial, every tax payer (citizen) is entitled to fundamental services such as birth certificates and death certificates. Local governments are frequently in charge of delivering services to residents on behalf of the federal government. Education, healthcare, security, registration, licensing, road maintenance, municipal planning, and public utilities are just a few of the services available. The accountability ties between governments and citizens determine the quality of service delivery results (Mdee & Thorley, 2016, p. 6). Meanwhile, enhancing the quality of public service is a primary priority for many governments throughout the world. Accessible, inexpensive, and timely public service is critical for any government to promote its citizens' well-being and develop a trust environment, which is why many governments have lately shifted to citizen-centered, collaborative public service frameworks. This collaboration allows all stakeholders to work together to solve many of the public sector's problems, and this new approach is seen as an ideal shift that allows citizens to participate in decisions that shape their lives, primarily in terms of what services to provide and how best to deliver them. (Voorberg et al., 2017, p. 189).

In Mogadishu, the local government provides a few basic public services, including health care, garbage collection, street maintenance, public protection, and some general services like birth certification, land regulation, and court service. These services are poor, expensive, and not available to every citizen. The municipality does not provide some basic services, including education, transportation, water and energy supply. These services are provided by private organizations, and many people believe that the services that private entities provide are better than those provided by municipalities. On the other hand, there is no citizen participation in the municipality's decision-making process and even municipal officials are not accountable to the people because they came to the office by the nomination of the president. Researchers and international organizations working on the subject of governance routinely report on the low quality of public service delivery in Mogadishu, as well as weak governance and government unit incapacity. The majority of the papers and materials referenced focused on the misuse of public funds and a lack of understanding of where these funds come from and how they are used by local governments. These studies and publications stated that a huge number of local government offices were extremely corrupt (A. M. Mohamed & Ikinya, 2019, p. 12).

Local government is the closest level of government to the people, so it is expected to play a vital role in delivering social services to people in order to enhance their standard of life. However, in Somalia, particularly in Mogadishu, the contribution of local government to better service delivery has been limited, despite the reality that municipal governments are required to serve the public interest by building roads, public markets, healthcare facilities, drainage systems, transportation, motor parks, and primary schools, among other things (Ali, 2019, p. 137). There are many reasons why Mogadishu's local government does not work effectively and fails to deliver basic services to its inhabitants. Lack of leadership, sufficient revenue, accountability, and skilled workers are the major obstacles. In Mogadishu, where public service delivery is a critical obligation of local government, systems are ineffective, burdensome, highly procedural, expensive, red taped, and not transparent. Clan power sharing is used to nominate the mayor, his deputies, and the district governors. As a result, citizen participation in municipal operations is quite limited. Furthermore, because local authorities are not accountable to the people, they have no fear of them (Abdi & Dirie, 2017, p. 126).

3.5.2. Challenges of Mogadishu Municipality Revenue

The local government of Mogadishu is no exception to the issues that local governments encounter. As I mentioned in the previous paragraph, it faces several obstacles in providing public services. However, one of the municipality's major challenges is a lack of sufficient revenue. Because local governments are responsible for paying for the goods and services that their citizens demand within a certain geographic region, the residents are also responsible for paying for them. These municipalities have several issues, most of which are connected to revenue generation, among other factors. Because Somalia has yet to develop an up-to-date database system for collecting revenues from taxable sources, such as the agricultural and commercial sectors, Mogadishu's municipal government has a problem in facilitating effective funding plans. It will be until the local government implements a more advanced tax collection system while attempting to generate additional revenue streams. The municipal administration of Mogadishu is now experiencing financial difficulties as a result of inefficient tax collection procedures and unauthorized revenue sources. The central government of Somalia is the primary source of funds for local governments. With the multiple obstacles that Mogadishu faces, there are few income-generating enterprises in place. However, intergovernmental transfers (ITGs), which are one of the most important aspects of funding, are another source (A. A. Mohamed, 2017, pp. 529–530). The main challenges to revenue are: security, lack of community awareness, an absence of taxable properties, a paucity of census data, and a shortage of community centers, lack of municipal soldiers, lack of property taxes, user charges sales, and land sales taxes.

Security*:* Because of a lack of funds to reach some areas, the biggest problem for Mogadishu's municipal administration in collecting income is security. Despite the fact that the local government appears to be capable of collecting taxes around the capital, security issues have resulted in the deaths of the majority of officers. Some revenue collection employees have also avoided locations with a lot of resources due to security concerns. The municipal administration of Mogadishu has also been targeted. The local government's tax collection efforts have grown more difficult as a result of attacks and deaths inside the city. Furthermore, terror has gripped the whole metropolis as a result of multiple commercial premises being targeted, leading inhabitants to abandon their

economic operations for fear of their lives. All of this has resulted in low revenue collection due to a lack of effective processes and security concerns.

Lack of community awareness: Somalia is one of the rare countries where citizens are unaware of the importance of paying taxes. The majority of people also dislike paying taxes since the country's past has never emphasized the need for doing so. Somalia had an unstable administration until recently, with no non-sophisticated government measures in place to combat civilian tax aversion. The local government is now suffering from a lack of tax payment awareness since most of the capital's functions are not carried out efficiently due to a lack of cash. Furthermore, there is a lack of understanding of the significance of tax collection. Mogadishu residents are concerned about their contribution to the local administration, claiming corruption and a lack of evidence of income utilization. The majority of the residents feel that their money will go straight to private wallets because there is no clear system in place. The municipal authorities in Mogadishu have not done anything to ensure that awareness is spread around the capital in order to enhance income collection.

Lack of taxable properties census and community centers: Due to the government's inability to perform a census, the Mogadishu local government is unable to register all sources of commercial centers and taxable assets within the country's authority. The issue stems from security concerns as well as a shortage of cash given how time-consuming and costly the procedure is. As a result, Mogadishu has a large number of working enterprises that do not pay taxes.

Lack of municipal soldiers: Tax collection is a time-consuming and difficult process. According to a survey conducted in Mogadishu, there are few or no municipal police to ensure that people who refuse to pay taxes are detained and prosecuted. This phenomenon is caused by a number of variables. First, security in Mogadishu is a major issue, with a large number of municipal officers murdered as a result. The extreme organization controls a large region of the area, compelling the remaining soldiers to leave their stations. Furthermore, the shortage of municipal soldiers is owing to a lack of funds to pay them, which is also related to inadequate revenue collection.

Property taxes, user charges sales, and land sales taxes: The Mogadishu local government, unlike the majority of other local administrations, does not receive money from these sources. This puts the local government's capacity to self-finance its activities in danger. If implemented, the abovementioned revenue streams impose a significant burden on regular residents due to the high fees expected. Another factor in the lack of such an activity is the lack of well-established property. The payment of adequate skilled employees is further hampered by a lack of or little income collection, and people often see this type of job in the Somali environment. The lack of awareness also contributes to the locals' lack of understanding of what the job entails.

In conclusion, Somalia is a failed state and one of the most corrupted countries in the world. Public institutions do not work effectively because of bad governance, inadequate revenue, and the impact of decades of civil war, which broke all the government institutions. Thus, the Mogadishu municipality is one of the government branches that failed to fulfill its responsibilities of delivering basic public services. Therefore, this research aims to examine citizen satisfaction with public services provided by the Mogadishu municipality.

CHAPTER FOUR: RESEARCH METHODOLOGY, DATA ANALYSIS AND INTERPRETATION, DISCUSSION OF FINDINGS AND CONCLUSION

This chapter comprises four parts: research methodology, data analysis and interpretation, discussion of findings and the conclusion of the study.

4.1. Research Methodology of the Study

This part focuses on research design, target population of the study, sample size and sample procedure. It also describes the research instrument, data gathering procedure, method of data analysis and the validity and reliability of the study. Finally, it presents the ethical considerations and limitations of the study.

4.1.1. Research Design of the Study

Many different designs are widely used in the field of research to conduct studies. Depending on the study's objective and the nature of the problem, these designs may differ. Therefore, this study used a descriptive research design to explore citizen satisfaction with public services in Mogadishu municipality. The research method used in this study was quantitative because it enables the researcher to collect more data in a shorter period of time and reach a greater number of participants. Primary data was collected using questionnaire as a method of data gathering to investigate the satisfaction of Mogadishu residents with police and fire protection, to explore how Mogadishu residents satisfy with municipality of garbage collection and street maintenance, to know how Mogadishu residents satisfy with the health care service of Mogadishu municipality and to discover the satisfaction of Mogadishu residents with overall services of Mogadishu municipality.

4.1.2. Target Population of the Study

A research population is any group of people from which the sample is chosen and to which the results of the study are generalized. To measure citizen satisfaction with public services in Mogadishu, the target population of the study is a literate residents from the different districts of Mogadishu. The research targeted only educated residents—those who

can understand the responsibilities of governments, particularly municipalities, to gather reliable data. On the other hand, the study targeted adult citizens whose age is above 18 because they can confidently respond to research questions. It also makes the result of the study trustworthy.

4.1.3. Sample Size and Sample Procedure

This study uses convenience sampling, which is the most common form of nonprobabilistic sampling. Convenience sampling is a method of collecting samples by taking samples that are conveniently located around a location or internet service. It involves using respondents who are "convenient" to the researcher. There is no pattern whatsoever in acquiring these respondents; they may be recruited by merely asking people who are present in the street, in a public building, or in a workplace, for example. Researchers use various sampling techniques in situations where there are large populations. In most cases, testing the entire community is practically impossible because they are not easy to reach. Researchers use convenience sampling in situations where additional inputs are not necessary for the principal research. The concept is often confused with "random sampling" because of the notion that people are being stopped "at random" (in other words, haphazardly). Typically, somebody undertaking a convenience sample will simply ask friends, relatives, colleagues in the workplace, or people in the street to take part in their research.

On the other hand, when using nonprobability sampling, the usual formula for determining sample size regardless of whether for some desired precision of population parameter estimates or for some desired level of power for hypothesis tests does not apply. Because the characteristics of a sample (heterogeneity, value of specific attributes) may be nothing like the population, the best that a researcher can hope for is that a convenience sample is mostly representative of the target population, so that the results are not sample specific. The sample can then be compared to the population on specific characteristics.

4.1.4. Research Instrument

A questionnaire was used to collect data from participants in this study. The questionnaire is a set of questions with the aim of gathering data from participants. Its major goal is to engage a huge number of people quickly and collect more data. The

questionnaire for the study was developed by the author according to the research objectives. The questionnaire for the study is designed into four main sections.

Section one is intended to get demographic information about the respondents like gender, age, marital status, educational level, and employment status. Section two of the questionnaire consists of five questions on which respondents rate the city and its municipal leaders. Section three is made up of eleven questions in which respondents rated their satisfaction with some specific public services provided by the Mogadishu municipality, representing the four research questions of the study. In this section, public services are rated using five points on the Likert scale, with 1 being very dissatisfied, 2 being dissatisfied, 3 being neither, 4 being satisfied, and 5 being very satisfied. Section four contains four questions with which the participants rated the quality of public services provided by the Mogadishu municipality. In this section, a five-point Likert scale was also used, with 1 for strongly disagree, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agree.

4.1.5. Data Gathering Procedure

To collect data from the target population, the researcher employed Microsoft forms, which is a new part of Office 365 Education that helps researchers, teachers, and students to quickly and easily create custom quizzes, surveys, and questionnaires and then invite others to respond using almost any web browser or mobile device. This procedure strengthens participants' confidence and saves time and money.

4.1.6. Method of Data Analysis

This study used the Statistical Package for Social Science (SPSS) 21.0 to analyze collected data. Because it has different analytical packages and is used in most social science studies. The researcher also used descriptive statistics such as variables' frequencies, percentages, mean and standard deviation to measure the level of citizen satisfaction with public services in Mogadishu municipality. The below tables 4.1 and 4.2 explain the measurements of the data analysis and how its interpretation came about.

Table 4.1. Interpretation of the Mean Value Section Three

#	Mean Range	Interpretation
1.	1.00 up to 1.80	Very Dissatisfied
2.	1.80 up to 2.60	Dissatisfied
3.	2.60 up to 3.40	Neither
4.	3.40 up to 4.20	Satisfied
5.	4.20 up to 5.00	Very Satisfied

Table 4.2. Interpretation of the Mean Value Section Four

#	Mean Range	Interpretation
1.	1.00 up to 1.80	Strongly disagree
2.	1.80 up to 2.60	Disagree
3.	2.60 up to 3.40	Neutral
4.	3.40 up to 4.20	Agree
5.	4.20 up to 5.00	Strongly Agree

4.1.7. Validity and Reliability of the Study

The terms "reliability" and "validity" are used to assess the quality of research. They describe the accuracy with which a method, technique, or test measures something. Validity is concerned with a measure's accuracy, whereas reliability is concerned with its consistency. Using SPSS, this study tested reliability to ensure that the findings were consistent and valid.

Reliability: The questionnaire's reliability is tested by determining whether or not it produces accurate data. Cronbach's alpha is used in this study to measure the data's overall consistency and reliability. Cronbach's alpha is a measure of internal consistency, or how closely a group of variables is connected to one another. In other words, a measurement's reliability relates to how constant it is in measuring a concept, and Cronbach's alpha is one means of determining how strong that consistency is. A score of more than .70 is considered acceptable in most social science researches. As it is shown in table 4.3, the

alpha coefficient for the 25 items in this study is .81, suggesting that the items have relatively high internal consistency. Therefore, this study is reliable and consistency.

Table 4.3. Reliability Statistics

Cronbach's Alpha	Number of Items
.808	25

Validity: Validity concerns methods used to collect data. Validity demonstrates that the methods used to collect data are valid and that the data being measured is accurate. To test validity, the researcher used Kaiser-Mayor-Kolin (KMO) and Bartlett's Test of Sphericity. The degree of the partial correlation (how the components explain each other) between the variables is tested using the KMO test. KMO rates near 1.0 are excellent, whereas values below 0.5 are regarded as unsatisfactory. Most experts now consider that a KMO of at least 0.80 is sufficient for factor analysis to proceed. On the other hand, The Bartlett's test of Sphericity is used to test the null hypothesis that the correlation matrix is an identity matrix. An identity correlation matrix means your variables are unrelated and not ideal for factor analysis. A significant statistical test (usually less than 0.05) shows that the correlation matrix is indeed not an identity matrix. Table 4.4 demonstrates that the value of KMO is 0.85. Therefore, the result of KMO means that there is a highly significant relationship between variables. While Bartlett's Test of Sphericity is 0.000, which is a value less than 0.05 and means the correlation matrix is not an identity matrix.

Table 4.4. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.847
Bartlett's Test of Sphericity	Approx. Chi-Square	1643.053
	df	300
	Sig.	.000

4.1.8. Ethical Consideration

Participants were asked to give their permission to participate in the study voluntarily. The purpose of the research was explained to the respondents by the researcher. For the sake of the study, participants were pleased to participate in the study.

No one was forced to participate in the study. Respondents in this study were treated with dignity, confidentiality, and privacy.

4.1.9. Limitations of the Study

This research is limited only to the residents of Mogadishu and did not go beyond its scope. On the other hand, this research measures only citizens' satisfaction with only four public services provided by the Mogadishu municipality, which are police and fire protection, garbage collection and street maintenance, health care service, and overall services.

4.2. Research Findings and Interpretation

This part analyzes and interprets the collected data using descriptive analysis.

4.2.1. Demographic Information of the Respondents

To understand the demographic characteristics of the research participants, respondents were asked to give their gender, age, marital status, educational level, and employment status. One hundred and fifty-four questionnaires were distributed and analyzed using descriptive analysis such as frequency and percentage.

Below table 4.4 demonstrates the demographic information of the respondents. As it is outlined, 85 out of 154 participants were male, while the remaining 69 were female. This means that the number of male participants is higher than that of female participants, although the gap is not large. As a percentage, 55.2% was male, while 44.8% was female.

In the matter of participants' marital status, the table shows that 104 out of 154 respondents were single, while the rest, 50, were married. This indicates that the majority of the respondents were single with 67.5%. Meanwhile, only 32.5% of the respondents were married. This big difference highlights that a great number of the target population are unmarried due to the high unemployment rate and the number of young people in society.

As the result indicates, the age of the participants was like this: 91 respondents (59.1%) were aged between 18 and 25, while 26 respondents (16.9%) were aged between 26 and 30 years. On the other hand, 22 participants (14.3%) were aged between 31 and 40 years, while 15 respondents (9.7%) were over the age of 40 years. Thus, the majority of the respondents were aged between 18 and 25, because more than 70 percent of Somalia's population is made up of young people under 25 years of age. In addition, this study targeted literate residents who were able to understand the municipality's responsibilities.

The education level of the research participants was as follows: 17 respondents (11%) were at secondary level, 98 respondents (63.6%) were at bachelor's degree level, and 33 respondents (21.4%) were at master's degree level, while the remaining 6 respondents (3.9%) were at PhD level. This means that the majority of the research respondents (63.6%) were at the level of a bachelor's degree because, after decades of civil war, Somalia is recovering and many of the younger generation got an opportunity to study. On the other hand, the majority of participants' age was between 18 and 15, which affected their educational level. Also, people over 40 do not have the same educational opportunities as younger ones because of the civil war.

As the below table shows, 68 respondents (44.2%) were employed while 86 respondents (55.8%) were unemployed. In Somalia, the unemployment rate is high because the government did not create jobs and the country does not have many industries or firms where people can get jobs. Thus, this caused the majority of participants in this study to be unemployed.

Table 4.5. Demographic Information of the Respondents

Gender	Frequency	Percent
Male	85	55.2
Female	69	44.8
Total	154	100
Marital status	**Frequency**	**Percent**
Single	104	67.5
Married	50	32.5
Total	154	100
Age	**Frequency**	**Percent**
18-25	91	59.1
26-30	26	16.9
31-40	22	14.3
40 and above	15	9.7
Total	154	100
Educational level	**Frequency**	**Percent**
Secondary	17	11.0
Bachelor degree	98	63.6
Master degree	33	21.4
PhD	6	3.9
Total	154	100
Employment status	**Frequency**	**Percent**
Employed	68	44.2
Unemployed	86	55.8
Total	154	100

4.2.2. Rating the City and its Municipal Leaders

This part analyzed the participants' ratings of Mogadishu city and its municipality. They were asked five questions regarding their opinion that Mogadishu is the best place in Somalia to live in terms of accessibility of public services, the number of years they have been living in Mogadishu, if they prefer to move to another city in Somalia, their expectation of receiving good public services from the Mogadishu municipality, and their satisfaction with the appointment system of Mogadishu's district governors and city mayor. The results were presented using pie charts.

First, respondents were asked, "Do you believe that Mogadishu is the best place in Somalia to live in terms of accessibility to basic public services?" As the below figure 4.1

demonstrates, 92% of them answered "Yes" while only 8% answered "No". This indicates that a majority of the respondents believe Mogadishu is the best place in Somalia to live when it comes to the accessibility of basic public services.

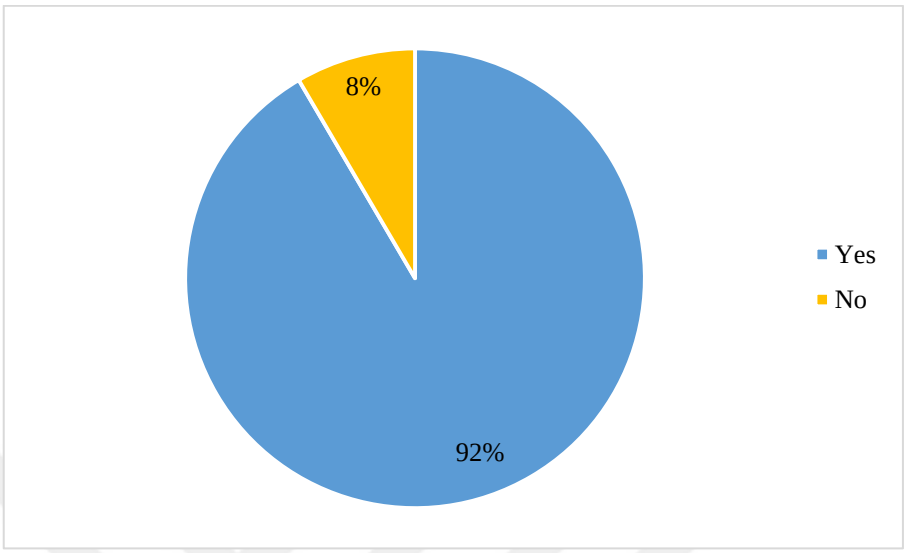


Figure 4.1. Do you believe that Mogadishu is the best place in Somalia to live in terms of accessibility to basic public services?

Second, participants were asked, "How long have you been living in Mogadishu?" as figure 4.2 shows, 13% of them have been living in Mogadishu for 1 to 5 years, while 31% of them have been living there for 6 to 15 years. 40% of the respondents have been in Mogadishu for 16 to 30 years, and 13% have been over 30 years. Thus, the majority of the respondents have been living in Mogadishu for 16–30 years.

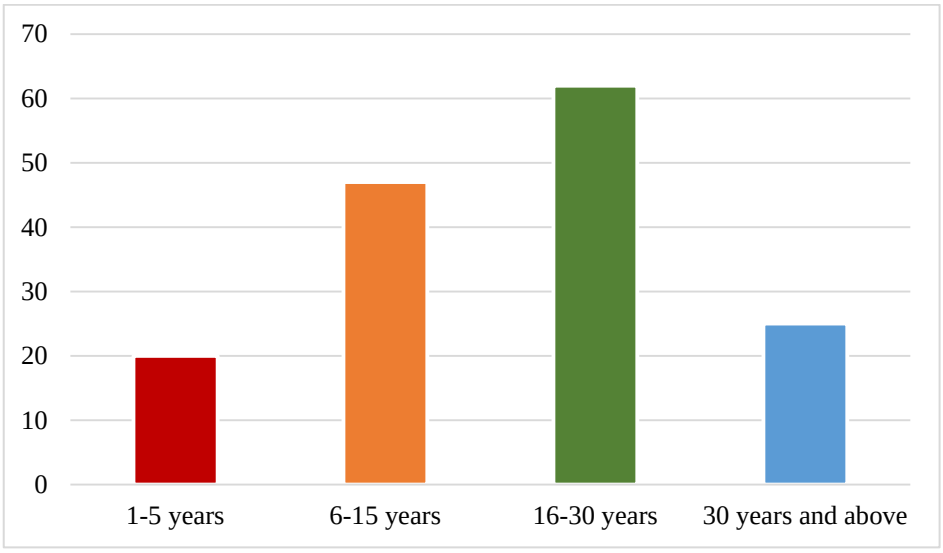


Figure 4.2. How long have you been living in Mogadishu?

Third, respondents answered if they preferred to move to another city in Somalia. As the below figure 4.3 illustrates, 41% of the participants prefer to move to another city in Somalia, while 59% do not prefer to move to another city. Therefore, the majority of the respondents prefer to live in Mogadishu.

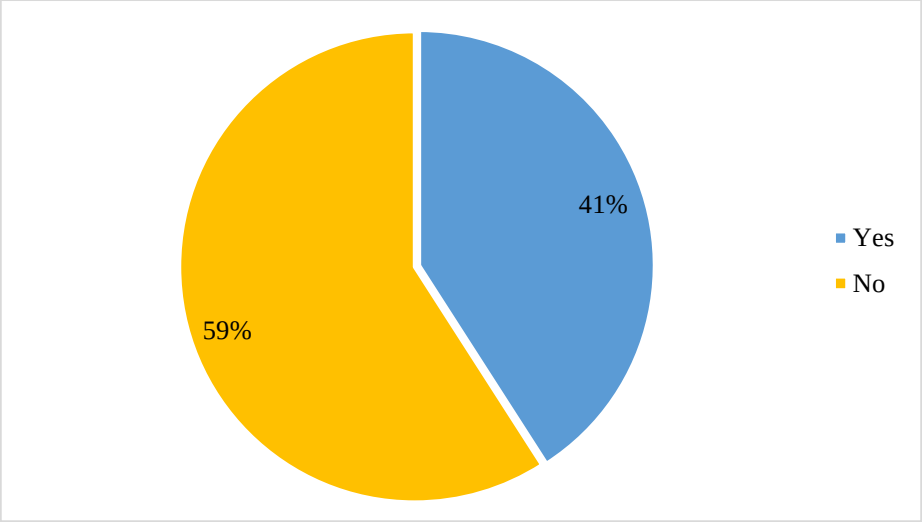


Figure 4.3. Would you prefer to move to another city in Somalia?

Fourth, participants rated their expectation of receiving good public services from the Mogadishu municipality. As it is shown in figure 4.4, the expectations of 30% of the respondents were high, while 43% were average and the remaining 27% were low. Thus, the majority of the respondents' expectations were average.

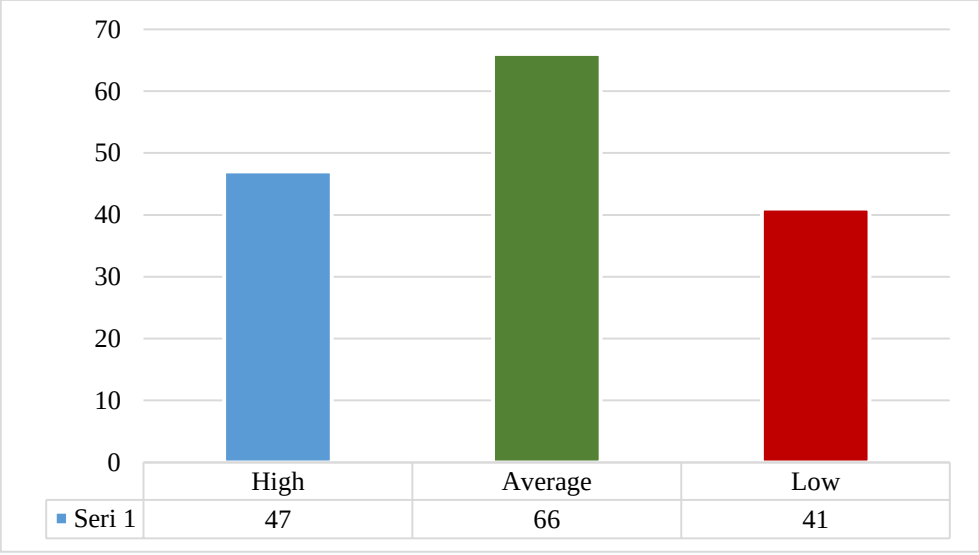


Figure 4.4. What is your expectation of receiving good public services from the Mogadishu municipality?

Fifth, respondents rated their satisfaction with the appointment system of Mogadishu's district governors and city mayor. As the figure indicates, 37% were satisfied, while 63% were not satisfied.

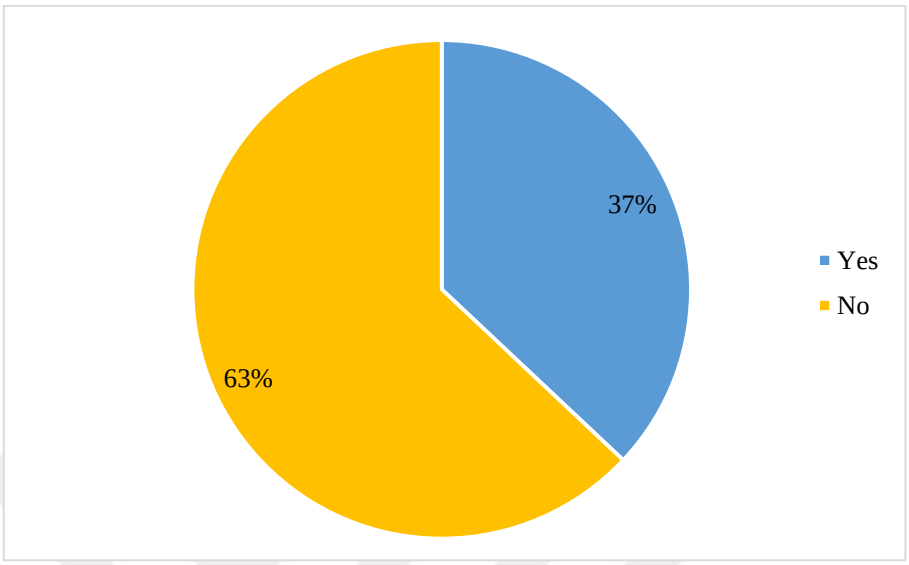


Figure 4.5. Do you satisfy the appointment system of Mogadishu's district governors and city mayor?

4.2.3. Citizen Satisfaction with Some Specific Public Services Provided by Mogadishu Municipality

In this section, citizen satisfaction with some specific public services provided by Mogadishu municipality was evaluated. These services are driven by the four research questions of the study, which are: Mogadishu residents' satisfaction with police and fire protection; Mogadishu residents' satisfaction with municipal services of garbage collection and street maintenance; Mogadishu residents' satisfaction with the health care services of Mogadishu municipality; and Mogadishu residents' satisfaction with the overall services of Mogadishu municipality. Participants rated this section using five Likert scales, with 1 being very dissatisfied, 2 being dissatisfied, 3 being neutral, 4 being satisfied, and 5 being very satisfied. To analyze the data, this research used descriptive analysis and interpreted the data using the mean index and standard deviation.

1. Mogadishu Residents' Satisfaction with Police and Fire Protection

To evaluate respondents' satisfaction with police and fire protection, three questions were asked, as is shown in the below table 4.5. The first question was whether the

participants were satisfied with the degree of cooperation between Mogadishu police forces and the community. Respondents were rated dissatisfied by a mean of 2.51 and a standard deviation of 1.456. It means that participants are dissatisfied with the degree of cooperation between Mogadishu police forces and the community. The second question was whether the respondents were satisfied with the Mogadishu police forces' prevention of daily crimes and community protection. This item got a 2.36 and a 1.454 mean and standard deviation, respectively. It means that respondents are dissatisfied with the Mogadishu police forces' prevention of daily crimes and community protection. The third question was whether the respondents were satisfied with the Mogadishu fire department's quick response to fires and its rescue of people and their properties. This item got a mean of 2.74 and a standard deviation of 1.390, which means they were neither satisfied nor dissatisfied with the Mogadishu fire department's quick response to fires and its rescue of people and their properties. However, the result of this variable shows that respondents are dissatisfied with the municipality's police and fire protection, although the result shows that they do not have any opinion with fire protection is not significant.

Table 4.6. Mogadishu Residents' Satisfaction with Police and Fire Protection

Items	Mean	Std. Deviation	Interpretation
The degree of cooperation between Mogadishu police forces and the community	2.51	1.456	Dissatisfied
The Mogadishu police forces' prevention of daily crimes and community protection	2.36	1.454	Dissatisfied
The Mogadishu fire department's quick response to fires and its rescue of people and their properties	2.74	1.390	Neither

2. Mogadishu Residents' Satisfaction with Municipality Services of Garbage Collection and Street Maintenance

To measure Mogadishu residents' satisfaction with municipality services of garbage collection and street maintenance, respondents were asked three questions. The first question was related to whether they are satisfied with the cleanliness of Mogadishu's streets and the quality of its roads. As the result in the below table 4.6 indicates, this item scored a 2.31 and 1.301 mean and standard deviation, respectively. It means that respondents are dissatisfied with this service. The second question was whether

respondents were satisfied with garbage collection and sewage treatment by the Mogadishu municipality. The result of the participants' responses was a mean of 2.46 and a standard deviation of 1.474, which means they are dissatisfied with these services. The third question was whether participants were satisfied with street maintenance and street lightening by the municipality. This item resulted in a 2.54 mean and a standard deviation of 1.406. That means they are dissatisfied with these services. In sum, respondents are dissatisfied with Mogadishu residents' satisfaction with municipal services of garbage collection and street maintenance.

Table 4.7. Mogadishu Residents' satisfaction with Municipality Services of Garbage Collection and Street Maintenance

Items	Mean	Std. Deviation	Interpretation
The cleanliness of Mogadishu's streets and the quality of its roads	2.31	1.301	Dissatisfied
Garbage collection and sewage treatment by the Mogadishu municipality	2.46	1.474	Dissatisfied
Street maintenance and street lightening by the municipality	2.54	1.406	Dissatisfied

3. Mogadishu Residents' Satisfaction with the Health Care Service of Mogadishu Municipality

To evaluate Mogadishu residents' satisfaction with the health care services of the Mogadishu municipality, participants were asked two questions. The first question was whether they were satisfied with the municipality's ambulance service for emergencies. As table 4.7 demonstrates, this item gained a 3.12 mean and a 1.374 standard deviation. This result means that respondents are neither satisfied nor dissatisfied. The second question was whether they were satisfied with the ability of the municipality's maternal and child health (MCH) centers to provide quality medical treatment. These services got a 3.22 and a 1.359 mean and standard deviation, respectively. It also means that respondents are neither satisfied nor dissatisfied. Respondents, however, indicated that they had no experience to satisfy or dissatisfy with Mogadishu municipality's health care service.

Table 4.8. Mogadishu residents' satisfaction with the health care service of Mogadishu municipality

Items	Mean	Std. Deviation	Interpretation
The municipality's ambulance service for emergencies	3.12	1.374	Neither
The ability of the municipality's maternal and child health (MCH) centers to provide quality medical treatment	3.22	1.359	Neither

4. Mogadishu Residents' Satisfaction with Overall Services of Mogadishu Municipality

To measure Mogadishu residents' satisfaction with the overall services of the Mogadishu municipality, participants were asked three questions. The first question was whether they were satisfied with the municipality's birth and identity certification service. As the below table 4.8 shows, this item scored a 2.75 mean and a 1.439 standard deviation. It means that respondents are neither satisfied nor dissatisfied with the municipality's birth and identity certification service. The second question was whether they were satisfied with the justice service in the municipal court of Mogadishu. The result of this item is a 2.19 and a 1.399 mean and standard deviation, respectively. That means participants are dissatisfied with this service. The third question was whether respondents were satisfied with the municipal land use regulation service in Mogadishu and how they resolved land-related disputes. This item gained a mean of 2.58 and a standard deviation of 1.432. It means that they are dissatisfied with the municipal land use regulation service in Mogadishu and its ability to resolve land-related disputes. However, participants responded that they are dissatisfied with Mogadishu residents' satisfaction with the overall services of the Mogadishu municipality, except for the municipality's birth and identity certification services, with which they indicate they have no experience to judge.

Table 4.9. Mogadishu Residents' Satisfaction with Overall Services of Mogadishu Municipality

Items	Mean	Std. Deviation	Interpretation
The municipality's birth and identity certification service	2.75	1.439	Neither
The justice service in the municipal court of Mogadishu	2.19	1.399	Dissatisfied
The municipal land use regulation service in Mogadishu and resolving land-related disputes	2.58	1.432	Dissatisfied

4.2.4. Rating the Quality of Public Services Provided by the Mogadishu Municipality

This section measures the quality of public services provided by Mogadishu municipality. Using a five-Likert scale, with 1 being strongly agree, 2 being agree, 3 being neutral, 4 being agree and 5 being strongly agree, participants rated their general experience of the quality of public services provided by Mogadishu municipality. This research used descriptive analysis such as mean and standard deviation to analyze and interpret the data. Respondents were asked five questions about the quality of public services provided by the Mogadishu municipality.

First, respondents were asked whether they agree or disagree that, given the amount of tax collected from the inhabitants and other resources available to Mogadishu municipality, it provides adequate basic public services. As it is shown in table 4.9, the results of their responses are scored with a 2.49 mean and a 1.429 standard deviation. That means respondents disagreed that, given the amount of tax collected from the inhabitants and other resources available to the Mogadishu municipality, it provides adequate basic public services. Second, participants rated that the basic public services provided by the Mogadishu municipality are poorer than those provided by private organizations. This item got a 3.50 and a 1.420 mean and standard deviation, respectively. This means that participants agreed that the basic public services provided by the Mogadishu municipality are poorer than those provided by private organizations. Third, respondents rated the ability of elected municipal leaders who are accountable to the people could deliver adequate basic public services compared to appointed leaders who are not accountable to the people. The result showed a mean of 3.29 and a standard deviation of 1.454, which

means they are neural and do not have any opinion on this statement. Fourth, respondents rated that the Mogadishu municipality does not deliver numerous basic public services that municipalities provide to their communities. The result of their responses was a 3.42 mean and a 1.413 standard deviation. It means they agreed that the Mogadishu municipality does not deliver numerous basic public services that municipalities provide to their communities. Thus, respondents agreed that the quality of public service provided by their municipality is poor and that even private entities provide better service than the municipality.

Table 4.10. Rating the Quality of Public Services Provided by Mogadishu Municipality

Items	Mean	Std. Deviation	Interpretation
Given the amount of tax collected from the inhabitants and other resources available to Mogadishu municipality, it provides adequate basic public services.	2.49	1.429	Disagree
The basic public services provided by the Mogadishu municipality are poorer than those provided by private organizations.	3.50	1.420	Agree
Elected municipal leaders who are accountable to the people could deliver adequate basic public services compared to appointed leaders who are not accountable to the people.	3.29	1.454	Neutral
The Mogadishu municipality does not deliver numerous basic public services that municipalities provide to their communities.	3.42	1.413	Agree

4.3. Discussion of the Findings

This section discusses and evaluates the findings of the study and concludes with the alignment of the research objectives. The general objective of this study was to examine citizen satisfaction with public services in Mogadishu municipality. To achieve the general purpose of the study, this research focused on four specific research objectives, which are to investigate the satisfaction of Mogadishu residents with police and fire protection, to explore how Mogadishu residents satisfy with municipality services of garbage collection and street maintenance, to know how Mogadishu residents satisfy with the health care service of Mogadishu municipality, and to discover the satisfaction of Mogadishu residents with the overall services of Mogadishu municipality. In general, the results of the study

indicated that Mogadishu residents are dissatisfied with public services provided by the Mogadishu municipality.

The first objective of the study was to investigate the satisfaction of Mogadishu residents with police and fire protection. For this objective, participants were asked three questions related to the degree of cooperation between Mogadishu police forces and the community, the Mogadishu police forces' prevention of daily crimes and community protection, and the Mogadishu fire department's quick response to fires and its rescue of people and their properties. The result of their responses showed that they are dissatisfied with the degree of cooperation between Mogadishu police forces and the community and with the Mogadishu police forces' prevention of daily crimes and community protection. On the other hand, participants are neither satisfied nor dissatisfied with the Mogadishu fire department's quick response to fires and its rescue of people and their properties. Generally, the results indicate that Mogadishu residents are dissatisfied with the police protection while they do not have any experience to decide whether they are satisfied or dissatisfied with the fire protection of Mogadishu municipality. It means the Mogadishu municipality's fire protection service has not yet reached a satisfactory level.

The second objective of the study was to explore how Mogadishu residents satisfy with municipality services of garbage collection and street maintenance. To achieve this objective, the research proposed three questions to participants. These questions are related to their satisfaction with the cleanliness of Mogadishu's streets and the quality of its roads; garbage collection and sewage treatment; street maintenance and street lightening by the municipality. According to the findings, participants in the study were dissatisfied with all of these services. Therefore, Mogadishu residents are dissatisfied with the Mogadishu municipality's services of garbage collection and street maintenance.

The study's third objective was to know how Mogadishu residents satisfy with the health care service of Mogadishu municipality. Under this objective, respondents rated two services: the municipality's ambulance service for emergencies and the ability of the municipality's maternal and child health (MCH) centers to provide quality medical treatment. As the results showed, participants were neither dissatisfied nor satisfied with both services. Thus, the study found that Mogadishu residents do not have enough experience to decide their satisfaction with the municipality's health care service. This service did not reach a satisfactory level; it is still unsatisfied.

The fourth objective of the study was to discover the satisfaction of Mogadishu residents with the overall services of the Mogadishu municipality. For this objective, participants were asked to rate the municipality's birth and identity certification services, the justice service in the municipal court, and the municipal land use regulation service provided by the Mogadishu municipality. The result indicated that participants are neither satisfied nor dissatisfied with the municipality's birth and identity certification service. Meanwhile, they are dissatisfied with the justice service in the municipal court and the municipal land use regulation service. This means, Mogadishu residents do not have significant experience to judge the municipality's birth and identity certification services, while they are dissatisfied with the justice service in the municipal court and the municipal land use regulation service provided by the Mogadishu municipality.

In addition, respondents were asked some questions beyond the objectives but merely reinforced them. These questions related to the city and its municipal leaders and the quality of public services provided by the Mogadishu municipality. Firstly, as the result outlined, the majority of Mogadishu residents believe that Mogadishu is the best place in Somalia to live in terms of accessibility to basic public services. Mogadishu residents do not prefer to move to another city in Somalia, and their expectation of receiving good public services from the municipality is average. On the other hand, Mogadishu residents do not satisfy the appointment system of Mogadishu's district governors and city mayor. Secondly, Mogadishu residents believe that Mogadishu municipality does not provide adequate basic public services according to the tax collected from the residents and other resources available. They also believe that the basic public services provided by the Mogadishu municipality are poorer than those provided by private organizations. On the other hand, they are unsure that elected municipal leaders who are accountable to the people could deliver adequate basic public services compared to appointed leaders who are not accountable to the citizens. They also agreed that the Mogadishu municipality do not deliver numerous basic public services that municipalities provide to their citizens.

Finally, the result of this research revealed that Mogadishu residents are dissatisfied with public services provided by the Mogadishu municipality. As it is explained in the literature, the quality of the service and the expectations of the citizens are the main factors that influence citizens' satisfaction. Therefore, the study found that the poor quality of the Mogadishu municipal services and the high expectations of the citizens are the main reasons why they are dissatisfied. But the result indicated that Mogadishu residents prefer to live in Mogadishu instead of other cities in the country. Thus, although Mogadishu municipality does not provide adequate basic public services, it is still better than other city municipalities in the country in terms of delivering public services.

CONCLUSION AND RECOMMENDATIONS

Public services are essential to human existence, and every state in the world is obligated to provide them in order to defend the well-being of its citizens. Public service delivery is the technique through which local, municipal, or federal governments offer public services to the public. Sewage and waste removal, street sweeping, public education, and medical services are all examples of public services. All government actions are based on the delivery of services. "Service refers to the offering of both tangible and intangible public goods. It comprises an official's accomplishment of a duty or task, or an act of service to others, or the ability to govern or utilize resources, or an organization or system that provides the public with something beneficial to meet their needs. In many states, public services are broadly delivered by the government through state institutions and competent authorities, while private sector allocation is becoming more prevalent in all areas of service provision as an outcome of poor governance, privatization, and outsourcing, which promotes local business rivalries.

Most democratic states decentralize their responsibilities to improve the quality of public services and different levels of local government deliver public services to the citizens. Decentralization encourages local units to compete for service delivery by meeting local demands and preferences through improved information channels and access at the local level, which is impossible in centralized service delivery, which frequently follows the one-size-fits-all dictum. Decentralization improves quality by increasing accountability and transparency by allowing citizens to participate in and monitor decision-making and service delivery processes. The purposes for decentralization have been various in many countries. It was part of the political and economic transformation in Eastern Europe and the former Soviet Union; it was to strengthen the transition to democracy in Latin America; it was a response to ethnic or regional conflict in South Africa, Sri Lanka, and Indonesia; and it was to improve the delivery of basic services in Chile, Uganda, and the Ivory Coast.

The key municipal government entities nearest to the citizens are the local authorities. One of the most important aspects that has had a significant influence on their credibility as governmental icons is the quantity and quality of service provision. The objective of municipal government is to serve several functions. The first is to administer

goods and services; the second is to represent and involve people in determining specific local public needs and how they could be met. Local government has received widespread support on the basis that it is an integral part of the democratic process and promotes more public participation in decision-making. No political system can be termed functional or democratic without a system of local government.

In recent years, the use of citizen satisfaction surveys to assess the performance of government services has grown. Citizen satisfaction can be described as a citizen's summative judgment regarding the performance of local government with respect to the quality of basic municipal services. Citizen satisfaction has traditionally concentrated on the antecedent factors of satisfaction, such as demographics, trust in government, service quality, and personal contact with street-level bureaucrats, and ideology and local political efficacy, and citizen satisfaction may be conceptualized as a set of attitudes toward a certain object or experience. Citizens' satisfaction with service quality may be influenced by a number of factors. Race and income, as well as neighborhood characteristics and familiarity with the services given, have all been proposed as factors that influence service satisfaction. According to expectation-disconfirmation model, people's performance judgments either confirm or disconfirm previous expectations, and so satisfaction equals the gap between performance and expectations. The adoption of the expectancy-disconfirmation model (EDM) to understand citizen satisfaction has been a key development. The EDM is also worth studying since it is a prime example of a psychology theory being brought to and adopted by the discipline of public administration.

In Somalia, prior to the state's breakup, democratic and dictatorial governments used to deliver basic public services to citizens, although these services were insufficient. During the period of democratic governments (1960–1969), Somalis were nomads and farmers. People were unable to receive proper service from government agencies, and it caused a rise in poverty and insecurity. On the other hand, at the time of the military regime, the government used to provide basic public service facilities such as police services, public roads, channels, water supply, sewers, electrical grids, telecommunications, public transit, public education, and public health services, among others, because without them, human life would be impossible to sustain. Free public services such as security, education, health care, public transit, water, and sanitation have been provided to the people. After the breakdown of the central government of Somalia,

the country's public service was severely destroyed by civil war. Public schools and hospitals was closed and the health and education system in Somalia were completely failed.

Currently, Somalia has a federal government and six state governments (Puntland, Galmudug, Hirshabelle, southwest, Jubaland, and Somaliland), plus Banadir administration or Mogadishu municipality, whose status is not decided yet. They are all struggling to deliver basic public services to citizens, but constant disputes between FGS and FGM, widespread corruption, lack of leadership, scarce resources, and insecurity are undermining their efforts. Many believe that federalism in Somalia has made it easier to access public services and eliminated the dependency on a single central authority. Also, citizen participation in government decisions has increased.

In Mogadishu, the local government provides a few basic public services, including health care, garbage collection, street maintenance, public protection, and some general services like birth certification, land regulation, and court service. These services are poor, expensive, and not available to every citizen. The municipality does not provide some basic services, including education, transportation, water and energy supply. These services are provided by private organizations, and many people believe that the services that private entities provide are better than those provided by municipalities. On the other hand, there is no citizen participation in the municipality's decision-making process and even municipal officials are not accountable to the people because they came to the office by the nomination of the president. Researchers and international organizations working on the subject of governance routinely report on the low quality of public service delivery in Mogadishu, as well as weak governance and government unit incapacity.

This research aimed to measure citizen satisfaction with public services in Mogadishu municipality. It focused on four specific questions, which are: to investigate the satisfaction of Mogadishu residents with police and fire protection; to explore how Mogadishu residents satisfy with municipal services like garbage collection and street maintenance; to know how Mogadishu residents satisfy with the health care services of Mogadishu municipality; and to discover the satisfaction of Mogadishu residents with the overall services of Mogadishu municipality. The study used a quantitative research design. Primary data was collected from a convenience sample of one hundred fifty four participants using a questionnaire survey. Descriptive analysis was used as a method of

data analysis. Thus, the results indicated that residents are absolutely dissatisfied with police protection, garbage collection, street maintenance, and municipal court and land use regulation services. Meanwhile, they do not have significant experience to decide whether they are satisfied or dissatisfied with health care, fire protection, and birth and identity certification services. The study found that people in Mogadishu are dissatisfied because of poor public services and high expectations from the municipality.

According to the findings, the Mogadishu municipality does not provide significant public services, and the services it does provide are ineffective. Mogadishu residents, on the other hand, have no participation in local government decisions as they do not elect their own leaders. As a result, the Mogadishu municipality is not committed to providing quality services to its citizens in order to make them satisfied. The government's ability to provide good and enough services to all its citizens depends on its financial capacity. Therefore, taxes are one of the main sources of local government revenue. According to the results of the study, one of the challenges that Mogadishu municipality faces is a lack of sufficient revenue because the tax collection system is poor and corrupted. This has led to the services provided by the local government being very poor compared to the taxes it collects. Taken together, all of the findings from the study show that there is absolutely no citizen satisfaction and that the Mogadishu municipality does not pay any attention to the satisfaction of its citizens in order to improve the quality of public services it provides.

Finally, the study suggests improving the quality of public services and increasing the number of basic public services provided by the Mogadishu municipality to fix citizens' needs. The Mogadishu local government should take advantage of technology such as "e-Government" to improve its services because e-government improves the effectiveness and efficiency of government work, optimizes processes and procedures, and enhances the quality of public services. It also increases the use of information in making decisions and allows for better communication between government agencies. The study also recommends changing the appointment system under which municipal leaders come to the office and allowing residents to elect leaders who are accountable to the people. The taxes collected and the other available resources for Mogadishu municipality should be well managed and ensure that they are served to the taxpayers. Further studies should be conducted on this area to measure the quality of public services provided by the Mogadishu municipality and the undermining issues.

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APPENDIX

Appendix A: Questionnaire

This questionnaire is prepared to collect data from Mogadishu residents to measure **citizen satisfaction with public services provided by the Mogadishu municipality**. The questionnaire is divided into four sections to address the demographic characteristics of the respondents, the city and its municipal leaders, citizen satisfaction with some specific public services provided by Mogadishu municipality, and the quality of public services provided by Mogadishu municipality. All respondents' identities will be kept in strict confidence. You will not include your name in the survey. Participation in the survey will be voluntary, and all the information provided will be used only for academic purposes. Please answer all the questions based on your experience by following the guidelines. I highly appreciate your time and contribution.

Section One: Demographics of the respondents

Please choose the appropriate response:

1. **Gender:**
   a) Male b) Female
2. **Marital status**:
   a) Single b) Married
3. **Age:**
   a) 18-25 b) 26-30 c) 31-40 d) 40 and above
4. **Educational level:**
   a) Secondary b) Bachelor degree c) Master degree d) PhD
5. **Employment status:**
   a) Employed b) Unemployed

Section Two: Rating the city and its municipal leaders

Please choose the appropriate answer:

1. **Do you believe that Mogadishu is the best place in Somalia to live in terms of accessibility to basic public services?**

   a) Yes b) No

2. **How long have you been living in Mogadishu?**

   a) 1-5 years b) 6-15years c) 16-30 years d) 30 years and above

3. **Would you prefer to move to another city in Somalia?**

   a) Yes b) No

4. **Do you satisfy the appointment system of Mogadishu's district governors and city mayor?**

   a) Yes b) No

5. **What is your expectation of receiving good public services from the Mogadishu municipality?**

   a) High b) Average c) Low

Section Three: Citizen satisfaction with some specific public services provided by Mogadishu municipality

On a scale from 1 to 5, with 1 being very dissatisfied, 2 dissatisfied, 3 Neither, 4 Satisfied and 5 being very satisfied, how would you rate each of the following questions based on your experience?	**Very dissatisfied**	**Dissatisfied**	**Neither**	**Satisfied**	**Very satisfied**
How satisfied are Mogadishu residents with police and fire protection of Mogadishu municipality?					
How satisfied are you with the degree of cooperation between Mogadishu police forces and the community?					
How satisfied are you with the Mogadishu police forces' prevention of daily crimes and community protection?					
How satisfied are you with the Mogadishu fire department's quick response to fires and its rescue of people and their properties?					
How do Mogadishu residents satisfy with municipality services of garbage collection and street maintenance?					
How would you rate your satisfaction with the cleanliness of Mogadishu's streets and the quality of its roads?					
How would you rate your satisfaction with garbage collection and sewage treatment by the Mogadishu municipality?					
How would you rate your satisfaction with street maintenance and street lightening by the municipality?					
How satisfied are Mogadishu residents with the health care service of Mogadishu municipality?					
How satisfied are you with the municipality's ambulance service for emergencies?					
How satisfied are you with the ability of the municipality's maternal and child health (MCH) centers to provide quality medical treatment?					
How is the satisfaction of Mogadishu residents with overall services of Mogadishu municipality?					
How satisfied are you with the municipality's birth and identity certification service?					
How would you rate your satisfaction with the justice service in the municipal court of Mogadishu?					
How would you rate your satisfaction with the municipal land use regulation service in Mogadishu and resolving land-related disputes?					

Section Four: Rating the quality of public services provided by Mogadishu municipality.

On a scale from 1 to 5, with 1 being strongly disagree and 5 being strongly agree, how would you rate each of the following statements based on your experience?	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Given the amount of tax collected from the inhabitants and other resources available to Mogadishu municipality, it provides adequate basic public services.					
The basic public services provided by the Mogadishu municipality are poorer than those provided by private organizations.					
Elected municipal leaders who are accountable to the people could deliver adequate basic public services compared to appointed leaders who are not accountable to the people.					
The Mogadishu municipality does not deliver numerous basic public services that municipalities provide to their communities.					

Thanks for your time