

DECENTRALIZATION AND SERVICE DELIVERY IN SOMALILAND

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In Partial Fulfillment of the Requirements for the Degree of

Master of Arts in Public Administration and Management

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DECLARATION A

"This thesis is my original work and has never been presented for a Degree or any other academic award in any University or Institution of Learning".

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DECLARATION B

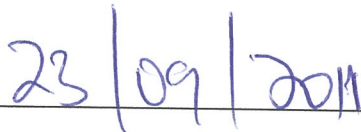
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DEDICATION

I dedicated this thesis to my old brother Abdirahman Abdillahi Dualeh, My wonderful parents, mum Milgo Daud Egal and Dad Abdillahi Dualeh Ajab and my beloved wife Hamda Mohmed Hussein.

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Foremost, I am grateful to Allah for seeing me through my years of university education. Without Allah nothing is possible. I would like to acknowledge everybody who helped me throughout my education period. The following persons deserve special mention. First, I would like to express my sincere gratitude to my brother Abdirahman Abdillahi Dualeh, who sponsored my research, his financial and moral support was vital for my success.

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Finally all my appreciation and gratitude goes to the respondents of this research, whose their answers are the part and the parcel of this.

ABSTRACT

The study is about Decentralization and service delivery Somaliland. The study examined the relationship between Decentralization and service delivery in Somaliland.

The specific objectives of the study were to clarify the impact of decentralization on service delivery in Somaliland, evaluate whether the elected local councilors are serving to the Public better than the previous nominated District commissioner, and the third objective was to identify whether local councilors are really accountable to the Public.

The study used correlational research design on a population of the capital city of Somaliland, Hargeisa, the study has stratified the city of Hargeisa in to five different districts and selected two of these three districts, and then the study has randomly selected 160 respondents, in addition to that the study has purposively selected 14 local councilors and 10 university professors. The study has used both questionnaires and interviews for data collection. The data collected was analyzed using SPSS by using cross tabulation, frequencies and correlations analyses. The study found out that decentralization has resulted better services to the public, and that local councilors are performing better than the single mayors nominated by the central government of Somaliland, in addition to that the study has identified that majority of the local councilors need capacity building and extensive training to effectively perform their duties.

Furthermore, the study found out that local councilors are not accountable to the public, and that there is lack of communications channels between councilors and people, therefore in order to realize effective decentralization, the study has recommended that voters should base their votes by merit rather than tribalism and kinship, and that local councilors need to merge with private organizations and civil society and privatize some of their responsibilities.

TABLE OF CONTENTS

Chapter		Page
One	THE PROBLEM AND ITS SCOPE	1
	Background of the Study.....	1
	Statement of the Problem.....	3
	Purpose of the Study.....	4
	Research Objectives.....	4
	Research Questions.....	5
	Scope.....	5
	Significance of the Study.....	6
Two	REVIEW OF RELATED LITERATURE	7
	Definition of Decentralization.....	7
	Concepts, Ideas, Opinions from Authors/Experts.....	7
	Theory of Decentralization.....	9
	Related Studies.....	14
Three	METHODOLOGY	24
	Research Design.....	24
	Research Population.....	24
	Sample.....	25
	Research Instrument.....	26
	Validity and Reliability of the Instrument.....	26
	Data Collection.....	27
	Data Analysis.....	27
	Ethical Consideration.....	27
	Limitations of the Study.....	28

Four	PRESENTATION, ANALYSIS AND INTERPRETATION.....	29
	OF DATA	
	Introduction.....	29
	Research Objective One.....	29
	Research Objective Two.....	31
	Research Objective Three.....	35
Five	FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	39
	Findings.....	39
	Conclusions.....	43
	Recommendions.....	44
	References.....	46
	Appendices.....	49
	Appendix I - Transmittal Letter.....	49
	Appendix II - Research Instrument.....	50
	Appendix III – Calculation of Content validity index.....	55
	Appendix IV - Interpretation of the index.....	56
	Appendix V - Researcher’s Curriculum Vitae.....	57

LIST OF TABLES

Table	Page
Table 3.1 Study target respondent.....	25
Table 4.1 Distribution of respondents by Demographic information.....	30
Table 4.2 Results of the impact of decentralization on service delivery.....	32
Table 4.3 The level of Accountability of the local councilors.....	35

LIST OF ABBREVIATIONS

APD	Academy for Peace and Development
CVI	Content Validity Index
Guurti	Somaliland house of Elders
SPSS	Statistics Package for Social science.

CHAPTER ONE

THE PROBLEM AND ITS SCOPE

Background of the Study

Somaliland gained independence from Great Britain on 26 of June 1960, and unconditionally unified with Italian Somalia five days later on 1st of July 1960 to pave the way the unification of a great Somalia, which comprises Somali inhabited land of Ethiopia, Somali inhabited northern region of Kenya and the Republic of Djibouti. The dream of Great Somalia has failed and after almost 30 years of unification when Somalia's central government collapsed, the people of north-west regions of Somalia (Somaliland) declared the formation of the independent Republic of Somaliland, whose territory comprises that of the former British Somaliland protectorate on 18 May, 1991. During the unification era, Somalilanders were socially, economically and politically marginalized Jama, (2011).

As Jhazbay, (2004) explains when a southerner Siad Barre took power in a coup, he brutally crushed northern opposition. This included flattening the Somaliland capital of Hargeisa, using of combination of artillery and bomber aircrafts that took off from the airport on the outskirts of the city in 1988. The writer of this book was among tens of thousands who fled their homes and crossed the border to Ethiopia.

After restoration of independence, Somaliland Government with the help of its people has started demobilizing and disarming clan militias and rebuilding the political, social and economic institutions of

government, through clan reconciliation meetings and traditional ways of solving conflicts within the clans of Somaliland.

During the first decade of its existence, Somaliland had two presidents both of them were selected by the chiefs and sultans of the clans of the country, but in 2001 the country has opted towards democracy, and the legislative house of the country has passed a bill allowing multi political parties to be launched in the country and allowing the ordinary people decide their fate. The experience of Somalia's highly centralized and authoritarian regime under Siad Barre has persuaded Somalilanders of the advantages of more diffuse political authority and control. Nowhere was the detriment of centralized rule felt more strongly than Somaliland, where isolation and neglect by distant capital gradually gave the way to unresponsive military administration and ultimately brutal and massive abuse of human rights during the unification era.

On 15 December 2001 six political organizations have been announced which contested local council elections in 23 districts. The three organizations that collected the most votes have qualified political parties as per the law 14 of Somaliland's national constitution, and contested presidential elections which happened in Somaliland on 14 April, 2003. Two and half years later, Somalilanders went to the polls to elect their representatives in the parliament. And last year (2010) an opposition candidate has won the presidential elections and was sworn to power after his predecessor peacefully handed power over to him.

Before local council elections, the mayors or the District commissioners were appointed by the central government, but since 2011, local councilors including the mayor are democratically elected by the citizens of the country.

Despite of huge challenges Somaliland has a decentralization vision which is to have a viable, democratic and development oriented local government system, which can promote better services, local economic development, social cohesion, and peace and stability in the districts according to one of the local councilors for the capital city of Hargeisa. .

Statement of the Problem

There is general view which says decentralization brings service closer to the public, and that decentralized state serves better to its citizens than a unitary one. Somaliland's impetus towards decentralization is more than a matter of legal imperatives. Historical experience and local political culture have combined to generate widespread public interest in decentralized governance arrangements. This public interest, however, is encumbered by differing levels of awareness and perceptions of what decentralization might mean in practice and how to realize it in the context of Somaliland.

Although there are some advancement in democracy and decentralization in Somaliland, some believe that the central government of Somaliland is reluctant to move forward with decentralization, despite its constitutional duty to do so. There is also another argument saying that the role of clans in national and local politics is undermining decentralization system in Somaliland and thus

decentralization did not result better service to the public, they think that a clan representation and nomination of the mayor by the central government was more viable option in Somaliland, they argue that western style of democracy cannot work in Somaliland, therefore, this research will seek to find out whether the offered services from the government than the central

Purpose of the Study

In December 2002, the people of Somaliland went to the polls for the first time in more than 30 years to elect the local councils, of which 332 were elected. The elections of the local councils offered the public a chance to exercise their right to choose their own local leadership, development of functional local government still remains questionable though various activities and research since December 2002 elections are aimed at moving the process of decentralization forward, therefore, the purpose of this research is to find out whether the ambitions and aspirations of Somalilanders towards decentralization has been met or not and it will also explore the effect of decentralization on service delivery in Somaliland.

Research Objectives

1. To find out the impact of decentralization on service delivery in Somaliland.
2. To demonstrate whether the elected local councilors are serving the Public better than the previous nominated District commissioner.
3. To examine whether local councilors are fully accountable to the Public?

Research Questions

The guiding questions of the study will be as follows:

1. What is the profile of the respondents as to
Age
Gender
Marital Status
Job title
Qualification
2. Has Decentralization system result into better service delivery to the Public?
3. Are local councilor's reports back to those who elected them?

Hypothesis

Decentralization system in Somaliland has resulted in better service from government's side to the general public.

Scope of the Research

Geographical scope

Geographically, this study is conducted in Somaliland, especially the capital city of the country; Hargeisa. The researcher had distributed questionnaires and took interviews where applicable from a sample of residents of two of the five districts of Capital Hargeisa.

Theoretical scope

The study has tried to get the public opinion towards the impact of decentralization on services that they receive; did it improve as a result of the decentralization? Or did it get worst?

Content scope

This study on the impact of decentralization on service delivery in Somaliland was conducted between August, 2010 and August, 2011.

Significance of the Study

The findings of the study will be useful to both government and the public in general. It will provide full information to the local councilors about the perception of the public towards the decentralization system in Somaliland and will work as a feedback from the public about the performances of local councilors. The findings of the research can also help local decision makers take appropriate and accurate decisions which reflect the wishes and aspirations of their people. It will also pave the way for further researches about how to overcome the challenges facing decentralization in Somaliland.

Operational definitions of the key terms

Decentralization: entails the transfer of planning, decision making and administrative authority from the central to local governments. While decentralized extension services involves and fosters the role of private sector in service delivery.

Service delivery: the services delivered to the public by the government whether it is central government or local governments.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Definition of Decentralization

The term decentralization means different things to different people. One academic explanation of decentralization describes it in the following terms:

"Control rights should be assigned to people who have the requisite information and incentives and who at same time will bear responsibility for the political and economic consequences of their decisions".

Concepts, Ideas, Opinions from Authors/Experts

In a research conducted by the Academic for Peace and Development in Hargeisa, the participants in the research process, had described decentralization as follows:

- People's participation, representation and desire to establish an accountable, transparent and democratic system of government.
- People choosing those who decide for the people
- Putting powers and responsibility in the hands of the people, to determine the decisions affecting their lives in matters of socio- and economic, development, security, Justice, equity and the prioritization of needs.
- A local administration that is accountable
- The ability of people to appoint or remove public officials.

Timothy, (2001) describes decentralization as the need of extensive reform of intergovernmental relations. This reform process often

challenges entrenched practices, vested interests, powerful actors, the inertia of existing institutions and a lack of will for change. From the local perspective up, decentralization is challenged by the many ways in which the central government may circumvent and undermine local authority. From the national perspective, decentralization is sometimes seen as a way to undermine the authority and efficacy of national level government, which must make tough decisions that benefit the entire country.

Drysdale, (1995), explains that decentralization has some major issues which include:

- Hierarchical relations: The interaction between national, regional, provincial and municipal government.
- Competencies and authority: The degree to which the primary decisions on a particular policy issue are set and the extent to which any level of government is responsible for policy implementation.
- Political autonomy: Whether decisions can be made at the local level without influence, interference, or assistance from other tiers of governance.
- Juridical independence and legal autonomy: the extent to which legal institutions and process influence local governance decision making.
- Financial flows and revenue generating capacities: The fiscal dimensions of policy making that relate to governmental income and taxation.
- Co-operative governance: The structures and processes by which governance is harmonized vertically (from national to local, or

bottom-up), or horizontally (across arenas at various levels of government).

- Layers and levels of participation: The degree to which the participation that occurs at various levels of governance is also present or affects policy making at other levels of governance.

Advantages of Decentralization

According to Surabian, (2007), and Khemani, (2004) Advantages of decentralization includes:

- Self government: in highly decentralized systems, decisions are made closest to the people, promoting the realization of self-government and the maximization of democratic values of participation, inclusion and accountability.
- Democratic pluralism: it is less likely that any single party or faction will control the entire system of government in a country; decentralization is conducive to democratic pluralism.
- Economic efficiency: Decentralization can promote economic efficiency as a closer partnership between governance and productive enterprises can be formed.
- Regional objectives: Regional mandates can be more easily determined and implemented if power is devolved locally.
- Effective partnerships: local governance systems may have more flexibility in forming partnerships among the most effective policy formulators and implementers, for example local NGOs.

History and Context of Local Governance in Somaliland

According to Bradbury, (2008) Somaliland has a history of a relatively developed local government system dating back to the early 1960s. Somaliland's governance tradition from the days of being a British protectorate gives a different and stronger background for better governance systems than the southern parts of Somalia. However, the British Rule, which included Somaliland having a status as an Indian protectorate (until 1947) was characterized by massive under-investment in public infrastructure and public services and an extremely poor economy. The unification with Somalia and the military rule proved not to be in the interest of Somaliland and gradually the fight for a return to independence took off. In 1963 the Local Administration and Local Councils Election Law was passed, but with the military Coup in 1969 the demise of good governance accelerated.

The war in Somalia resulted in a strong political will in Somaliland to build a democratic, peaceful and development oriented society. So, following renewed independence in 1991, the national decision was to return to and further develop a viable local government system. Bradbury, (2008) adds that since the early 1990s Somaliland has been organizing itself into a multi-tier administrative system with a politically strong local government structure. The Somaliland National Charter from 1993 pointed to local democracy as a key governance principle to be pursued. The first local government law after the declaration of independence for Somaliland was passed in 2002. There are many challenges facing Somaliland on this way and in particular poverty, unemployment, security threats, lack of international recognition and the extremely meager public revenues represent serious obstacles. However, as Gani, (2009) explains, there is

determination and will to build a strong system of local governments promoting security, social cohesion and political legitimacy.

Rebuilding from the Ashes

As was witnessed by the researcher, the wars and devastation of public and private buildings in Hargeisa and in the other cities reduced towns and cities to debris, but since 1991 Somaliland has been rebuilt; new multi-storey buildings are creating a different skyline every year, channels of communication are opened, a banking and transportation system is being developed, import of all sorts of commodities mostly from Arab countries are at display in the shopping area. Since 1996 peace and stability has dominated the situation in Somaliland. In 2002 a Regions and Districts Law was passed establishing a legal framework for district councils, and this law was amended in 2007. The Somaliland economy has been rebuilt mostly in four sectors: Livestock production and exports; remittances from relatives abroad; transit trade and expansion of the, mostly, private service sector, however, the economy is still at a low level despite support from the diaspora (but also with a very small input from the donor community). As (Hoehne, 2010) explains the following points highlight some of the major issues and achievements primarily in the public sector since the early 1990s.

Since independence from the British in 1960 Somaliland developed a democratic and partly decentralized local government system. From 2002 a new legal framework for local government has been established, which in principle is pointing to a higher extent of decentralization than most other systems in this part of the world. The 2007 amended Regions and Districts Law gives even stronger support to a decentralized local

government system despite various outstanding issues. There is thus a basic legal and political framework in place, which has many interesting features in international comparison. However, there is a need to look at the entire legal framework for local government in a comprehensive manner and synchronize all legislation pertaining to local government;

There are strong constitutional provisions to protect local government, although the introduction of decentralized service management is made contingent upon the existing fiscal and management capacity at district level. It will be the responsibility of Ministry of interior and other ministries responsible for public service policy making to develop decentralized service management further; there is already a system of political decentralization in place, which consists of directly elected local councils and mayors elected by these councils, which is elaborate and advanced by international comparison. The elections to districts have been fair and well organized.

Other Laws

Timothy, (2001), explains in detail that other laws are pending including a bill on decentralization of local government personnel management. The passing of this law would mean a giant step in the direction of democratic decentralization and in particular a major step in the direction of administrative decentralization and would fit nicely with the goals of the present decentralization vision.

In Somaliland modern and traditional government structures co-exist probably as a combination of the British indirect rule system and as a consequence of the traditional governance structures in Somaliland.

Particularly the Guurti and the elderly at district and village levels are important and local governance does and can benefit from this situation, which may strengthen horizontal accountability and checks and balances between the district council and its constituency;

On the other hand (Jama, 2011) believes that regions and districts Law on Local Self - administration (Law No. 23, 2002, 2007) is based on a vision of at least a partly devolution of basic public service areas. The perspective in this law is to have a system of comprehensive system of functional decentralization, but there are exceptions to this principle in the basic public service sectors, implying that practice differs in several areas from the legal principles. However, Law no 23 needs revision and full harmonization between sector legislation and local government legislation is not yet in place. Law no 12 will also be revised and integrated into Law No 23 according to the decentralization principles.

The Regions and District law is to a large extent following the subsidiary principle: Basic services are planned to be located as close as practically possible to the citizens and users, but the role of district councils in this respect is not entirely clear. The reform process will thus introduce a scheme for decentralized public service management;

APD, (2004), emphasizes free and fair elections have been conducted in the districts resulting in representative councils and Mayors elected from these councils. It will be considered in relation to the legal reform and harmonization process whether there should be better access for independent candidates to run for office in district elections or these

elections would only be allowed for candidates from the three recognized political parties.

The government's main vision and principles for local government

The following main vision and general principles for the local government reform have been stated as follows by the government:

- The vision for local government in Somaliland is to have a viable, democratic and development oriented local government system, which can promote better services, local economic development, social cohesion, and peace and stability in the districts; Somaliland will have a local government system with relative autonomy within a unitary political system;
- The local government system will be based on a comprehensive, holistic structure including all basic service functions to satisfy the needs and wishes of the communities. Local governments will thus become the key level of government to promote democratic decentralization with power and autonomy to deliver basic public services and promote local economic development under respect of central government policies and laws;
- Decentralization of public services will be following the subsidiary principles in main public service areas, i.e. public services will be brought as close as possible to the end user taking economic and administrative capacities and constraints into consideration;
- Central – local relations will in the future not be based on command relations, but on negotiations and building of consensus between central government agencies and districts as far as possible;

- Decentralization in Somaliland is based on the following decentralization principles: Decentralization is understood as being subdivided into the following four main dimensions, which all apply for the new district based local government system:

1. Political decentralization will include a system of elected councils as already introduced in Somaliland and in addition there will be an introduction of systems of public participation in the districts. Public participation will be introduced in planning and budget preparation and in controlling the quality of service provision. These schemes of participation will include the villages in planning and setting of priorities;
2. Functional decentralization includes decentralization to the district level of basic public service areas following the subsidiary principle and guided by the constitutional provisions on decentralization of basic public services, which have been deemed immediately relevant for decentralization;
3. Fiscal decentralization implies that the district councils will have powers to set priorities and develop its own budget under responsibility of national legislation. Decentralized fiscal means will include districts' own revenue sources and government transfers, which are composed of conditional, unconditional and equalization grants securing the poor areas a satisfactory level of public services; and
4. Administrative decentralization, which will establish clear lines of accountability between district staff members and district councils. The present system of dual accountability of

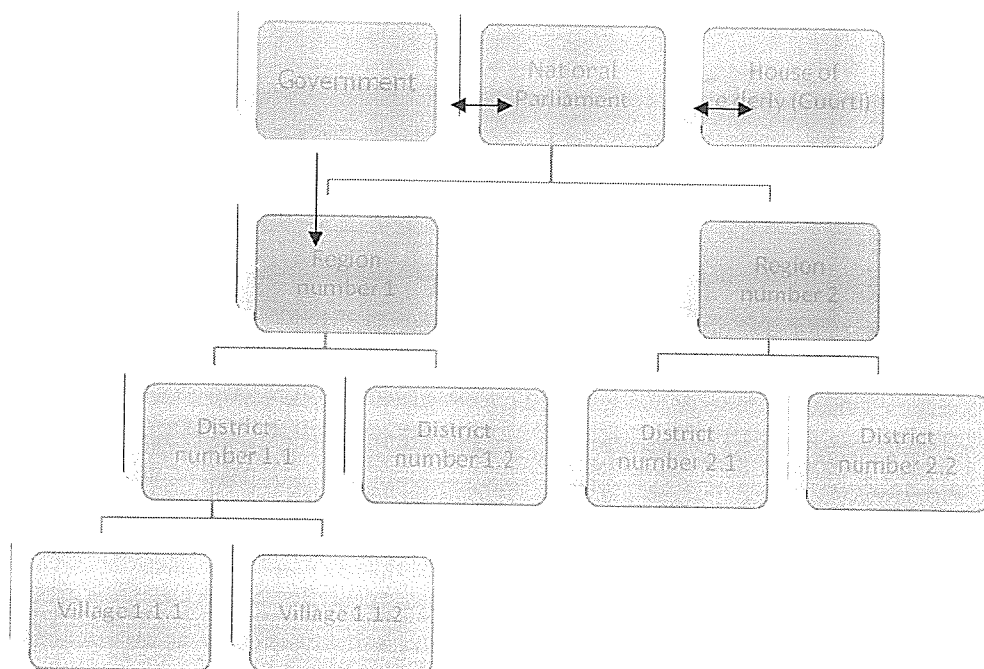
key district personnel between government and district councils will be changed, and development of merit-based personnel recruitment and management systems at the district level will be established in cooperation between the districts and the Civil Service Commission;

The current system of government in Somaliland

Ministry of Interior of Somaliland explains that the current system of government in Somaliland consists of the following four tiers: Central government, regional administrations, districts (including Hargeisa City) and villages. However, the different tiers have a different status. Government and districts represent real government structures, whereas the regions are administratively subordinated to the government, and villages are subcommittees under the district councils. In diagram 1 these four tiers are indicated. Central government includes all relevant ministries and agencies involved in implementation of decentralization.

The districts constitute the only real local government tier, whereas villages are subordinated to districts and village councils are appointed by the district to represent all major population sectors.

Diagram 1: Showing government tiers in Somaliland



Key:



Central government structures



Local government structures

Source: Ministry of Interior of Somaliland.

Public Service Delivery:

The main factors involved in public service delivery

According to Shah & Thompson, (2004), The national government is not the sole actor in public service delivery. The private Sector, communities and civil society should all play important roles in shaping demand, developing state policies, and delivering services. The relationship amongst these factors shifts as the state consolidates or weakens, democracy finds roots, and citizens become more assertive. In recent decades, national governments have increasingly shared the responsibility for service provision with the local governments, in a variety of intergovernmental public arrangements that aim to increase the accountability and responsiveness of service delivery. In a developing country context, governments have experimented with different forms of decentralization to bring service delivery closer to the people. They have been assisted by a variety of development partners, including the main multilateral and bilateral agencies. Some decentralization reforms include approaches that increase the supply and quality of local government services, while others stimulate the demand for—and community oversight of—local government services. Several of these reforms are proving promising.

Local government's contribution to effective public service delivery

Shah & Thompson, (2004), continue and say that around the world, developing and developed countries alike have observed that decentralized service delivery can result in quicker gains than with centralized systems.

It is important to note that the national governments have several options in this regard. In many countries, central government ministries responsible for service delivery have created field offices and delegated more decisions and resources to their local staff—a process referred to as deconcentration. In principle, a well deconcentrated government system is able to increase the total amount of resources available for pro-poor public services and can allocate these resources across the national stage in accordance with where local needs are greatest. Yet while deconcentrated units are potentially able to adopt more efficient management practices and link more closely with local stakeholders, they are unable to achieve the same degree of responsiveness and downward accountability that is possible in a public sector where public services are delivered by elected local governments.

Fosu and Ryan, (2004). Agrees that the strongest form of decentralization is achieved by employing devolution, in which elected local governments are empowered, either by the acknowledgement of general competences in certain policy areas, or by the transfer of specific service delivery functions. The global trend has been toward the development of elected forms of local government that have, in addition to their vertical accountability, a strong public service delivery role and direct accountability to its citizens. Where devolution is the chosen mode, central authorities typically retain some involvement over the functions assigned to the local level (for instance, by setting national service delivery standards, supervising and providing support), but still grant the local governments the main responsibility of providing the public service. The weight of public service responsibilities and the degree of autonomy acquired by local government varies greatly from country to country.

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

Decentralization and Service delivery

According to Fosu and Ryan, (2004), public service delivery in many African countries is tightly linked to subventions from central government. Inflexible transfer systems those are rarely well-defined often constrain the ability of local governments to plan and to efficiently deliver basic public services, especially water, education and health. Meanwhile, on-going political reforms on the Country will inevitably involve more decentralization, where local governments are assigned greater responsibilities of delivering key development projects and public services. This process should include legal and administrative reforms that facilitate planning at the local government level, in terms of identification of opportunities and mobilization of local as well as external resources, including private savings, to meet the development goals of the local community.

While decentralization of service delivery may be attributed to different reasons in different countries, improving service delivery has been a common factor Shah & Thompson, (2004), however, decentralization has not always been effective in improving service delivery by local governments, mainly because of lack of commensurate revenue assignments, inadequate access to financial markets, and lack of necessary administrative capacity on the part of local authorities. For decentralization to lead to greater accountability and hence to increased

prospects that services would reach targeted groups, it is important to strengthen the institutional capability at the local level Fosu and Ryan, (2004). Institutions are needed in order to ensure greater public participation and accountability on the part of policy-makers, service providers, and users.

In many countries, government is yet to fully define the institutional arrangement necessary to guarantee fiscal decentralization or models for revenue sharing between central and local governments Barden, (2001). Often the central government keeps very tight political and economic control over regional and local governments that also lack administrative capacity to formulate and implement adequate responses to local community needs and constraints Guimaraes, (1997).

Forms of Decentralization

It is necessary to point out different forms of decentralization because the form of decentralization adopted determines the amount of authority or power that the central government transfers to the lower level units. Rondinelli, (1981) gives four forms of decentralization. They include the following: Deconcentration, Devolution, Delegation and Privatization.

Deconcentration involves minimum power transfer. It amounts to shifting workload from the center to local authority but in it the functions at the local level are still controlled by the officials from the center. This implies that the field agencies are simply extensions of the center and are neither independent nor have any autonomy. They rely on directive from the center and must adhere to specifications from the top when carrying out specific functions transferred to them. The center therefore has enormous supervisory and decision-making powers.

Manor, (1995) defines the concept of devolution as: The transfer of resources, tasks and decision-making power to lower level authority, which is largely or wholly independent of the central government and democratically elected people.

According to this definition the lower level authority to which resources, decision-making powers are transferred must have the capacity to act independently from the central government control. This is not necessarily true in developing countries

Rondineli, (1981) indicate that devolution is characterized by local government that is independent of central government's direct control. Local governments have a certain degree of autonomy from the central government. Thus devolution entails the creation of units of government whose activities are substantially outside the direct control of central government.

Devolution according to Nsibambi (1989), devolution is a term used when central government transfers authority to independent units of local authority which are based on corporate states either the national constitution or both. Therefore under decentralization by devolution local government operates within legally reorganized and clearly defined geographical boundaries. However in developing countries although they are autonomous the central authorities may frequently exercise some indirect supervisory control over the over the local government.

Delegation according to Rondinelli (1981) unlike devolution, does not involve transfer of substantive powers and authority to lower subordinate units of central government. The central government transfers responsibility for decision-making and management authority for specific functions to organization that v only the indirect control of the central government ministries.

A thorough analysis shows that, under delegation there is some degree of control and/or supervision exercised by the central authority over the lower lever institutions. The subordinate units to which authority is delegated are transfer semi-autonomous one specific function is delegated to them.

Privatization is the transfer of tasks from the government to the private sector. In the case of decentralization power transferred from the center to district could be further transferred to the private sector by contracting out service for effectiveness and efficiency. For example, markets belonging to district could be hired out to efficient private businessmen. Privatization constitutes decentralization because powers passed from central government to private firms. Privatization as a form of decentralization gained prominence out of the need for governments to divest themselves of the responsibility for performing certain functions or delivering some services. Government either allows private organizations to perform these functions or transfer them to voluntary organization as NGO's, Community groups, cooperative or associations.

CHAPTER THREE

METHODOLOGY

Research Design

The researcher has employed a descriptive-correlational research design and has used quantitative approach to identify the degree or the relationship between the Decentralization system in Somaliland and services that local governments deliver to the public. According to the Amin (2005), descriptive research concerned with describing the characteristics of an event, community or region, providing data about the population or item being studied by only describing the who, what, how and where of a situation at a given time but does not go into finding what causes or caused it. While correlation design describe and existing condition.

Correlation research design is preferred to this research because correlation research design deals with as Kothari, (2004) states the relationship between variables, testing of hypothesis and development of generalizations and use of theories that have universal validity. It also involves events that have already taken place and may be related to present conditions Oso & Onen, (2004).

Research Population

A population is the aggregate or totality of objects or individuals, having one or more characteristics in common that are of interest to the researcher and where inferences are to be made Amin (2005). The population of the study will be the inhabitants of the capital city of Hargeisa, which consist five districts, a sample was selected from two of

the five districts in Hargeisa. The subjects of the population are described in Table 1, using Amin's formula.

$$n = \frac{(Z\alpha/2)^2 \pi(1 - \pi)}{L^2}$$

Source: Amin, (2005).

Table 3.1 : Respondents of the Study

S/No	Category	Population	Sample Size
1	Ordinary people		
	1. Ibrahim K. District	3000	100
	2. Ahmed Dhagax District	2000	72
2	Local councilors	15	14
3	University professors	10	10
	Total	5025	196

Sample

This research has adopted a stratified random sampling, first the researcher had stratified the capital city of Somaliland, Hargeisa into five different strata, which will be the five different district of the city, and then the researcher has randomly selected a sample from two of the five districts of Hargeisa as mentioned in Table1. In addition to that, the researcher has also randomly selected 14 of local councilors out of 15.

And in addition to that the researcher has purposively selected 10 university professors who are in good position to answer the research questions. The respondents of this research will be 184.

Research Instrument

In order to collect the data from respondents, the researcher has used questionnaires and interview. The nature of the study had guided to use these tools to collect data from the respondents of the study. Questionnaires have consisted close-ended questions to analyze the data easier and reduce the imagination of the interpretation of the data, and also the close-ended questions are good in coding process and can be easily and efficiently stored in Computer for analyzing.

Validity and Reliability of the Instrument

To keep the validity of the instrument the researcher has assured through expert judgment and has judged the coefficient of the validity of the study to be at least 0.7 with consulting the researcher's supervisor, and the formula that was used is Content Validity Index (CVI) = No of items declared valid / Total No of items. After assessment of the questionnaires the necessary adjustment was made with keeping the objectives of the study Paul, (1997). And the overall validity index is the following:

$$\text{CVI} = \frac{2.49}{3} = 0.83$$

On the other hand reliability is a measure of the degree to which a research instrument yields content results or data after repeated trials

Mugenda & Mugenda (2003) and according to the Bell (2009) reliability is the extent to which a test or procedure produces similar results under constant conditions on all occasions. So the reliability of the instrument was guided through pre-test and post-test technique, so a pre-test of the instrument was conducted for five respondents not the actual respondents followed by post-test after one week.

Data Collection

Preliminary, the study has embarked after securing an introductory letter from the Director School of Postgraduate Studies and Research Center of Kampala International University to the relevant institutions like Local councilors, University professors and the general public. The researcher has collected data and engaged data gathering methods after employing data collection tools and instruments.

Questionnaires were administered to get the data from Ordinary people in two districts of the city, and Interviews were used to collect the data from local councilors and university professors in Hargeisa. After finishing data collection, the data was arranged and then the information that was obtained from data was organized and then analyzed.

Data Analysis

The study had used quantitative data analysis; the researcher has used tabulation (frequencies and percentages) to analyze the profile of respondents. Similarly, mean was used to analyze the impact of decentralization on service delivery in Somaliland. Correlation analysis using Pearson's product correlation coefficient was also used to analyze the extent that local councilors are accountable to the general public.

When all the data was collected, the researcher has edited them and errors were corrected.

Ethical Considerations

The study was carried out with permission and the full knowledge of the respondents. No respondents name was mentioned in this research report. There was a need for the researcher to use professional and ethical standards to plan, collect and process data. The researcher ensured that objective methods are used in data collection. The researcher made sure that any elements of individual bias were subdued in favor of well-systematic and objective measures. The methodology chosen for the research was selected on the basis of the research objectives and not for other reasons.

The researcher made sure that he collected data according to accepted research standards, ensuring that he didn't mislead those who will read the research report. The researcher kept all the information given to him very confidential and used only for academic purpose.

Limitations of the study

Sensitivity of the topic of the study to the respondents has caused span of time for the researcher to convince every single respondent to fill the questionnaire. In addition, key respondents (Local councilors) felt uncomfortable in answering the questionnaire as they were so busy with carrying out their daily duties.

Majority of the respondents did not know English, therefore, the researcher had to explain and translate each and every question to them.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, INTERPRETATION

Introduction

This chapter presents data analysis, presentation, and interpretation. The data analysis and interpretation was based on the research questions as well as the research objectives, the presentation is divided in to four parts. The first part presents the respondents profile or demographic information, while the second part deals with the impact of decentralization on service delivery in Somaliland, while the second part deals with the whether the elected local councilors are serving to the Public better than the previous nominated District commissioner and the third part is about the level of accountability of Local councilors to the public. Below are the data presentations and analysis of research findings.

Demographic Information of the respondents

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristics of the respondents and show the distribution of the population in the study. Their distribution is shown as it follows in table 4.1.

The research has determined the profile of the respondent in terms of: Age, Gender, Education level, marital status and qualifications. To achieve this objectives respondent were subjected to a number of questions to give answers to this research question.

Table 4.1. Showing the distribution of the respondents

Profile of the Respondents	Frequency(f)	Percentage (%)
Gender		
Male	151	82.1
Female	33	17.9
Total	184	100
Age		
Below 25	49	26.6
26-40	104	56.5
41-60	5	2.7
61-70	10	5.4
70 +	16	8.7
Total	184	100
Marital Status		
Married	125	67.9
Unmarried	59	32.1
Total	184	100.0
Qualification		
Master	22	12.0
Degree	154	83.7
None	8	4.3
Total	184	100

Source: Primary data, 2011

Findings from the first objective of the research question one in table 4.1 indicates that different categories were drawn in the study, 82.1% of

the respondents are male and 17.9% are female, which shows the majority of the population are men if all other things are kept equal, in addition to that 26.6% of the respondents of this research were at the ages of below 25, and 56.6% of them were at ages between 26-40, while only 2.7% of the respondents were at the age of 41-60 where 5.4% of the respondents were between 61-70 years old and finally 8.7% of them were aged above 70, therefore we can conclude that more than half of somalilanders are at their prime ages between 26-40. Among the sample respondents, 67.9% were married, which shows that majority of the respondents were mature and a reliable people and 32.1% were unmarried.

The demographic information of the respondents also shows that 12% of the respondents hold Master's Degree, and majority of those who have Masters Degree are university professors, while 83.7% of them were holding Bachelor's Degree, while 4.3% of them were holding no certificates.

Presentation and Analysis of Research Question Two

Research question two was derived from the first objective of the study. The first objective of this study was to determine the Impact of decentralization on service delivery in Somaliland. To achieve this objective, Respondents were subjected to a number of questions to provide answers to research question one mentioned above.

The questions administered to the respondents were aimed at investigating the respondent's response towards the stated research objective. The questions include but not limited to: does a formation of elected councils as legislatures bodies at the local level is essential to

making decentralization a concrete reality rather than a theoretical exercise? Do you think that a single mayor nominated by the central government has served better than elected local councilors? Do local councilors in Somaliland represent the needs of their people? Do you think that districts should be expected to meet benchmark in terms of revenue collection, and should those who fail to meet these benchmarks be considered eligible for merger with other districts? And do you think that decentralization has brought better service to the public?

The results are presented as follows

Table: 4.2: Showing decentralization and service delivery in Somaliland

S/N	Areas rated	Mean	Interpretations
1	Decentralization Brought better service to the general public.	3.1	Agree with some doubt
2	Local councilors in Somaliland represent the needs of their people.	2.59	Disagree with some doubt
3	A single mayor nominated by the central Government has served better then elected local councilors.	2.42	Disagree with some doubt
4	Formation of elected councils as legislatives bodies at the local level is essential to making decentralization a concrete reality rather than a	3.18	Agree with some doubt

	theoretical exercise.		
5	Local councilors in Somaliland need capacity building and extensive training to execute their duties.	3.13	Agree with some doubt
6	Districts should be expected to meet benchmarks in terms of revenue collection, and those who fail to meet these benchmarks should be considered eligible for merger with other districts	2.89	Agree with some doubt
7	The Government should seek the support of religious leaders in explaining and promoting the principles of decentralization of decentralization.	3.32	Agree with some doubt
	The overall mean	2.94	Agree with some doubt

Source: Primary data, 2011

Based on the information of Table 4.2, the majority of the respondents of this research have agreed with some doubt that decentralization has resulted better service to the public, and again the respondents of the research disagree with some doubt that local councilors in Somaliland represent the needs of their people, they believe, that local councilors need to improve and get closer to their people. In

addition to that the results of the findings shows that respondents disagree with doubt that single mayor or District commissioner nominated by the central government has served better than local councilors in Somaliland, and that is why they agree with some doubt that formation of elected councils as legislative bodies at the local level is essential to making decentralization a concrete reality rather than a theoretical exercise.

Furthermore, the respondents agree with some doubt that local councilors in Somaliland need capacity building and extensive trainings to execute their duties in a very professional manner. And again majority of Somalilanders think that districts of the country should be expected to meet benchmarks in terms of revenue collection, and those who fail to meet these benchmarks should be considered eligible for merger with other districts. And finally somalilanders believe that if decentralization has to be successful government needs to look for the help of the religious leaders, since Islam itself encourages decentralization and good governance.

In conclusion, we can understand that Somalilanders are faithful towards decentralization and think that it has resulted better service to the public, but still Somaliland people feel that they are not fully represented by their local councilors and thus encouraging local councilors for improvement, in terms of skills and communication to the public. It also shows that despite of improvements, huge challenges are ahead for Somaliland to implement effective decentralization system in the country.

Presentation and Analysis of Research Question Three

Research question three was derived from the second objective of the study. The second objective of this study was to find out the level of accountability of the local councilors to the public. In this objective, Respondents were subjected to a number of questions to provide answers to research question two.

The questions administered to the respondents were aimed at investigating the respondent's response towards the stated research objective. The questions include but not limited to: Do local councilors brief the public about their achievements and challenges and allow the public the chance to raise questions, are local councilors accountable to the public, does the central government of Somaliland has a strong influence on local councilors decisions, is there is a need for a civic education programs, in order to raise public awareness about the functioning constitutional rule, in particular the duties and responsibilities of district councilors, do voters base their votes on tribalism and kinships.

Table 4.3. Showing the level of Accountability of Local councilors to the public

S/N	Areas rated	Mean	interpretation
1	Local councilors in Somaliland are accountable to their public.	2.38	Disagree with some doubt
2	Local councilors should brief the public every month and give the public the chance to	3.45	Strongly agree with no doubt

	raise questions.		
3	The powers of the central government to nominate regional governors should be eliminated	2.43	Disagree with some doubt
4	Civic education programs are required in order to raise public awareness about the functioning constitutional rule, in particular the duties and responsibilities of district councilors.	3.41	Strongly agree with no doubt
5	At the times of elections, eligible voters base their vote by Tribalism and kinship rather than merit and experience.	3.31	Agree with some doubt
6	Local councilors should explore partnerships with emerging civil society groups including NGOs, professional organizations, and private academic institutions to gain additional experience and the resources needed in decentralization.	3.05	Agree with some doubt
	Overall mean	3.17	Agree with some doubt.

The information provided in Table 4.3 shows that respondents of the research has disagreed with doubt about the local councilors accountability to the public, majority of Somalilanders believe that local councilors are not accountable to the public. In addition to that Somalilanders strongly agree with no doubt that local councilors must brief the public at least ones in every month, and give the public chance to raise questions and concerns to their councilors. Furthermore Somalilanders want from the central government to cease nominating the governors of the regions, rather they want, governors to be elected by people like local councilors.

Moreover, respondents fully agree with no doubt that civic education programs are required in order to raise public awareness about the functioning constitutional rule, in particular the duties and responsibilities of district councilors, this will enable ordinary people to judge the performance of the local councilors. Besides that respondents also agree with some doubt that during election times, voters base their votes to tribalism and kinship rather than merit and experience.

Finally respondents of the research, agree with some doubt that Local councilors should explore partnerships with emerging civil society groups including NGOs, professional organizations, and private academic institutions to gain additional experience and the resources needed in decentralization, and at the same time improve accountability and transparency.

In conclusion, the people of Somaliland have expressed that local councilors are not accountable to the public, and in order to realize effective decentralization system in Somaliland local councilors should brief the public at least ones in every and each month. And the same time in order to have councilors who are accountable to their public, voters should base their votes on merit and qualifications rather than tribalism and kinship and local councilors have to privatize some of their work and explore partnership with private sector and civil society.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents the discussion of the findings, conclusions and recommendations.

FINDINGS

Research Question One:

The first objective of this study was to determine the impact of decentralization on service delivery in Somaliland. Data analysis and interpretation has revealed findings under this objective. Based on the analysis in chapter four, majority of Somalilanders believe that Formation of elected councils as legislatives bodies at the local level is essential to making decentralization a concrete reality rather than a theoretical exercise and most of them stated that decentralization has resulted better service to the public, although local councilors are not fully accountable to the public, they argued that despite of that, local councilors are performing better than the previous mayors nominated by the central government, but they emphasized the need for local councilors to develop their capacities through trainings.

In addition to that majority of the respondents understands that districts should be financially and administratively sufficient in order to realize effective decentralization system in the country, and on the hand majority of them propose the government to look for the religious leaders help because this is useful when it comes convincing citizens to adhere tax liabilities and abide the laws.

The findings of this research question are in line with Hoehne, (2010), which tells that decentralization in Somaliland has resulted better serves to the public than the previous centralized systems, although decentralization in Somaliland has not reached the standards, it has already shown signs of improvement, it has reduced corruption and resulted a strong bureaucracy. The author of this book agrees with that, because of decentralization, local governments in Somaliland has started with merge with private organizations and individuals in order to better serve to the public, good example is the privatization of garbage collection by the local government of Hargeisa, the capital city, which has resulted less garbage in the streets of the city. Hargeisa local councilors have also authorized to a local company to take the responsibilities of the slaughtering of all the livestock animals which their meets are used for food in the city. This was a great step forward, it has reduced the illness rates, and it raised the hygiene of the city and has created job opportunities.

The findings of the research are also in proportion to Jama, (2011), who agrees with the improved services by the government but reiterates the importance of skill development and capacity building of local councilors and again this sheds light on the significance of basing votes by merit during elections, this will enable the right people to be at the right places.

Furthermore, the findings of this research are on the same page with Brudbury, (2008), who concluded that decentralization and the elections that has happened in Somaliland were true success story, which needs to be supported and helped by the international community, and

indeed it has been and still is a success story as Jhazbay, (2004) describes it as Africa's best kept secret.

Also the finds of the research are going with Mubarak, (2010), who urges that Muslim countries in the world needs to seek help from open minded and constructive religious leaders, because their people may hear the word of the religious leader before the word of the politician.

On the other hand the researcher of this book understands, that there are a huge challenges and obstacles which needs be overcome by Somaliland people, but implementing a decentralization system in unrecognized, small country in the horn of Africa is an encouraging step, which needs to be supported by the international community.

Research Question Two

The second objective of this study was to determine whether local councilors are accountable to the public or not. Data analysis and interpretation revealed findings under this objective. Based on the analysis in chapter four, majority of the respondents have stated that local councilors are not accountable to the public, and have emphasized the importance of establishing channels of communications between councilors and the ordinary citizens. This communications is very vital for the development of the country, citizens of the country are entitled to get feedback and information from their councilors, and they have all the right to raise questions and concerns. In addition to that Somalilanders have raised their voice, when it comes the nomination of the governors by the central government and has expressed their view, which is governors should be elected by the people. Findings of the research also includes

that majority of somalilanders base their votes by tribalism and favourism rather than merit, which is a real problem, therefore in order to change the attitude of the people majority of somalilanders perceive the need of civic education in order to raise public awareness about the functioning constitutional rule, in particular the duties and responsibilities of district councilors and the importance of putting right people at the right places. And finally the findings of this research question are that, local councilors need to merge private sector and civil society institutions to gain additional experience and the resources needed in decentralization and better service delivery.

The findings of this research question are in line with Bradbury, (2008), who believed that accountability is the most crucial factor in which Somaliland's local councilors are lacking, he stated that communication channels are existing in the country such as public and private media, but public officials are not willing to report back to the public. This lack of communication is hindering the development processes of the country and is encouraging corruption and embezzlement.

The findings of this research question are also on the same page with Surabian, (2007), who indicates the importance of privatization, and has urged local councilors to privatize some of their activities, which is what they started to do now. In addition to that the research findings agree with the findings of (APD, 2004) in which they underlined the importance of basing votes to merits only, because that is the only way forward.

CONCLUSIONS

This research is about decentralization and service delivery in Somaliland, the research has adopted a correlation method of research design, and has used stratified simple random sampling, in which 184 respondents been selected from the ordinary people, local councilors and university professors.

The findings of the research have indicated that decentralization in Somaliland has resulted better service to the public, despite of huge challenges and that local councilors are performing better than the single mayors nominated by the central government. In addition to that the research has unveiled that local councilors in Somaliland need capacity building to improve their performance and that each and every district in Somaliland should be able to stand economically sufficient or merge with other districts.

Furthermore, the research has showed that local councilors are not accountable to the public, and that citizens need to get feedback from local councilors at least ones in every month. Also the research has discovered that majority of voters in Somaliland base their votes through tribalism and personal interest, rather than merit, and thus majority of the elected local councilors need capacity building and extensive training to effectively perform their duties. On the other hand the findings of the research included but not limited to the importance of privatization of some of the responsibilities of the local councilors to private organizations to enhance the efficiency and improve the performance.

RECOMMENDATIONS

The research recommends the following:

1. In order to realize effective decentralization system in Somaliland, the central government in Somaliland should empower and support local councilors, in order to make them capable of doing their tasks.
2. Eligible voters in Somaliland should base their votes on merits, because this is the only way, which allows right people to fill at the right places.
3. The governors of the regions of Somaliland should be elected by the people, since the governor is the president of the region, he or she should be elected in one man one vote election.
4. Local councilors should engage more with private institutions and local organizations and delegate them some of their responsibilities, this will improve the services.
5. Accountability and transparency are very crucial for decentralized states; therefore local councilors should brief and report back to their electorates.
6. Civic education programs should be facilitated and implemented by the governments and non government organizations to upgrade the level of understanding of the ordinary people and put them in a place where they can raise questions and concerns to their councilors.
7. International communities should support the encouraging steps towards decentralization taken by the people and the government of Somaliland.

Suggestions for Further Studies

On the basis of the knowledge that the researcher gained during the research period, the researcher would suggest the following further studies to be conducted.

1. The challenges facing decentralization system in Somaliland and the way forward.
2. The impact of decentralization on public institutions.
3. The impact of people's attitude towards voting during elections on effective decentralization system.

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APPENDICES

Appendix I - Transmittal Letter



Agaba Road - Kansanga
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E-mail: admin@kiu.ac.ug
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**OFFICE OF THE ASSOCIATE DEAN, SOCIAL SCIENCES
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH**

Dear Sir/Madam,

December 15, 2010

**RE: REQUEST FOR AHMED ADILLAH DUALEH .REG NO.
MPA/40296/91/DE: TO CONDUCT RESEARCH IN YOUR INSTITUTION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Public Administration and Management. He is currently conducting a field research of which the title is "Impact of Decentralization Services Delivery in Somaliland Republic." As part of his research work, he has to collect relevant information through questionnaires, interviews and other relevant reading materials.

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

Any information shared with him will be used for academic purposes only. Rest assured the data you provide shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

**DR. ROSEANN MWANIKI
ASSOC. DEAN SOCIAL SCIENCES (SPGSR)**

APPENDIX II: QUESTIONNAIRES

I am conducting a study titled **the impact of Decentralization on Service delivery in Somaliland**. In view of this research may I request that you answer my questionnaire? I will appreciate it very much if you can return the questionnaires as soon as possible. Please assure that the data that you provide will be use for academic purpose only and should be kept with utmost confidentiality.

Thank you very much in advance

Yours Truly

Ahmed Abdillahi Dualeh

Candidate for Mastering in Public Administration and Management

Kampala International University (KIU)

Uganda, Kampala

Direction: Please respond to the statement below. Kindly use the written guide as follows:

- 4) **Strongly Agree**, you agree with no doubt at all
- 3) **Agree**, you agree with some doubt
- 2) **Disagree**, you disagree with some doubt
- 1) **Strongly Disagree**, you disagree with no doubt at all

Respond Mode: SA=4, A=3, DA=2, SDA=1

PART ONE: Profile of the respondents

Kindly tick (✓) on the blank space before each category

1. Age of the Respondent

Below 25 ()

26-40 ()

41-60 ()

61-70 ()

70+ ()

2. Sex of the Respondent

• Male ()

• Female ()

3. Marital Status

• Married ()

• Unmarried ()

4. Job Title:

5. Qualification

• Master ()

• Degree ()

• Diploma ()

• Secondary ()

• None ()

PART TWO: Questionnaire on Service Delivery.

Direction: Please respond to the statement below and use the respond mode below to answer the following questions by indicating

Respond Model: SA=4, A=3, DA=2, SDA=1

Tick	No	Scale	SA	A	DA	SDA
	1	Formation of elected councils as legislatives bodies at the local level is essential to making decentralization a concrete reality rather than a theoretical exercise.				
	2	A single mayor nominated by the central Government has served better then elected local councilors.				
	3	Local councilors in Somaliland represent the needs of their people.				
	4	Local councilors in Somaliland need capacity building and extensive training to execute their duties.				
	5	Districts should be expected to meet benchmarks in terms of revenue collection, and those who fail to meet these benchmarks should be considered eligible for merger with other districts.				

	6	The Government should seek the support of religious leaders in explaining and promoting the principles of decentralization of decentralization.				
	6	Decentralization Brought better service to the general public.				

Direction: Please respond to the statement below and use the respond mode below to answer the following questions by indicating

PART THREE: Questionnaire of Councilors Accountabilities

Respond Model: SA=4, A=3, DA=2, SDA=1

Tick	No	Scale	SA	A	DA	SDA
	1	Local councilors should brief the public every month and give the public the chance to raise questions.				
	2	Local councilors should explore partnerships with emerging civil society groups including NGOs, professional organizations, and private academic institutions to gain additional experience and the resources needed in decentralization.				
	3	The powers of the central government to nominate regional governors should be eliminated.				
	4	Civic education programs are required in order to raise public awareness				

		about the functioning constitutional rule, in particular the duties and responsibilities of district councilors.				
	5	At the times of elections, eligible voters base their vote by Tribalism and kinship rather than merit and experience.				
	6	Local councilors are accountable to their public.				
	7	The central government of Somaliland has a strong influence on local councilor's decisions.				

APPENDIX III CALCULATION OF CONTENT VALIDITY INDEX

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

Section: A

$$\text{CVI} = \frac{4}{5} = 0.80$$

Section: B

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

Section: C

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

Therefore, Average of content validity index is

$$\text{CVI} = \frac{2.49}{3} = 0.83$$

APPENDIX IV

INTERPRETATION OF MEANS

Range	Interpretation
3.41- 4.00	Strongly agree with no doubt
2.81- 3.40	Agree with some doubt
1.66- 2.80	Disagree with some doubt
1.00- 1.60	Strongly disagree with no doubt

APPENDIX V

RESEARCHER'S CURRICULUM VITAE

Personal profile

Name: Ahmed Abdillahi Dualeh

Citizenship: Somalilander

Mobile: +25224449555

Address: Xera Awr, Hargeisa Business Centre Road, Hargeisa, Somaliland.

Date of birth, August, 18, 1985.

Email: ahmeduale@hotmail.com

OBJECTIVE

To be one of your employees and to contribute the humanitarian welfare activity of your organization with my personal qualification and experience.

PERSONALITY SUMMARY

I am highly motivated and ambitious person. I possess high levels of self initiative and drive, planning & organizing skills, good communication and interpersonal skills, attention to detail, ability to meet tight deadlines and able to maintain confidentiality. I'm potential and job oriented. Hard working and commitment is my specific personal attributes.

WORK EXPERIENCE

International

Organization for

Migration

Feb 2011- up to now

Contracting and Procurement Officer.

Responsible for:

- Preparation of the procurement plans of each month
- Preparation of procurement documents
- Preparation of Bid documents
- Chairs Bid committees during opening and evaluation of Bids
- Drafts Purchase orders to vendors and receive goods
- Draft contracts to different vendors with the authorization of the head of Office
- Prepare monthly reports about the activities done during the month, and planned activities of the next month.
- Prepare database of reputable vendors in every sector
- Go TDY to fields outside my duty station for bid opening and evaluations
- Write the minutes of the bid openings and communicate it to the HoO.
- Do any other task assigned by the HoO

**World Bank
Hargeisa-
S/land**

July 2010 – Up to
February 2011

***Short term Consultant for the World Bank/ Private
Sector
Development Program t, responsible for:***

- Collect data and provide it to the international consultants with briefings on the geo political environment of the country.
- Accompany the team during the assessment to rural and coastal sights visits
- facilitate meetings and coordinate appointments
- I am the focal point linking the assessment team with established working groups
- collect all data and policy documents published by the ministry of fisheries and the other organization on fishing in Somaliland
- correspond with the team prior to landing to map out all necessary logistical domestic travel and appointment arrangements
- prepare and share a field visit work plan and logistical arrangements with consultants prior to their landing
- Build and collect a database of all available individuals, agencies, businesses related to the fisheries sector.
- Coordinate activities with World Bank local coordinator and

**Marx Blank
Institute For
Social
Anthropology.**

***Hargeisa –
s/land***

**MAY 2008 –
JUNE 2010**

***Logistic Officer Reports to Operation Manager,
Responsible for,***

- Procurement of Supplies.
- Issuing of Supplies.
- Maintaining up to date inventory records of supplies in the warehouse.
- Preparation of subsequent stock report on monthly basis.
- Maintaining of Log sheet for office vehicles.
- In charge of the office stationary store.
- Assisting the Chief Logistic Officer in the preparation of office supply plans.
- Arrange transportation and security for field trips.
- Follow-up customs clearance and assist in getting duty free letters.
- Receive and Review Requests for Procurement to verify for completeness of information. Obtains necessary clearances and additional information, as required.
- Prepare procurement documents (e.g. Supplies requisition, Request for Quotation, Invitation to Bid, LPOs) based on the nature of requirements to be sent to potential suppliers, subject to the approval of the relevant budget holder
- Accordingly call for bid opening session for the relevant committee, compile and summarize received offers, quotations or bids and submit to the Procurement Committee for review and approval.

COOPI

***Hargeisa -
S/land***

***Feb, 2007 –
April, 2008***

***Administrative Officer Reports to Office Manager,
Responsible for,***

- Managing all administrative issues oversees, organizational administrative such as Human Resource, Logistics, Accounts procurement and transport.
- Arrange all legal contacts and other agreements.
- Manage all NGO official communication and ensure adherence to policies.
- Preparation of monthly reports on overall organization policies and procedures.

- Organizes meetings for senior personal and other administrative support staff for being monthly.
- Keeps organizational documents and other legal agreement and ensure to meet deadlines.
- Acts focal point of information for the NGOs.
- Implementing the policies and procedures of the organization
- Maintaining the effective relations and cooperation with other NGO's

Candlelight

Jan, 2006 – Jan, 2007

Admin/Logistic Assistant responsible for

- Initiation of new activities
- Ensure standardization of admin and logistic procedures with the organization manual
- Oversee the reporting and evaluating system to ensure the fulfillment of the targeted topics
- To ensure effective linkage with international & partners
- Oversees all matters related with the administration & logistic
- Supervision and control of operations
- Responsible for the preparation of activities (material/Stationery, media, registration form, controlling participants, venues and etc)
- Preparing for logistic of the organizations (visas of guests/partners, accommodation/booking of the hotels, transpiration of guests, communication etc).
- Organizes meetings for senior personal and other administrative support staff for being monthly.

Academy for Peace and Development

May, 2005 – Dec, 2005

Assistant Executive Director (Part time)

- Assist designing and planning of community based programs
- Initiation of new activities
- Ensure standardization of admin and finance procedures with the organization manual
- Supervision of local NGO personal includes two community mobilizers
- Project budgeting & develops preparedness

- procedure
- Oversee the reporting and evaluating system to ensure the fulfillment of the targeted topics
- To ensure effective linkage with international & partners
- Oversees all matters related with the administration & finance
- Supervision and control of operations

EDUCATOIN BACKGROUND

2009 up to now Kampala International University Kampala-Uganda

MA of Public Administration Management (MAPAM)

2004 –2008 Hargeisa University Hargeisa – Somaliland

Faculty of Business Administration

2000- 2004 Farah Omar Sec. School Hargeisa - Somaliland

GCSE Attained a grade B+

- August-November/2003 *Computer Studies* Hargeisa – Somaliland
 - Database III plus
 - Microsoft Windows
 - Microsoft Word
 - Microsoft Work
 - Microsoft Excel
 - Microsoft Access
 - Microsoft out look
 - Microsoft Power Point
 - Microsoft Publisher

TRAININGS AND WORKSHOPS

- ✓ Kampala University Institute Certificate of Research methods
April 2010
of training and Development
 - ✓ Kampala University Institute Project Planning and Management
May 2010
of training and Development
 - ✓ Certificate in HIV, AIDS Counseling and Guidance, Vision Counseling
and Support Centre, Kampala University, Uganda, 2010.
 - ✓ Certificate in Changing the Business World Through Research, Kampala
International University, Kampala, Uganda, 2010
-
- | | | |
|---------------------------|-------------------|-------------------------------------|
| • SIDAM | Logistics | Feb-May,2009 |
| • UNDP | Basic statistics | 5 th - |
| 17 th May,2008 | | |
| • Secretarial | AIDAM | Jan-April,2008 |
| • SCD | M&E and Reporting | 1 st to 7 th |
| August | | |
| 2008 | | |
| Candlelight | Finance Training | 8 th to 18 th |
| June | | |
| 2008 | | |

INTERESTS AND ACTIVITIES

Swimming, reading & playing football and having tea
and joke with my friends in my leisure time

LANGUAGES

- | | |
|-----------|---------------|
| • English | Fluent |
| • Arabic | Good |
| • Somali | Mother Tongue |

ACHIEVEMENTS

- Chairperson of polling station in S/land
Presidential election 2010.
- Chairman of polling station in S/land
parliamentarian election 2005

- Member of the committee organizing the Fourth graduation ceremony of University of Hargeisa,
- I have positively contributed to Coopii, Marx Blank and Candle light in terms of Logistics and operation one notable thing is setting proper record filling system which is available to retrieval

References

- Husham Halim, Head of Office, IOM, Somalia
Tell: 4423847
Email: hhalim@iom.int
- Najeeb Hassan Hashi, Country representative, World Bank
Tel: **4182773**
Email: najmun5@hotmail.com
- Markus Hoehne, Senior Researcher, Max Planck Institute for Social Anthropology, Germany
Email: mhoehne@eth.mpg.de
Tel: **+49 345 2927 142**
- Mohamed Abdalle Hassan, Former Operation Coordinator, COOPI
Tel: **4341921**
Email: samaale33@hotmail.com
- Mohamed Hassan Gani, Research Officer APD
Tel: **4410464**
- Nimco Mohamed Farah, Office Manager, Save the Children
Email: n.mohamed@scsom.org
Telephone: **4428188**