

**CAPACITY BUILDING AND GOVERNANCE IN SELECTED PUBLIC SECTORS  
OF SOMALILAND**

**BY**

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## DECLARATION A


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

Mr. Khalid Ali Ahmed Ghannaf  
Name and Signature of Candidate

07/11/2014  
Date

**DECLARATION B**

“I confirm that the work reported in this dissertation was carried out by the candidate under my supervision”

  
Dr Abungu Muzono  
Name and signature of the supervisor

  
Date

## DEDICATION

I dedicate this insightful work to my loving family who helped me to achieve one of my biggest objectives.

## ACKNOWLEDGMENT

In the name of Allah, the most Merciful the most gracious, I thank Allah for the ability to write this thesis.

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## ABSTRACT

The study sought to determine the relationship between Capacity building and governance in public sectors of Somaliland.

This study was guided by four objectives which consist of these objectives, to assess the level of capacity building in all the public sectors in Somaliland, to examine the level of governance in public sectors of Somaliland to establish if there is significant relationship between governance and capacity building in public sectors of Somaliland.

The study adopted correlation research design involving both qualitative and quantitative research approaches and it was based on the population of 191 who were chosen from Hargeisa power house (HPH), Hargeisa supply water(HSW) and Somaliland roads authority(SRA) that are public sectors in Somaliland.

The study adopted a sample of 130 respondents who were used in the provision of data.

The findings were that on average 2.56 and Standard deviation .856, these findings imply that the level of capacity building is appropriate in the delivery of governance requirements.

The results portray a mean of 2.78, Std. D.783; the findings reveal that governance level in Somaliland is good though not very appropriate. Pearson linear correlation analysis shows that there is a relationship between capacity buildings and governance in Somaliland ( $r = 0.134$ ) at 0.024 level of significance.

The findings imply that there is a significant positive relationship between governance and capacity building in Somaliland.

The researcher thus accepts the hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that capacity building is related to governance. The study recommendations were capacity building need to embark on skills of employees in order to enhance the performance of the government. Capacity building initiatives should be monitored through the capacity building process to ensure successful capacity building initiatives, capacity building in the public sector of Somaliland should be directed towards enhancing abilities and values that will enable organizations, how they ensuring sustainable capacity building over a longtime requires enhanced networking and information exchange, between implementers at local, national, regional, networks.

There is a need for capacity building to embark on skills of employees in order to enhance the performance of the government institutions. It was further established that governance in public sector organizations of Somaliland should be based on the elements of transparency, responsibility, accountability, participation, and responsiveness. A fairly big proportion of respondents agree that the Somaliland government is weak and lacks coordination. Government should make an effort to embrace capacity building. Capacity building through effective governance improves the operation of the government entities; there is need for utmost attention regarding the value of capacity development.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This study was established the performance of Somaliland public sectors actually all public sectors in Somaliland are not functioning effectively so this chapter provides the background information about research area to the readers, background of the study, statement of the problem, purpose, objectives , significance of the study, scope, hypothesis and definition of terms.

### 1.1 Background of the Study

#### 1.1.1 Historical perspective

The term capacity building has evolved from past terms such as institutional building and organizational development. In the 1950s and 1960s these terms referred to community development that focused on enhancing the technological and self-help capacities of individuals in rural areas. In the 1970s, following a series of reports on international development an emphasis was put on building capacity for technical skills in rural areas, and also in the administrative sectors of developing countries. In the 1980s the concept of institutional development expanded even more. Institutional development was viewed as a long-term process of building up a developing country's government, public and private sector institutions, and NGOs. Ayeni, V.O. (2000) importance of capacity building, page 30 The emergence of capacity building as a leading developmental concept in the 1990s occurred due to a confluence of factors: New philosophies that promoted empowerment and participation, like Paulo Freire's (1973) "Education for Critical Consciousness" page 90 which emphasized that education, could not be handed down from an omniscient teacher to an ignorant student rather it must be achieved through the process of a dialogue among equals.

After several decades of unsuccessful development efforts in Africa, the international development community has reached consensus that good governance is a "critical prerequisite for sustaining development." Good governance is in turn seen as contingent upon "environments of developed human and institutional capacities," which has led to a proliferation of capacity building programs. According to the Organization for Economic Co-operation and Development (OECD), as of 2011, paper of capacity and governance page 2

overseas development assistance invested in technical cooperation in the last 50 years amounts to “as much as USD 400 billion, of which training and other learning-oriented programs constitute a prominent part.” However, due to the dominant prescriptive, supply-driven, one-size-fits-all, and fragmented nature of most such initiatives, the majority have failed to achieve meaningful results. For example, less than one third of the civil service reform projects implemented by the World Bank between 1987 and 1997 “were rated satisfactory.” In the last ten years, the international development community has revisited capacity building challenges in the context of its aid effectiveness agenda and outlined a strategy for shifting away from the dysfunctional old Paradigm. Ayeni, V.O. (2000) *importance of capacity building, page 65*

Although the neoliberal ideology gradually emerged in the late 1980s and early 1990s, with its good governance and free-market agenda, the first clear official policy shift on governance matters in international development was announced in 1996 through a seminal address at the Annual Meeting of the World Bank and the International Monetary Fund (IM F), which placed good governance and tackling corruption as priority issues (World Bank 1996). However, while the World Bank Group (WBG) was an early leader, the critical turning-point occurred at the United Nations (UN) in the year 2000. The Millennium Development Goals (MD Gs) were adopted by UN member nations for political and politico-economic reasons – that is, as a result of the interaction between political and economic forces that shaped the MD Gs. And this form of global consensus provided a major boost to governance as a central aspect of development.

### **1.1.2 Theoretical perspective**

The study was guided by the successful society theory, cautionary school of governance for growth, social order and the advent of network society. There are several theories of governance and development emanating from various disciplines in the social sciences, as well as from interdisciplinary perspectives. Thus, several schools of thought (loosely defined) already exist, as well as others that are emerging. However, this part of the paper outlines relevant theoretical perspectives or theories advanced by leading academic economists. The three main economic schools of thought on capacity building and governance (with several sub-schools of thought within each school) are: (1) the ‘successful society’; (2) the governance for growth school, which has recently emerged as (what I call) the ‘cautionary school of governance for growth’; and (3) the ‘social order’ school.

This theory relates to this study of capacity building and governance and it become relevant guiding principle to this study.

### **1.1.3 Conceptual perspective**

According to Frederickson and Smith,(2005) good governance principles page 109 “Governance refers to the lateral and inter-institutional relations in administration in the context of the decline of sovereignty, the decreasing importance of jurisdictional borders and a general institutional fragmentation”. Frederickson and Smith assert further that, with more emphasis on governance, “the administrative state is now less bureaucratic, less hierarchical and less reliant on central authority to mandate action.

The United Nations Development Program (UNDP), in its 1997 policy paper, page 90 defined governance as “the exercise of economic, political and administrative authority to manage a country’s affairs at all levels. It comprises the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences”. This definition was endorsed by the Secretary-General’s inter-agency sub-task force to promote integrated responses to United Nations conferences and summits.

In 1993, the World Bank defined governance as the method through which power is exercised in the management of a country’s political, economic and social resources for development.<sup>4</sup> While the World Bank has focused on stabilization and State reforms that overwhelmingly focused on civil service retrenchment and privatization for a long period, the early 1990s saw a change of focus. The Bank came to realize that most of the crises in developing countries are of a governance nature.

Bardhan, (2002) Capacity building procedures page 99 defined capacity building , also referred to as capacity development, is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

The term community capacity building emerged in the lexicon of international development during the 1990s. Today, "community capacity building" is included in the programs of most international organizations that work in development, the World Bank (World Bank)

Capacity building means to promoting effective policy implementation and good governance is broad and can encompass multitude of activities, it involves building abilities, relationships and values that will enable the organizations, groups, individuals to improve their performance and achieve their development objectives, and initiating and sustaining a process of individuals and organizational change and can equally refer to change within state, civil society and public sectors. So to achieve this government, funding agencies, service providers and beneficiaries should have common understanding about the key elements of capacity building. Bell, D.A. (2006) Capacity building improvement page 120

#### **1.1.4 Contextual perspective**

Presently, there is no single Somalia. Following the collapse of SiyadBarre's regime in 1991, a political vacuum emerged in Somalia. All public institutions disintegrated. Virtually all political, economic and social activity underwent a process of extreme decentralization. In several parts of the former Somali Republic, new entities of governance have since appeared, but their emergence has been uneven and the most advanced among them remain relatively weak. Parts of Southern Somalia remain in conflict and crisis while others in the North have established relative peace and stability and are experiencing some social and economic recovery. Large parts of the country, however, are in transition, somewhere between crisis and recovery. Throughout Somalia the population remains heavily armed and the security situation is very volatile. Somalia's economy is crippled by civil war, destruction of physical infrastructure, lack of investment and rampant unemployment. Currently, Somalia is a Least Developed Country (LDC) which ranked 172 out of 174 countries on the UNDP Human Development Index (HDI) in 1996. Due to the lack of relevant statistical data, it has dropped out of 1997 HDI reporting altogether. It remains an economy in which the short-term and uncontrolled interests of a few and pressure of the population struggling to extract a living from marginal lands and coastal waters have led to widespread poverty and environmental degradation. The striking feature of the eight-year old complex emergency of Somalia, however, remains the absence of an overall peace accord, sound governance framework, and a legislative national government. On this context, establishment of administrative structures

is one of the most complex challenges facing the Somali people: as mechanisms for power and resource sharing, public institutions are potential causes of, and solutions to, conflict.

### **1.2 Statement of the Problem**

After independence, the newly born Republic of Somalia inherited two centralized governance systems from the colonial powers, one Italian, and another British, both of which systems were alien and intolerant to the Somali culture. In 1992, the intervention of the United Nations peace keepers in Somalia (UNOSOM II), soon after the collapse of the state of Somalia, became another milestone in Somalia's governance history. There is and other problem of capacity building and governance in public sector of Somaliland that problem is the shortage of skilled manpower in Somaliland is considered to be obstacle to public sectors of Somaliland. The governance in Somaliland is poor given that war still prevails in the greater part of Somalia, the presence of temporary leaders with limited authority and levels of corruption amongst some shred public officials. (AU report, 2012 page 66).

The challenges with the Somaliland governance strive from the war in the greater Somalia which hinders the trickling of resources to Somaliland; there are limited resources in Somaliland and inefficient skilled manpower to drive the economy in the technical arena of governance. Capacity has been designed in form of attaining autonomy of an independent Somaliland and gathering resources for the self independence of Somaliland. There is need for capacity building was the state can look for avenues of generating new means of operation. It is based on this that the researcher intends to conduct a study in Somaliland and establish how capacity building can improve governance.

### **1.3: Purpose of the study:**

To examine the extent between capacity building and governance in selected public sector of Somaliland.

### **1.4: Specific objectives**

1. To assess the level of capacity building in all the public sectors in Somaliland
2. To examine the level of governance in public sectors of Somaliland
3. To establish if there is significant relationship between governance and capacity building in public sectors of Somaliland?

## **1.5 Research questions**

1. What is the level of capacity building in all the public sectors in Somaliland?
2. What is the level of governance in public sectors of Somaliland?
3. Is there a significant relationship between governance and capacity building in public sectors of Somaliland?

## **1.6 H1**

There is a significant relationship between capacity building and governance in public sectors of Somaliland

## **1.7 HO**

There is no positive significant relationship capacity building and governance in public sectors of Somaliland

## **1.8 Scope of the study**

### **1.8.1 Geographical scope**

The study was done in all districts of Somaliland specially the capital city called HARGEISA because of all government agencies in public sectors are in capital city.

### **1.8.2 Theoretical scope**

The study was guided theory of the advent of network society, cautionary school of governance for growth, social.

### **1.8.3 Content scope**

This content is about capacity building and governance in selected public sector of Somaliland

## **1.9 Significance of the Study**

This study was providing fully information for the whole government parts especially in public sectors.

The researcher was exploring the advantages of governance and capacity building of public sectors in Somaliland.

The findings of this research will be benefit to the flowing:

- 1: The government of Somaliland was make a policy agenda building to establish good governance and capacity building
- 2: The study will be benefit to the employee of public sectors in form of capacity building and decision participation
- 3: The study will be logically beneficial to the local community

4: This research will be beneficial to other researchers by providing necessary knowledge and information to be used in the basis for further research about governance and capacity building in public sectors of Somaliland.

#### **1. 10 Operational Definitions of Key Terms**

**Demographic characteristics of the respondents** are attributes looked for in this study in terms of gender, age, qualifications, number of years working experience, number of qualified employees

**Governance** is the exercise of politico administrative and managerial authority and order which is legitimate, accountable, transparent, democratic, efficient, and equitable in resource allocation and utilization, and responsive to the critical needs of promoting human welfare and positive transformation of society.

**Capacity building** It involves building abilities, relationships and values that will enable organizations, groups and individuals to improve their performance and achieve their development objectives.

**Transparency** means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement.

**Effectiveness and efficiency** The concept of effectiveness and efficiency in the context of good governance covers the sustainable use of natural resources and the protection of the environment.



## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.0 Introduction

This literature review discusses diverse views and opinions of authorizes and scholars regarding capacity building and governance. It begins with theoretical view and the conceptual framework.

#### 2.1 Theoretical Review

This is concerned with the theories such as, the successful society theory, cautionary school of governance for growth, there are several theories of governance and development emanating from various disciplines in the social sciences, as well as from interdisciplinary perspectives. Thus, several schools of thought (loosely defined) already exist, as well as others that are emerging. However, this part of the paper outlines relevant theoretical perspectives or theories advanced by leading academic economists. The three main economic schools of thought on capacity building and governance (with several sub-schools of thought within each school) are: (1) the 'successful society'; (2) the governance for growth school, which has recently emerged as (what I call) the 'cautionary school of governance for growth'; and (3) the 'social order' school.

#### **The successful society theory**

The first school of thought centers around shaping the governance and development agenda with a focus on key features and characteristics of a 'successful society' – in other words, what key aspects of governance in developed countries should be mimicked, emulated or adapted by developing countries. Bloom *et al.*'s (2004) governance and leadership page 69 survey of the major theories of governance with respect to economic development (and with special reference to Asian countries) suggests that the successful society possesses the following key characteristics in terms of 'good governance' and exemplary economic development: (1) competitiveness – that is, the successful nation is competitive, and one of the main issues in this respect is the various ways that governments can facilitate the competitiveness of firms and industries; (2) strong institutions and rules-based conduct – as effective, adaptable, stable rules-based and accountable institutions are crucial for successful development; and (3) social capital – for actions to facilitate competitiveness and build strong institutions occur within a social

context. Furthermore, these pivotal aspects of governance require three conditions to facilitate economic development: clear definition of roles for institutions and other players; responsiveness of governance arrangements to existing conditions, plus adaptability to change; and a consistent focus on the public interest. Importantly, this way of thinking about governance and development also results in the pursuit of broad-based governance interventions or reform.

### **Cautionary school of governance for growth**

The second school of thought, which I have referred to as the 'cautionary school of governance for growth', emerged from research that showed a link between good governance and economic growth (for example, see Knack & Keefer 1995; Easterlin *principles of good governance page 55*) that is, countries with 'good' governance have higher rates of economic growth in comparison to those with poor governance. Indeed, for many economists and political economists, therefore, the main theories of governance and development are found in the interpretation of the dynamics of the relationship between governance and economic growth. Furthermore, not only are growth and increases in per capita income viewed by some academics as the *raison d'être* of development, but enhanced governance is viewed to be at the heart of the development puzzle. One leading academic economist has even declared that 'good governance is development itself. Combine it with material well-being, and we attain the Nirvana of advanced societies' (Rodrik 2008 *elements of governance page 77*).

In recent years however, the literature on the pursuit of governance for growth has increasingly taken a cautionary tone, highlighting risks, pitfalls and limitations. This shift reflects the myriad of problems encountered by developing countries in the pursuit of governance for growth. Another possible reason is that the validity of this theory was open to question in the face of generally widespread positive rates of economic growth during the few years immediately preceding the current international financial and economic crises. Interestingly, Rodrik (2008) *good governance page 20* offers a measured and cautionary conclusion to his recent paper on governance by noting that economists have little to say about 'good governance', but much to contribute to the governance for growth agenda. Another example of this cautionary approach is Acemoglu's recent arguments, which generally fall within this same school of thought. for growth is neither clear-cut nor can it be confidently pursued as a policy. He offers five additional recommendations that are essentially cautionary points (directed in the first instance to World Bank economists): (1)

there is no general recipe for improving institutions; (2) the pitfalls of policy reform should be avoided, and the political economy constraints should be recognized; (3) policies can create new and potentially dangerous political constituencies; (4) public goods are indispensable; and (5) openness and transparency are important.

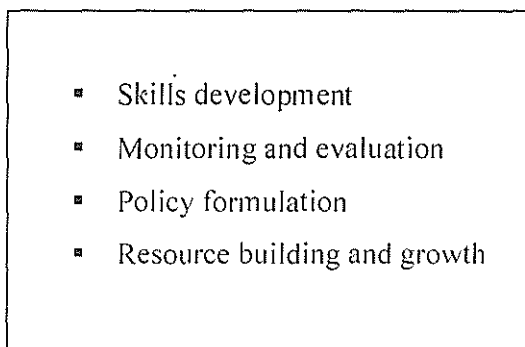
## 2.2 Conceptual framework

The conceptual framework gives researcher's conceptualization of variables of the study. The interaction between the independent variables and dependent variable. That is the researcher identifies mechanisms under which the logistics management and organizational efficiency trends can be displayed and measured.

### Conceptual framework

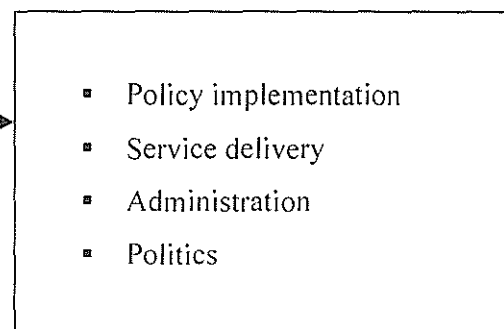
#### Independent variable

#### Capacity Building

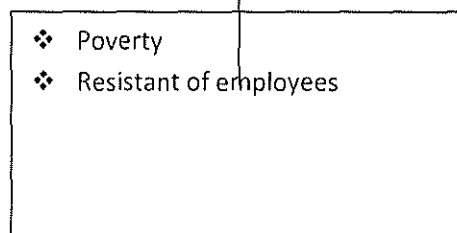


#### Dependent variable

#### Governance



#### Extraneous variable



Source: Researcher devised, 2014

Policy makers regard capacity building as a key success factor in a range of policy interventions (ODPM 2003) capacity building policy paper page 65. Regeneration policy in particular has witnessed a repositioning of efforts towards building community capacity, with the Neighborhood Renewal Unit seeking to 'mainstream' such initiatives across central and

local government. Yet, the wealth of attention focused on capacity-building arguably says less about the effectiveness of such initiatives and more about how capacity-building operates as a popular conceptual idea associated with benign interpretations that everyone can buy into. Indeed, there remains an incomplete understanding of the possibilities of releasing community capacity. As a term, it is rather reminiscent of Arnstein's interpretation of public participation as being a bit like eating spinach because ultimately it is good for you (Arnstein, 1969). Key questions are left unconsidered. How for example the notion of community capacity building is to be interpreted? Are such interpretations sufficient to understand the processes and practices involved? This article attempts to begin to address these issues.

The UNDP 2000 Human Development Report, page 30 stated that "For politics and political institutions to promote human development and safeguard the freedom and dignity of all people, democracy must widen and deepen". "Democracy", as defined in Wikipedia (<http://en.wikipedia.org>), "in its ideal sense is the notion that 'the people' should have control of the government ruling over them. This ideal is pursued by implementing a system of voting such that the majority of people rule, either directly or indirectly through elected representatives. Democracies may be 'liberal', where fundamental rights of individuals in the minority are protected by law, or they may be 'illiberal' where they are not. Democracy is often implemented as a form of government in which policy is decided by the preference of the real majority (as opposed to a partial or relative majority of the demos/citizens) in a decision-making process, usually elections or referenda, open to all". Grindle, M.S. (2004)

In capacity building and governance, decentralization is commonly regarded as a process through which powers, functions, responsibilities and resources are transferred from central to local governments and/or to other decentralized entities. In practical terms, decentralization is a process of striking a balance between the claims of the periphery and the demands of the centre. Decentralization, when appropriately structured, provides an arrangement through which critical issues (such as those of national unity and indivisibility, how to safeguard national interests and ensure coordinated and even development, equity in the distribution of resources, diversity, and local autonomy) can be reconciled. Many countries have made efforts to decentralize their political and administrative systems. These efforts have met with varying degrees of vigour and success because each country responds

in its own way to unprecedented changes and challenges in its administrative and political performance. Acemoglu, D. (2008) challenges of capacity building page 11

Innovation: innovation is a creative idea and implementation, which is different from invention. It is the act of conceiving and implementing a new way of achieving a result and/or performing work. An innovation may involve the incorporation of new elements, a new combination of existing elements or a significant change or a departure from traditional ways of doing things. It refers to new products, new policies and programs, new approaches and new processes. Public sector management innovation may also be defined as the development of new policy designs and new standard operating procedures by public organizations to address public policy problems. Thus, an innovation in public administration

Acemoglu, D. (2008) challenges of capacity building page 34) argued that organizations are an organic blend of people and systems. Capacity building that focuses on only one or the other is unlikely to succeed. Capacity-building activities that focus on training, for example, or creating shared experiences among members of a team (e.g., strategic planning, board development) lose their effectiveness when the staff who were trained leave for another job or turnover yields a team with a critical mass of members who did not share that wonderful experience a few years ago. On the other hand, system focused efforts also fail. Witness the many agencies that use only a tiny fraction of the capabilities of their computer systems or the many efforts to create policies, procedures, job descriptions, and other hard systems that have zero influence on what employees actually do. Organizational capacity must partake of both: It has to be person carried, or it is dead; yet it has to be institutionalized in systems, or it evaporates. When we are measuring the effectiveness of capacity building (or performing an organization assessment), we have to look at people, systems, and how they relate and reinforce each other. This is hard. It is much easier to document whether systems exist than to assess what people can do, and it is harder still to assess a relationship between the two. The danger is that evaluation of capacity building will be satisfied with evaluating the two independently or, worse, focusing on only one or the other. Crawford, G. &Kearon, I. (2002)

There is consensus in the recent capacity building discourse on the need for moving away from best practices and “politically unachievable far-reaching reforms informed by the liberal democratic ideals of the Global North. The new direction is towards country-specific interventions based on a thorough understanding of the root causes of limited governance

capacity in Africa, as well as the “institutional, policy and resource factors” that constrain the implementation of programs. The OECD has thus formally identified the comprehensive analysis of local contexts as “a strategic starting point in mapping out country-level action” at its High Level Forums on Aid Effectiveness. Yet, this commitment has remained mostly at the level of rhetoric, and the specific steps towards its operationalization remain unclear. Nilsson, M. (2005) capacity building of public sectors page 56

Development scholars have found that attitudinal and institutional factors such as the “non-receptivity of policy makers towards policy analysis and the “politicization of policy making greatly constrain the effectiveness of capacity building programs. Likewise, “process-oriented reforms which may threaten the vested interests of stakeholders within existing state structures are highly susceptible to failure. Therefore, capacity building interventions need to be carefully tailored to the limits of the complex contextual environment. Where the economic and political environment is less conducive, capacity building programs should seek more “basic and politically less contentious reforms while creating opportunities for more comprehensive reform and generating momentum.

Thus, the failure to observe context through local conceptual lenses results in a distortion of analysis towards “a focus on concrete and obvious (to donors) expressions of incapacity such as the absence of certain technologies or procedures,” which “are often symptoms, not causes, of organizational and institutional dysfunction. In the strategic peace building literature, this distinction is framed as the ‘episode’ and the ‘epicenter’ of conflict. Exploration of the “relational and historical patterns” behind the current manifestation of the issue is seen as essential, since it leads the analyst to a better understanding of the “epicenter of conflict, which is always capable of generating new episodes.” This conceptual similarity between the emerging approach to capacity building and strategic peace building creates an opportunity for further cross-fertilization and knowledge exchange between the two disciplines. Hausmann, R., Pritchett, L. & Rodrik, D. (2004) Emerging approaches of capacity building page-67

Conventional approaches to capacity building at state institutions have presumed that “the weakness of public administration managerial and could be remedied through technical advice and training, failing to take into account that “public administrations are embedded in a complex, interdependent system.” The latter consists of “the bureaucratic apparatus as a

whole, “as well as “political institutions and social, economic, and political interests more broadly.” Therefore, “stand-alone training interventions unable to “capture cross-sectional issues and opportunities” are unlikely to have any significant macro-level impact. The absurdity of such fragmented linear projects is illustrated by situations in which “public agency staff is often trained for specific tasks before they are positioned to use the training or before measures are taken to retain them.” What is needed instead is a holistic approach aligning a “strategically coordinated set of activities aimed at individuals, institutions, and sectors with the long-term project objectives.

### **2.2.2 Level of governance in public sectors**

One of the early reviews was by Leftwich (1994), who stated that the ideological basis of the ‘good governance’ agenda was an expansion of the neoliberal approach. His interpretation of the concept of ‘good governance’ was that it has three aspects: (1) the systematic aspect, which means a democratic capitalist regime of a minimal state; (2) the political aspect, which is defined by a democratic mandate, and includes features such as free and regular elections and checks and balances on power, ideally in the image of developed country governments; and (3) the administrative aspect, with a focus on an independent, accountable, efficient and open public service. Furthermore, his main argument is that enhanced governance is, first and foremost, a function of state character and capacity. Finally, within this context, Leftwich criticizes the World Bank’s approach to enhanced governance for its narrow administrative point of view as ‘naïve and simplistic’.

The review by Ayeni (2000) explored the subject from an ideological and agenda-setting perspective, also with special attention to the meaning of good governance, though with respect to its relevance and applicability to development in Africa. Ayeni’s views are at the intersection of politics, economics and public administration. Importantly, he criticizes the Neoliberal agenda’s democratic values and strong market orientation as perhaps not appropriate to the African context, especially with respect to ‘the practical issues of design and implementation’ of good governance in Africa where societies are fundamentally different from those in the West. He laments the fact that ‘yet apparently contemporary good governance literature purports to finally have discovered how society can best be governed’ when centuries of addressing this question have been ultimately unsuccessful in finding a globally acceptable formula. He concludes that measures to enhance governance cannot be

imported, and that they should be a product of the local environment (values, institutions, structures). The recent work of Grindle (2004, 2007) avoids the ideological debate by implicitly accepting the neoliberal ideology, and instead focuses on issues of strategy and an operational framework for 'good enough governance' – that is, in lieu of what is perceived as a broad and unmanageable menu for good governance pursued by international institutions and donor governments. Grindle further suggests that particular interventions can be assessed by looking at the context for change and by analyzing the implications of the content, albeit with focus on certain political, operational.

The Democratic Governance Programme promotes national and local institutions and serves to steward Somalia's establishment of good governance and public accountability in an environment where government functions are emerging or non-existent. UNDP's objective is to address the three identified pillars of Somali needs: Carl, et al. (2004).

- Establish good governance through initiatives at the national, regional, and local levels, including drafting of the Constitution;
- Enhance the capacity of local governments: regional, local and district councils;
- Enhance the capacity of national institutions that support the 'machinery of government' and decision making institution; and
- Enhance the capacity of the local civil society and media that support peace and state building.

Toward achieving this agenda, UNDP partners with several UN and non-UN agencies and supports Somali-led initiatives through various joint programmes or bilateral arrangements. The challenges that Somalia faces are complex, multifaceted and differ according to various political, social and regional contexts. Nilsson, M. (2005). The strategy to address these challenges and effectively lead Somalia on a path of recovery, development and durable peace, must include: focused and committed leadership, solid government structures capable of delivering basic services, peoples' trust, mediation and community participation, sound civic dialogue, and good and friendly international relations based on mutual respect.

Lafferty and Hovden (Lafferty and Hovden 2003) refers to vertical integration, or Vertical Environmental Policy Integration (VEPI) as "indicating the extent to which a particular governmental sector has adopted and sought to implant environmental objectives as central in the portfolio of objectives that the governmental body continuously pursues" (ibid: 12). And further; "The dimension looks at the degree of EPI within the steering domain of the



individual department or ministry.” (ibid:13). Along the same lines are Hertin and Berhout (Hertin and Berkhout 2003) when they discuss both integration “internal to ministries”, and horizontal integration cross sectors. Another example from the governance literature on this application of vertical integration can be found in (Pierre and Peters 2005: 138

Without venturing to far into a review of EPI at national level, it is worth mentioning here that EU regulation influence EPI in nations in different ways. In Nilsson and Eckeberg (2007) the importance of international commitments and interactions, as well as local actors act as knowledge providers, and this demonstrate that national EPI (at least in Sweden) is clearly situated in a landscape of multi-level governance with this definition of the vertical dimension.

As indicated by Steurer (Steurer 2008, forthcoming) there are, however, two categories in the EPI literature that quite naturally arise given their treatment of layers of governance. The categorization is here made, not on the application of a particular definition of MLG, but on the use of the Vertical institutional dimension. EPI or Policy Integration in general, with references to a vertical dimension, tends to be defined or conceptualized differently in the literature.

For poor people to make their voices heard, local institutions of governance are the most important avenue. This is where the poor, women and minorities can participate in governance and influence decisions affecting their lives. In post-conflict environments like Somalia, bolstering local governance is an essential means for state- and peace building. Through our Joint Programme on Local Governance and Decentralized Service Delivery (JPLG), we aim at achieving the following objectives in Phase 2 from 2013-2017:

We seek to extend the capacity of local government, inclusive planning and service delivery to a growing number of districts over the next five years (JPLG Phase 2 2013-2017). This will include districts in South Central Somalia, Somaliland, Puntland,

Local district elections on 28 November 2012 in Somaliland fostered an increased legitimacy to local governments while at the same time strengthening the involvement of women. In 2012, 232 people (35 or 15 % women) were trained in local governance relevant topics such as participatory planning and public expenditure management and gender in Somaliland; 202

(29 or 14% women) in Puntland and 20 (5 or 25% women) in South Central Somalia Carl, et al. (2004).

In Puntland, the Government has also set multi-party local elections for 2014 which again will help further legitimize local governments and promote local governance and decentralization. In 2010, for the first time in Somaliland, public meetings with communities where the Districts are implementing Basic Service Delivery Projects supported by JPLG have been recorded, allowing citizens direct input in the District Annual Work plan and Budget process. An estimated 1,700 people have attended, of which at least 40 percent were women

Local governments produced for the first time annual development plans in partnership with the communities that they represent. This resulted in the rehabilitation of vital community infrastructure that improved access to services such as health centers, water boreholes, irrigation systems, roads, market places and garbage collection points for 140,000 people, creating economic opportunities and stability as well as establishing confidence into the local governments..

In 2010, for the first time in Somaliland, public meetings with communities where the Districts are implementing Basic Service Delivery Projects supported by JPLG have been recorded, allowing citizens direct input in the District Annual Work plan and Budget process. An estimated 1,700 people have attended, of which at least 40 percent were women. Carl, et al. (2004). Building democratic institutions for the Somali people. Key Achievements was The formation of the Federal Government of Somalia and the adoption of the Provisional Federal Constitution of Somalia in Mogadishu on 1st August 2012 of the Provisional Federal Constitution of Somalia are strong indicators of the willingness of the Somali people and their leadership to build governance structures and respond to the needs of the Somalis. Our JPLG project supports the federalism principle – ‘devolving governance to the level of government where service delivery is likely to be most effectively exercised’ - from the Federal Constitution.

This Compact is the result of an inclusive process to determine the priorities of Somalia for the next three years (2014-2016). The process, based on the Busan New Deal principles, was initiated in December 2012, by the Federal Government of Somalia (FGS) and the

international community. In March 2013, the FGS and representatives of the Somali Federal Parliament, Somali civil society, the United Nations and the lead donor representative (European Union) established the High Level Task Force (HLTF) to guide and support this endeavour, on the basis of mutual accountability.

The priorities and principles presented in this Compact were developed on the basis of consultations with citizens, at the national level and with international partners. Citizens, civil society and parliament were consulted in Mogadishu, Baidoa, Galkayo and Garowe, culminating in a multistake holder consultative meeting (September 2013) in Mogadishu, where validation of the Compact took place. The international community was part and parcel of providing support and input, through technical meetings, the HLTF and three Core group meetings (June, July and September 2013).

The current arrangements for external financing rely on intermediary institutions to administer funds and implement programs and projects, mainly outside government structures. It is recognized that such arrangements cannot fully support the development of sustainable institutional capacity, Somaliland ownership and the basis for mutual accountability between government and development partners. Nilsson, M. (2005).

Development partners and the Government of Somaliland therefore agree to undertake a joint evaluation of the current funding mechanisms, particularly those of particular concern to Somaliland stakeholders, by mid-2014, to determine how scarce resources can provide better value for money, ensure that current parallel systems and processes (e.g. budget classification and bottom-up and top-down development planning) are harmonized, and tangible sustainable results delivered. Recommendations from this joint evaluation will be presented to the High Level Aid Coordination Forum to ensure the findings are implemented.

The Somaliland government and development partners re-commit to the principles agreed at the High Level Fora on Aid Effectiveness in Paris (2005), and Busan (2011), including the New Deal TRUST principles. Based on these global commitments, all development partners pledge to respect the agreed upon principles.

### **2.3.3 Relationship between capacity building and governance**

Leadership capacity strengthening is a long-term process. Indigenous organizations provide important social, economic and cultural services to their communities. Research through the

Indigenous Community Governance Project (ICGP 2010) documented highly competent Indigenous organizations that balance their cultural imperatives and practice within the requirements of government funding programs and incorporation (Hunt et al. 2008). There are also indigenous organizations that struggle or fail (Dodson & Smith 2003). Issues include low levels of staff literacy and numeracy, and a risk that training programs under the guise of capacity building are used as a substitute for sound education from primary through to tertiary levels (Tsey 1997). Other challenges include lateral violence as in gossip and jealousy, under-resourcing and an inability to meet the needs of clients. Recent studies recognize a link between a need to strengthen leadership capacity and the need to heal past trauma (Phillips 2010; Scougall 2008) as well as attitudinal and behavioral change, rebuilding confidence and self-belief and the transfer of knowledge and skills (Scougall 2008).

One of the most fundamental ideas associated with capacity building is the idea of building the capacities of governments in developing countries so they are able to handle the problems associated with environmental, economic and social transformations. Developing a government's capacity whether at the local, regional or national level will allow for better governance that can lead to sustainable development and democracy. To avoid authoritarianism in developing nations, a focus has been placed on developing the abilities and skills of both national and local governments so power can be diffused across a state. Capacity building in governments often involves providing the tools to help governments best fulfill their responsibilities. These include building up a government's ability to budget, collect revenue, create and implement laws, promote civic engagement, be transparent and accountable and fight corruption. Chaudhury, N. & Devarajan, S. (2006)

Measures to improve governance by imposing a one-size-fits-all approach to addressing Indigenous governance are unlikely to be workable or sustainable. Government efforts to consolidate the dispersed structures of Indigenous governance, such as through regionalization, have often met Indigenous resistance (Sanders 2004). Governance structures for Indigenous communities and regions often comprise many small-scale, locally autonomous and sometimes fragmented Indigenous organizations, each with unique historical and cultural characteristics and varied responsibilities developed in response to the different compositions of communities and their local and cultural conditions (Maddison 2009; Phillipot 2006; Sanders 2004).

Crawford, G. &Kearton, I. (2002) assert that capacity building enables the engagement of stakeholders on capacity development. An effective capacity building process must encourage participation by all those involved. If stakeholders are involved and share ownership in the process of development they will feel more responsible for the outcome and sustainability of the development. Engaging stakeholder's who are directly affected by the situation allows for more effective decision-making, it also makes development work more transparent. UNDP and its partners use advocacy and policy advisory to better engage stakeholders.

Assess capacity needs and assets. Assessing preexisting capacities through engagement with stakeholders allows capacity builders to see what areas require additional training, what areas should be prioritized, in what ways capacity building can be incorporated into local and institutional development strategies. The UNDP argues that capacity building that is not rooted in a comprehensive study and assessment of the preexisting conditions will be restricted to training alone, which will not facilitate sustained results. Lenschow, Andrea, Ed. (2002).

The UNDP says that once an assessment has been completed a capacity building response must be created based on four core issues: A. Institutional arrangements – assessments often find that institutions are inefficient because of bad or weak policies, procedures, resource management, organization, leadership, frameworks, and communication. The UNDP and its networks work to fix problems associated with institutional arrangements by developing human resource frameworks "cover policies and procedures for recruitment, deployment and transfer, incentives systems, skills development, performance evaluation systems, and ethics and values. Chaudhury & Devarajan (2006)

Accountability the implementation of accountability measures facilitates better performance and efficiency. A lack of accountability measures in institutions allows for the proliferation of corruption. The UNDP promotes the strengthening of accountability frameworks that monitor and evaluate institutions. They also promote independent organizations that oversee, monitor and evaluate institutions. They promote the development of capacities such as literacy and language skills in civil societies that will allow for increased engagement in monitoring institutions. Crawford, G. &Kearton, I. (2002)

Developing organizations like the National-Area-based-Development-program have approached the development of local governments in Afghanistan, through a capacity building approach. NABDP holds training sessions across Afghanistan in areas where there exist foundations for local governments. The NABDP holds workshops training community leaders on how to best address the local needs of the society. Providing weak local government institutions with the capacity to address pertinent problems reinforces the weak governments and brings them closer to being institutionalized. The goal of capacity builders in Afghanistan is to build up local governments and provide those burgeoning institutions with training that will allow them to address and advocate for what the community needs most. (Lafferty and Hovden, 2003)

Bloom, D., Steven, D. & Weston, M. (2004) argues that capacity building approach is used at many levels throughout, including local, regional, national and international levels. Capacity building can be used to reorganize and capacitate governments or individuals. International donors like USAID, often include capacity building as a form of assistance for developing governments or NGOs working in developing areas. Historically this has been through a US contractor identifying an in-country NGO and supporting its financial, M&E and technical systems towards the goals of that USAID intervention. The NGO's capacity is developed as a sub-implementer of the donor. However many NGOs participate in a form of capacity building that is aimed toward individuals and the building of local capacity. In a recent report commissioned by UNAIDS and the Global Fund, Review of TA to CSO funded by the Global Fund the individual NGOs voiced their needs and preference for broader capacity development inputs by donors and governments. For individuals and in-country NGO, capacity building may relate to leadership development, advocacy skills, training/speaking abilities, technical skills, organizing skills, and other areas of personal and professional development. (Easterlin, R.A. (1996)

#### **2.4 Gap Identified**

The study was set on the author's presentation of aspects regarding capacity building and governance including the relationship between capacity building and governance. The study identified that different researches were conducted on capacity building and governance or individual variables. The major findings in the author's presentation were that this research was conducted in different places in terms of location including Burco region . The timing of

the study is also to mention, most of the author`s presentation fell short of the time since they are past publications of years before 2012.

The researcher therefore identified the gap of time: in that researcher had to make a publication suiting the prevailing capacity building and governance situations in the current years. The researcher also critically establishes a gap in research specifically in Somaliland given the nature of governance in order to evaluate trends including operation of capacity building and governance in Somaliland.

## CHAPTER THREE

### METHODOLOGY

#### 3.0 Introduction

This chapter presents the research design, Sampling procedure, research population, Sampling approach, Sample size, data collection, validity and reliability of the instrument, data Analysis, ethical Considerations and limitation of the study.

#### 3.1 Research Design

This study was adopting using descriptive correlation design in order to describe the current situation of capacity building and governance in selected public sectors of Somaliland. The correlation research design was used to attain the relationship between the variables.

#### 3.2 Research population

The research study was focused on the population that the researcher ultimately wants to generalize the result which is totaling 191.

#### 3.3 Sample Size

The study sample consist of 130 and the sample size was arrived at using the predetermined sample size table Krejice and Morgan(1970) cited in Amin

The Slovene's formula was used to determine minimum sample size

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

Where, N= Total Population

n=sample size

a= correlation coefficient (0.05)

$$\frac{n = 191}{1+191(0.05)^2}$$

$$\frac{n = 191}{1.47}$$

1.47

$$n = 129.9$$

Therefore a sample of 130 respondents was selected to participate in the study.



**Table1: Categories of Sample**

Categories of respondents	Population	Sample size
Somaliland roads authority(SRA)	46	31
Hargeisa supply water(HSW)	85	58
Hargeisa power house(HPH)	60	41
<b>Total</b>	<b>191</b>	<b>130</b>

### 3.4 Sampling procedure

The researcher used two sampling techniques for carrying out the research, these included: stratified sampling and purposive. The researcher identified the different data clusters. Then using stratified sampling divided the population into different strata. Stratified sampling was used to address issues of repetitiveness where matrix describing the characteristics of the target population will be used to know what proportion of the population were male and female and for each sex, and selection of employees from the selected public sector and then purposive was used in evaluating and determining administrators of the public sector.

### 3.5 Research Instruments

The researcher was used observation, questioner, and interviews

#### Questionnaire

A questionnaire was used to measure attitudes from the respondents of Somaliland roads authority (SRA), Hargeisa supply water (HSW) and Hargeisa power house (HPH)by asking them the extent to which they agree or disagree with the extent of the capacity building and governance in Somaliland. The questionnaire comprised of questions which were scored on a four-point Likert (1932) scale that ranged from 1 to 4: 1= Strongly Disagree, 2= Disagree, 3= Agree and 4= strongly agree.

### 3.6 Validity and reliability of the Instrument

This involves data quality control to validity and reliability of the instruments.

Validity refers to appropriateness of the instrument while reliability refers to its consistency measuring whatever it is intended to measure.

Content validity index (CVI) = (number of judges declared item valid/total number of items)  
= 5/6=0.8

According to Amin(2005), for the instrument to be accepted as valid, the average index should be 0.7 or above, which confirms mine to be valid because its 0.8which above 0.7

The reliability of the data collection instrument was establishing though a test-retest method. The researcher conducted a pre-test for the data collection in public sectors mangers, the retest was conducting after three weeks in the same respondents, and it gives same result. This could show the consistency in the reliability, therefore the instrument were valid.

### 3.7 Data Gathering procedure

The researcher action related for this study was start immediately when an introductory letter is secured from Kampala international university presented to the mangers of public sectors of Somaliland, respondents give assurance that research information obtained was serve purely academic purpose.

Therefore, the researcher was distributing the questionnaire with attached of introduction letter of the university and give more priority the acceptance of the respondents.

### 3.8 Data Analysis

This section presents to analyze the profile of the respondents and this including editing, coding, and frequency tabulations.

The analysis of data collected was done using both descriptive and inferential statistics. The data collected on the level of capacity building and governance in Somaliland were analyzed using means and standards deviations as a descriptive statistics by use of SPSS data editor version 16.

To interpret the data obtained, the numerical values and interpretations were used as follows:

Mean Range	Response mode	Interpretation
3.26-4.00	Strongly Agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly Disagree	Very Poor

Finally, inferential statistics was referred to while determining whether there is a significant difference between relationship between capacity building and governance in public sectors

of Somaliland. The researcher used Pearson correlation to determine if there is a relationship between the variables.

### **3.9 Ethical Considerations**

This involves ensuring the safety, social and psychological well being of the person/community involved and directly participants with your study. So the researcher was to respect right and dignities of those who are participating in the research, avoid any harm to the participating in the arising from their involvement in the research, and operate with honesty and integrity.

### **3.10 Limitation of the study**

The researcher was faced problems including some of the respondents do not know English language so translating English into Somali language was being obstacle to the researcher  
Second limitation was being the regional of public sectors and district do not have a clear job description or sufficient resources. Consequently, they are technically idle Therefore: it was consequence to answer the question.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION AND DISCUSSION OF INTERPRETATION

#### 4.0 Introduction

This chapter presents the presentation of data, analysis, and interpretation. The data analysis and interpretation was based on the research questions as well as research objectives, the presentation is divided in to two parts. The first part presents the respondents profile or demographic information, while the second part deals with presentation, interpretation, and analysis of the research objectives. Below are the data presentations and analysis of research findings.

#### 4.1 Demographic information

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 respondents in the study.

**Table 1: Showing the demographic information of respondents**

<b>Respondents</b>	<b>Frequency (F)</b>	<b>Percentage (%)</b>
<b>Sex</b>		
Female	37	28.4
Male	93	71.6
<b>Total</b>	<b>130</b>	<b>100</b>
<b>Marital Status</b>		
Single	50	38.5
Married	70	53.8
Divorced	10	07.6
<b>Total</b>	<b>130</b>	<b>100</b>
<b>Age</b>		
20 -29	28	21.5
30 -39	42	32.3
40 – 49	35	26.9
50 and above	25	19.3
	<b>130</b>	<b>100</b>
<b>Educational Level</b>		
Primary	7	5.4
Secondary	17	13.1
Undergraduate	63	48.4
Postgraduate	43	33.1
<b>Total</b>	<b>130</b>	<b>100</b>

Source: Primary data, August, 2014

Table 1 presents the findings on the demographic characteristics of respondents. The demographics are presented in the forms of gender marital status, age and academic qualifications of respondents. The presentations were that on the gender of respondents, majority of the respondents were male who constituted 71.6% of the total respondents while the female were 28.4%. The findings imply that capacity building and governance incorporate people from both genders. It further implies that males dominate the governance positions of people in Somaliland, otherwise the study can't be doubted on gender grounds.

On the marital status of the respondents, the findings were that majority of the respondents were 53.8% who were married, Single respondents were 38.5% and those who divorced were 07.6%. The findings imply that results were taken from responsible people; it is prudent to argue that information can be relied upon for decision making.

The age categorization of respondents presents findings which show that the majority age category was 30-39 with 32.3% of the respondents, 26.9% were recorded on the age bracket of 40-49, 20-29 age bracket had 21.5% of the total respondents and finally 50 and above years had 19.3%. The findings imply that the study was taken from mature respondents therefore information attained can be based on for decision making.

Finally the education characteristics of respondents were majority of the respondents were for undergraduates who constituted 48.4% of the sample, post graduate had 33.1% of the respondents, 13.1% were recorded on secondary education level and primary level had 5.4%. The findings on this implies that majority of the respondents were educated, it is of no doubt that researcher attained data from the educated people.

#### **4.2 Level of capacity building in the public sector of Somaliland**

The first objective of the study was establishing the Level of capacity building in the public sector of Somaliland. It was measured by sixteen quantitative questions in the research questionnaire, each of which was scaled among one to four, where 1= strongly disagree, 2 = disagree 3=agree 4=strongly agree. Respondents were required to rate controlling on each of the items on the level of capacity building in the public sector of Somaliland by ticking the relevant numbers in the table. Their responses were analyzed using SPSS's summary statistics showing the mean and standard deviations as shown in Table 2.

Mean Range	Response	Interpretation
3.26 - 4.00	Strongly Agree	Very Good
2.51- 3.25	Agree	Good
1.75 -2.50	Disagree	Poor
1.00-1.74	Strongly Disagree	Very poor

**Table 2: Descriptive statistics** on the level of capacity building in the public sector of Somaliland (n=130)

Level capacity building in the public sector of Somaliland	Mean	Std. D.	Rank	Interpretation
<b>Skills development</b>				
The capacity building in public sectors of Somaliland enhanced abilities, values that enable organizations, groups, and individuals to improve their performance and achieve their development.	3.11	.784	4	Good
Capacity building in Somaliland enables the adoption of resources for training adequate skills capacity for the operation of the people	2.61	.678	6	Good
There is effective skills development especially for the business and local employees conducted by the utmost supportive environment	2.46	.798	11	Poor
<b>Average mean</b>	<b>2.73</b>	<b>.753</b>		<b>Good</b>
<b>Resource building and growth</b>				
Capacity building in public sectors of Somaliland focuses on the taxation, government expenditure and their influence on the allocation of resources and distribution of income	2.60	.912	7	Good
Effectiveness of capacity building is monitored through the capacity building process.	2.12	.971	15	Poor
Capacity building in Somaliland reduced unemployment and unskilled man power.	2.59	.781	8	Good

Capacity building program in public sectors of Somaliland enhance top managements legitimacy in transparency and accountability	1.67	.904		Very poor
Capacity building of Somaliland public sectors enhance the knowledge of revenue collectors and cashiers that gives specialized training and special allowance	3.12	.708	3	High
<b>Average mean</b>	<b>2.42</b>	<b>0.76</b>		<b>Poor</b>
<b>Monitoring and evaluation</b>				
Supportiveness of capacity building programs in public sectors of Somaliland include institutions that provide capacity building programs such as the UNDP, World Bank	3.24	.674	2	Very good
There is effective supportive environment for the investigation in the capacity and operation of the supportive environment.	2.15	.567	12	Poor
We posses adequate and reliable personnel for effectively evaluating the capacity of the public institutions in Somaliland	2.34	.821	10	Poor
There is equitable stream of capacity to manage the correspondences and evaluate the status quo for the efficiency of capacity development programs	1.94	.842	16	Poor
<b>Average mean</b>	<b>2.41</b>	<b>.726</b>		<b>Poor</b>
<b>Policy formulation</b>				
Building and sustainable capacity over a longtime has enhanced networking and information exchange, between implementers at local, national, regional, networks and information exchange should be used to share experieñce, to support technical and operational staff.	3.09	.823	5	High
Capacity building has reduced the conflict between the lower employee and top managers in the public sector of Somaliland	2.17	.742	14	Poor
Capacity building in public sectors of Somaliland				



encourages freedom, order and equality of staff	2.56	.920	9	High
Capacity building in Somaliland has enabled the effective policy formulation through conducting consultations to the key stakeholders for the mention of the aspects required	2.32	.593	13	Poor
Capacity building of Somaliland enhances the active participation of stakeholders in the policy formulation of public policy programs.	3.31	.734	1	Very high
<b>Mean Average</b>	<b>2.69</b>	<b>.821</b>		<b>High</b>
<b>GRAND MEAN AVERAGE</b>	<b>2.56</b>	<b>.856</b>		<b>High</b>

**Source: Primary Data, August, 2014**

Results in table 2 show the mean responses in determining the level of capacity building in the public sector of Somaliland. The researcher targeted Somaliland because the aspect of capacity building and governance are not known. These findings were gathered and presented as follows.

The item concerning whether the level of capacity building of Somaliland enhances the active participation of stakeholders in the policy formulation of public policy programs. This aspect was ranked 1<sup>st</sup> with the mean of (mean = 3.31, Std. D = .734) interpreted as very good this means that capacity building in Somaliland support the stakeholders in the making of policy.

The second ranked was supportiveness of capacity building programs in public sectors of Somaliland include institutions that provide capacity building programs such as the UNDP, World Bank. This had a mean of (3.24, Std.D =.674) interpreted as very good. This presentation means that capacity building is undertaken by World Bank and UNDP.

Concerning the aspect that capacity building of Somaliland public sectors enhance the knowledge of revenue collectors and cashiers that gives specialized training and special allowance , a mean of (3.12, Std.D =.708 were generated) interpreted as good. This means that the capacity of building support revenue and cashiers including training.

The fourth ranked was the capacity building in public sectors of Somaliland enhanced abilities, values that enable organizations, groups, and individuals to improve their

performance and achieve their development. This had a (mean of 3.11, Std.D= .784). interpreted as high implying that capacity building enhances performance of employees.

Building and sustainable capacity over a longtime has enhanced networking and information exchange, between implementers at local, national, regional, networks and information exchange should be used to share experience, to support technical and operational staff. Had the mean of 3.09, Std.D .823) interpreted as high meaning that capacity building prevail in enhancing network and connection of regions in Somaliland.

Concerning the aspect of capacity building in Somaliland enables the adoption of resources for training adequate skills capacity for the operation of the people. This was ranked 6<sup>th</sup> with the mean of 2.61, Std.D .678) interpreted as high. These findings mean that capacity building enhances resources for training adequate skills.

Concerning the capacity building in public sectors of Somaliland focuses on the taxation, government expenditure and their influence on the allocation of resources and distribution of income. This was received with the mean of 2.60, Std.D .912. This was ranked 7<sup>th</sup>, interpreted as good .The findings imply that capacity building is through resources is effective.

It was found Capacity building in Somaliland reduced unemployment and unskilled man power. The mean of the analysis was .2.59, Std.D.781. this was ranked 8<sup>th</sup> and interpreted as good. The finding implies that capacity building improves employment opportunities and skilled man power.

Concerning the aspect of capacity building in public sectors of Somaliland encourages freedom, order and equality of staff. The respondents contend with mean of 2.56 and standard deviation .920, ranked as 9<sup>th</sup> and interpreted as poor. This implies that capacity building is also done in the freedom fiber.

The aspect of possessing adequate and reliable personnel for effectively evaluating the capacity of the public institutions in Somaliland had a mean of 2.34, Std. Deviation .821, this was ranked 10<sup>th</sup> interpreted as poor. It is of no doubt to argue that capacity building through skills is low.

There is effective skills development especially for the business and local employees conducted by the utmost supportive environment. According to the findings this aspect was ranked 11<sup>th</sup>, interpreted poor with the mean of 2.46 and Std.D of .798. The findings imply that the skills are less effective in the public sector of Somaliland.

There is effective supportive environment for the investigation in the capacity and operation of the supportive environment. This specific aspect was ranked 12<sup>th</sup> with mean 2.15 and the standard deviation of .567. The findings means that investigation in capacity development is low

Effective policy formulation through conducting consultations to the key stakeholders for the mention of the aspects required. The aspect of this had the mean of 2.32, Std.Deviation of .593, interpreted as low and ranked 13<sup>th</sup>. This means that policy does not effectively conduct consultations.

Pertaining the aspect of governance on capacity building has reduced the conflict between the lower employee and top managers in the public sector of Somaliland. The mean of 2.17 was generated, standard deviation of .742 ranked 14<sup>th</sup>, interpreted as poor; this means that the level of reduction of conflict through governance is low

Effectiveness of capacity building is monitored through the capacity building process. The aspect of capacity building presented had the mean of 2.12, Std.D .971, ranked as 15<sup>th</sup> and interpreted as poor implying that capacity building is monitored through building processes.

There is equitable stream of capacity to manage the correspondences and evaluate the status quo for the efficiency of capacity development programs. The findings on this had a mean of 1.94, Std.D.842. The findings imply that efficiency is operation is not appropriate.

In determining the level of capacity building in the public sector of Somaliland. The findings were that on average 2.56 and Standard deviation .856. The findings imply that the level of capacity building is appropriate and deliver the governance requirements.

The peak of agreement was concerning the level of capacity building of Somaliland enhances the active participation of stakeholders in the policy formulation of public policy programs. This aspect was ranked 1<sup>st</sup> with the mean of (mean = 3.31, Std. D= .734) interpreted as very good this means that capacity building in Somaliland support the stakeholders in the making of policy. The minority respondents was on the is equitable stream of capacity to manage the

correspondences and evaluate the status quo for the efficiency of capacity development programs. The findings on this had a mean of 1.94, Std.D.842.

### 4.3 Level of governance in the public sector of Somaliland

The dependent variable of this study was to establish the level of governance in the public sector of Somaliland. It was measured by fifteen quantitatively items/ questions in the questionnaire each of which was scaled among 1: 4 one to five where 4=strongly agree, 3=agree 2=disagree, 1= strongly disagree. Respondents were required to rate controlling each of the items on the level of governance. Their responses were analyzed using SPSS's summary statistics showing the means and standard deviations, as indicated in table.

Table 3: Mean and Standard deviation on the level of governance in the public sector of Somaliland (n=130)

Level governance in the public sector of Somaliland	Mean	Std. D.	Rank	Interpretation
<b>Policy Implementation</b>				
Governance in public sectors of Somaliland has fair and legal frameworks that are enforced impartially and requires full protection of human rights, particularly the minorities	3.10	.784	2	Good
There is order provided by Somaliland government in providing public goods and promote equality.	2.40	.567	15	Poor
There is effective instruments supporting policy implementation in the public sector of Somaliland	2.69	.745	8	Good
The major implementations in the management fiber and policy implementation is provided for and involves local level participation	2.98	.751	4	Good
<b>Average mean</b>	<b>2.79</b>	<b>.71175</b>		
<b>Service delivery</b>				
The system of governance in public sectors of Somaliland is improving for social activities and transparency	2.41	.783	14	Poor
The administrative aspect has focus on an independent, accountable, efficient and open public service	2.61	.821	9	Good

There is innovation that involves the incorporation of new elements, a new combination of existing elements or a significant change or a departure from traditional ways of doing things.	2.46	597	12	Poor
There is efficient service delivery to the people of Somaliland by the public sector given that most of the governance comply with the organizational setup	2.49	.670	10	Poor
<b>Average mean</b>	<b>2.49</b>	<b>.717</b>		
<b>Administration</b>				
Good governance in public sectors of Somaliland are based on the elements of transparency, responsibility, accountability, participation and responsiveness	2.70	.910	7	Good
The regional public sectors and district have a clear job description or sufficient resources.	3.16	.782	1	Good
The most critical issue of governance in public sectors of Somaliland is that majority of the civil servants enjoy income satisfaction	3.00	.811	3	Good
<b>Average mean</b>	<b>2.95</b>	<b>.834</b>		
<b>Politics</b>				
The political setup of Somaliland effectively provides an avenue for operation of the public sector	2.23	.774	13	Poor
There is a democratic mandate, and includes features such as free and regular elections and checks and balances on power, ideally in the image of developed country governments	2.55	.922	11	Good
The political and administration wings of the public sector in Somaliland enhances value for the operation of the public sector	2.71	1.102	6	Good
The management of our sectors in the public arena is effectively geared towards mobilizing support for the development	2.88	.678	5	Good
<b>Average mean</b>	<b>2.59</b>	<b>.869</b>		<b>Good</b>
<b>Grand average mean</b>	<b>2.78</b>	<b>.783</b>		

Source: Primary data, August, 2014

The tabulations in table 3 were on the mean and Standard deviation on the level of governance in the public sector of Somaliland (n=130).The aspects on the level of governance were presented as follows.

Concerning the aspect of governance through the regional public sectors and district have a clear job description or sufficient resources, this aspect was ranked 1<sup>st</sup>. The mean of this was 3.16, Std.D.782, interpreted as good. This implies that there is clear description of jobs in the public sector of Somaliland.

Governance in public sectors of Somaliland has fair and legal frameworks that are enforced impartially and requires full protection of human rights, particularly the minorities. This was ranked 2<sup>nd</sup>. The mean was 3.10 and Std.D. was .784 interpreted as good. This implies that legal frameworks is fairly operated

The most critical issue of governance in public sectors of Somaliland is that majority of the civil servants enjoy income satisfaction was ranked 3<sup>rd</sup>. its mean was 3.00, Std.D.811 was 3 this interpreted as good. This indicates that the majority of civil servants enjoy somewhat income satisfaction.

Concerning the major implementations in the management fiber and policy implementation is provided for and involves local level participation. It was ranked 4<sup>th</sup>, The mean was 2.98 and Std.D. was .75. This was interpreted as good. This implies that management fiber and policy implementation is at least catered for.

The management of our sectors in the public arena is effectively geared towards mobilizing support for the development was ranked 5<sup>th</sup>. The mean was 2.88 and Std.D. was .678 and is interpreted as good. This implies that management of our sector in public arena is effective.

The political and administration wings of the public sector in Somaliland enhances value for the operation of the public sector was ranked 6<sup>th</sup>. The mean was 2.71 and Std.D. was 1.102 interpreted as good. This means there is enhanced value for the operation of public sector

Based on the elements of transparency, responsibility, accountability, participation and responsiveness was ranked 7<sup>th</sup>.The mean was .2.70 and Std.D. was .910 and was interpreted as good. It implies that there are some elements of transparency, responsibility, accountability, participation and responsiveness.

There are effective instruments supporting policy implementation in the public sector of Somaliland ranked 8<sup>th</sup>. The mean was 2.69 and Std.D. was .745 and was interpreted as good. This implies the use of effective instruments in policy implementation

The administrative aspect has focus on an independent, accountable, efficient and open public service. It was ranked 9<sup>th</sup> The mean was 2.61 and Std.D. was .821 which is interpreted as good. Somaliland by the public sector given that most of the governance comply with the organizational setup. It was ranked 10<sup>th</sup> the mean was 2.49 and Std.D. was .670 this was interpreted as poor. Meaning most of the governance do not comply with organizational setup.

There is a democratic mandate, and includes features such as free and regular elections and checks and balances on power, ideally in the image of developed country governments it was ranked 11<sup>th</sup>. The mean was 2.55 and Std.D. was .922 interpreted as good. This means regular election and checks and balances on power was fairly tackled

There is innovation that involves the incorporation of new elements, a new combination of existing elements or a significant change or a departure from traditional ways of doing things. The mean was 2.46 and Std.D. was .597 interpreted as poor. This was ranked 12<sup>th</sup> and it implies there is some significant changes or departure from traditional ways.

The 13<sup>th</sup> in ranking was political setup of Somaliland effectively provides an avenue for operation of the public sector. The mean was 2.23 and Std.D. was .774 interpreted as poor or operation. This implies that political setup has not provided avenue

The system of governance in public sectors of Somaliland is improving for social activities and transparency The mean was 2.41 and Std.D. was .783 interpreted as poor yet it was ranked 14<sup>th</sup>. This implies that system of governance in Somaliland have not improved

There is order provided by Somaliland government in providing public goods and promote equality. The mean was 2.40 and Std.D. was .567 interpreted as poor and was lastly ranked 15<sup>th</sup>. Thus, it implies Somaliland government has failed to provide public goods.

The findings on the level of governance in the public sector of Somaliland. The results portray a mean of 2.78, Std. D.783; The findings reveal that governance level in Somaliland is good though not very appropriate

It was found that governance through the regional public sectors and district have a clear job description or sufficient resources, this aspect was ranked 1<sup>st</sup>. The mean of this was 3.16, Std.D.782, interpreted as good. This implies that there is clear description of jobs in the public sector of Somaliland. There is order provided by Somaliland government in providing public goods and promote equality. The mean was 2.40 and Std.D. was .567 interpreted as poor and was lastly ranked 15<sup>th</sup>. Thus, it implies Somaliland government has failed to provide public goods.

#### 4.4 The relationship between good governance and capacity building

The third objective of this research was to determine if there is significant relationship between capacity building and governance in public sectors of Somaliland so the researcher's findings were determined using Pearson correlation.

Table 4: Showing the correlation between capacity buildings and governance in Somaliland.

At 0.05 level of significance

Correlations			
		Capacity building	Governance
Capacity building	Pearson Correlation	1	.134
	Sig. (2-tailed)		.024
	N	130	130
Governance	Pearson Correlation	.134	1
	Sig. (2-tailed)	.024	
	N	130	130

Source: Primary data, August, 2014

A bivariate Pearson linear correlation analysis shows that there is a relationship capacity buildings and governance in Somaliland ( $r = 0.134$ ) at 0.024 level of significance. The value indicates that there is a close relationship between capacity buildings and governance in Somaliland since the level of significance is less than 0.05.

The findings imply that there is a significant positive relationship between governance and capacity building in Somaliland. The researcher thus accepts the hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that capacity building is related to governance. The results suggest that an increase in capacity building will lead to improvement in governance.



## CHAPTER FIVE

### DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0 Introduction

This chapter presents the discussion, conclusions and recommendations arising from the findings of the study along the study objectives.

#### 5.1 Discussion of findings

##### 5.1.1 Level of capacity building in public sector of Somaliland

In determining the level of capacity building in the public sector of Somaliland. The findings were that on average 2.56 and Standard deviation .856. The findings imply that the level of capacity building is appropriate in the and deliver the governance requirements.

This finding relate to those of Acemoglu, D. (2008) who argued that organizations are an organic blend of people and systems. Capacity building that focuses on only one or the other is unlikely to succeed. Capacity-building activities that focus on training, for example, or creating shared experiences among members of a team (e.g., strategic planning, board development) lose their effectiveness when the staffs that were trained leaves for another job or turnover yields a team with a critical mass of members who did not share that wonderful experience a few years ago

The minority respondents was on the is equitable stream of capacity to manage the correspondences and evaluate the status quo for the efficiency of capacity development programs. The findings on this had a mean of 1.94, Std.D.842.

The peak of agreement was concerning the level of capacity building of Somaliland enhances the active participation of stakeholders in the policy formulation of public policy programs. This aspect was ranked 1<sup>st</sup> with the mean of (mean = 3.31, Std. D= .734) interpreted as very good this means that capacity building in Somaliland support the stakeholders in the making of policy.

Innovation: innovation is a creative idea and implementation, which is different from invention. It is the act of conceiving and implementing a new way of achieving a result and/or performing work. An innovation may involve the incorporation of new elements, a new combination of existing elements or a significant change or a departure from traditional ways of doing things. It refers to new products, new policies and programs, new approaches and new processes. Public sector management innovation may also be defined as the

development of new policy designs and new standard operating procedures by public organizations to address public policy problems. Thus, an innovation in public administration may be an effective, creative and unique answer to new problems or a new answer to old problems.

### **5.1.2 Level of governance the public sector of Somaliland**

The findings on the level of governance in the public sector of Somaliland. The results portray a mean of 2.78, Std. D.783; The findings reveal that governance level in Somaliland is good though not very appropriate

It was found that governance through the regional public sectors and district have a clear job description or sufficient resources, this aspect was ranked 1<sup>st</sup>. The mean of this was 3.16, Std.D.782, interpreted as good. This implies that there is clear description of jobs in the public sector of Somaliland. There is order provided by Somaliland government in providing public goods and promote equality. The mean was 2.40 and Std.D. was .567 interpreted as poor and was lastly ranked 15<sup>th</sup>. Thus, it implies Somaliland government has failed to provide public goods.

The research findings as presented were in line with those of Leftwich (1994), who stated that the ideological basis of the 'good governance' agenda was an expansion of the neoliberal approach. His interpretation of the concept of 'good governance' was that it has three aspects: (1) the systematic aspect, which means a democratic capitalist regime of a minimal state; (2) the political aspect, which is defined by a democratic mandate, and includes features such as free and regular elections and checks and balances on power, ideally in the image of developed country governments; and (3) the administrative aspect, with a focus on an independent, accountable, efficient and open public service..

The findings are however slightly different from those of Carl, et al. (2004) who argued that local district elections on 28 November 2012 in Somaliland fostered an increased legitimacy to local governments while at the same time strengthening the involvement of women. In 2012, 232 people (35 or 15 % women) were trained in local governance relevant topics such as participatory planning and public expenditure management and gender in Somaliland; 202 (29 or 14% women) in Puntland and 20 (5 or 25% women) in South Central Somalia.

### **5.1.3 Relationship between capacity building and governance in the public sector of Somaliland**

Pearson linear correlation analysis shows that there is a relationship capacity buildings and governance in Somaliland ( $r = 0.134$ ) at 0.024 level of significance. The findings imply that there is a significant positive relationship between governance and capacity building in Somaliland. The researcher thus accepts the hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that capacity building is related to governance.

The study findings relate to that of Crawford, G. & Kearton, I. (2002) who assert that capacity building enables the engagement of stakeholders on capacity development. An effective capacity building process must encourage participation by all those involved. If stakeholders are involved and share ownership in the process of development they will feel more responsible for the outcome and sustainability of the development.

The findings were also related to those of Bloom, D., Steven, D. & Weston, M. (2004) argues that capacity building approach is used at many levels throughout, including local, regional, national and international levels. Capacity building can be used to reorganize and capacitate governments or individuals. International donors like USAID, often include capacity building as a form of assistance for developing governments or NGOs working in developing areas

### **5.2 Conclusions**

The findings were that the level of capacity building in the public sector of Somaliland needs to improve effectively and efficiently through good governance principles. So in conclusion was that on average 2.56 and Standard deviation .856. That results imply the level of capacity building is appropriate in the delivery of Somaliland public sector requirements.

This findings imply that there is a significant positive relationship between governance and capacity building in public sectors of Somaliland.

The researcher thus accepts the hypothesis and concludes that there is sufficient evidence at the 0.05 level of significance that capacity building is related to governance

## **5.4 Recommendations**

### **Capacity building**

- It was established that the skills of the employees in Somaliland is poor, capacity building need to embark on skills of employees in order to enhance the performance of the government.
- Capacity building initiatives should be monitored through the capacity building process to ensure successful capacity building initiatives
- To ensure sustainable capacity building over a longtime requires enhanced networking and information exchange, between implementers at local, national, regional, networks and information exchange should be used to share experience to support technical and operational staff
- Capacity building in the public sector of Somaliland should be directed towards enhancing abilities and values that will enable organizations, groups, and individuals to improve their performance and achieve their development.

### **Governance**

- A big-proportion of respondents agreed that the government of Somaliland does not cover the sustainable use of natural resources and the protection of the environment. Environmental policy should be given priority by government. A fairly big proportion of respondents agreed that the major purposes of Somaliland government is to maintain order, provide public goods and promote equality as attested to by a high mean score of 3.
- In order to attain good governance, governance of public sector organizations in Somaliland should be fair and legal frameworks that are enforced impartially and requires full protection of human right should be set up.
- The respondents also agreed that the regional public sector organizations and districts do not have a clear job description or sufficient resources to ensure good governance. The government should build the human resource to be able to handle good governance issues at organizational level.

- Most of the respondents feel that the most common problem faced by the public sector organizations in Somaliland is the shortage of skilled manpower. Government should provide scholarships to its citizens in key management and skilled areas.
- Governance in public sector organizations of Somaliland should be based on the elements of transparency, responsibility, accountability, participation, and responsiveness.
  
- A fairly big proportion of respondents agree that the Somaliland government is weak and lacks coordination. The implication is that the government in Somaliland has not gained enough stability to ensure good governance. Government capacity can only be attained when there is peace efforts should be directed towards ending the war.

#### **The relationship between good governance and capacity building**

- Government should make an effort to embrace capacity building and good governance if it is to achieve meaningful and sustainable capacity building.
  
- Capacity building through effective governance improves the operation of the government entities; there is need for utmost attention regarding the value of capacity development.

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## APPENDICES

### APPENDIX I - TRANSMITTAL LETTER

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Ggaba Road-Kansanga.  
P.O. Box 20000, Kampala, Uganda.  
Tel: +256-414-266813, +256-414-267634  
Fax: +256-414-501974. Cel:+256-706-251084  
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Website: www.kiu.ac.ug

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#### COLLEGE OF HIGHER DEGREES AND RESEARCH DEPARTMENT OF SOCIAL SCIENCES AND HUMANITIES

20, July, 2014

#### INTRODUCTION LETTER FOR KHALID ALI AHMED REG. NUMBER MPA/33323/111/DF TO CONDUCT RESEARCH IN YOUR ORGANIZATION.

The above mentioned candidate is a bonafide student of Kampala international University pursuing a Master's of Public Administration.

He is currently conducting a field research for his dissertation entitled "**Capacity Building and Governance in selected Public Sectors of Somaliland**".

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

Any information shared with him will be used for academic purposes only and shall be kept with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,

  
Dr. ES Kasereene  
Deputy Principal, CHDR.

---

*"Exploring Heights"*

## APPENDIX II: CLEARANCE FROM ETHICS COMMITTEE

Date \_\_\_\_\_

### Candidate's Data

Name \_\_\_\_\_

Reg.# \_\_\_\_\_

Course \_\_\_\_\_

Title of Study \_\_\_\_\_

### Ethical Review Checklist

#### The study reviewed considered the following:

- Physical Safety of Human Subjects
- Psychological Safety
- Emotional Security
- Privacy
- Written Request for Author of Standardized Instrument
- Coding of Questionnaires/Anonymity/Confidentiality
- Permission to Conduct the Study
- Informed Consent
- Citations/Authors Recognized

### Results of Ethical Review

- Approved
- Conditional (to provide the Ethics Committee with corrections)
- Disapproved/ Resubmit Proposal

### Ethics Committee (Name and Signature)

Chairperson \_\_\_\_\_

Members' \_\_\_\_\_

### APPENDIX III: INFORMED CONSENT

I am giving my consent to be part of the research study of KHALID ALI AHMED that will focus on **capacity building and governance in selected public sector of Somaliland.**

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

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

Initials: \_\_\_\_\_

Date \_\_\_\_\_

## APPENDIX IV: INSTRUMENTS

### QUESTIONNAIRE

Dear respondent,

I am conducting a study entitled “**Capacity building and governance in selected public sectors of Somaliland**”.

In view of this may I request that you answer my questionnaire? I will appreciate it very much if you can return the questionnaire as soon as possible.

Please be assured that the data you provide will be used only for academic purpose and the information you provide will be treated with utmost confidentiality.

Thank you very much in advance.

Yours truly,

Khalid Ali Ahmed

Candidate for Master of Arts in Public Administration and Management

Kampala International University

Kampala, Uganda

#### Section A: Questioner for demographic profile of respondents

1. Gender

Male

Female

a) Marital status

Single

Married

2. Age group of respondents:

a) 20-29 years

b) 30-39 years

c) 40 – 49 years

d) 60 years and above

3. Educational level of respondents

Secondary school

Diploma

Under graduate

Post graduate

**Section B:** To determine the level of capacity building Questionnaire Direction: please tick the column corresponding rating that best describes your response using the guide below

Score	mode of response	description
4	Strongly agree	you agree with no doubt
3	Agree	you agree with some doubt
2	Disagree	you disagree with some doubt
1	Strongly disagree	you disagree with no doubt

No	Particular	1	2	3	4
	<b>Skills development</b>				
1	The capacity building in public sectors of Somaliland enhanced abilities, values that enable organizations, groups, and individuals to improve their performance and achieve their development				
2	Capacity building of Somaliland public sectors enhance the knowledge of revenue collectors and cashiers that gives specialized training and special allowance				
3	Capacity building in Somaliland enables the adoption of resources for training adequate skills capacity for the operation of the people				
4	There is effective skills development especially for the business and local employees conducted by the utmost supportive environment				
	<b>Resource building and growth</b>				
5	Capacity building in public sectors of Somaliland focuses on the taxation, government expenditure and their influence on the allocation of resources and distribution of income				
6	Effectiveness of capacity building is monitored through the capacity building process.				
7	Capacity building in Somaliland reduced unemployment and unskilled man power.				

8	Capacity building program in public sectors of Somaliland will in hence top managements legitimacy in transparency and accountability				
	<b>Monitoring and evaluation</b>				
9	Supportiveness of capacity building programs in public sectors of Somaliland include institutions that provide capacity building programs such as the UNDP, World Bank				
10	There is effective supportive environment for the investigation in the capacity and operation of the supportive environment.				
11	We posses adequate and reliable personnel for effectively evaluating the capacity of the public institutions in Somaliland				
12	There is equitable stream of capacity to manage the correspondences and evaluate the status quo for the efficiency of capacity development programs				
	<b>Policy formulation</b>				
13	Building and sustainable capacity over a longtime requires enhanced networking and information exchange. between implementers at local, national, regional, networks and information exchange should be used to share experience, to support technical and operational staff.				
14	Capacity building has reduced the conflict between the lower employee and top managers in the public sector of Somaliland				
15	Capacity building in public sectors of Somaliland encourages freedom, order ,and equality of staff				
16	Capacity building in Somaliland has enabled the effective policy formulation through conducting consultations to the key stakeholders for the mention of the aspects required				
17	Capacity building of Somaliland enhances the active participation of stakeholders in the policy formulation of public policy programs.				



**Section C: Level of governance Questionnaire:** Direction: please tick the column corresponding rating that best describes your response using the guide below

Score	mode of response	description
4	strongly agree	you agree with no doubt
3	agree	you agree with some doubt
2	disagree	you disagree with some doubt
1	strongly disagree	you disagree with no doubt

No	Particular	1	2	3	4
	<b>Policy Implementation</b>				
1	Governance in public sectors of Somaliland has fair and legal frameworks that are enforced impartially and requires full protection of human rights, particularly the minorities				
2	The major purpose of Somaliland government is to maintain order , provide public goods and promote equality				
3	There is effective instruments supporting policy implementation in the public sector of Somaliland				
4	The major implementations in the management fiber and policy implementation is provided for and involves local level participation				
	<b>Service delivery</b>				
5	The system of Governance in public sectors of Somaliland is improving for social activities and transparency				
6	The administrative aspect has focus on an independent, accountable, efficient and open public service				
7	There is innovation that involves the incorporation of new elements, a new combination of existing elements or a significant change or a departure from traditional ways of doing things.				
8	There is efficient service delivery to the people of Somaliland by the public sector given that most of the governance comply with the organizational setup				
	<b>Administration</b>				
9	Good governance in public sectors of Somaliland are based on the elements of transparency, responsibility, accountability , participation and				

	responsiveness				
10	The regional public sectors and district have a clear job description or sufficient resources.				
11	The most critical issue of governance in public sectors of Somaliland is the majority of the civil servants enjoy income satisfaction				
	<b>Politics</b>				
12	The political setup of Somaliland effectively provides an avenue for operation of the public sector				
13	There is a democratic mandate, and includes features such as free and regular elections and checks and balances on power, ideally in the image of developed country governments				
14	The political and administration wings of the public sector in Somaliland enhances value for the operation of the public sector				
15	The management of our sectors in the public arena is effectively geared towards mobilizing support for the development				

## APPENDIX IV: Curriculum vitae

### Personal details:

Date: 7/11/2014

name:	Khalid Ali Ahmed
Address:	Tell: +25224470590/+25224148256
email:	<a href="mailto:Baxooshe775@hotmail.com">Baxooshe775@hotmail.com</a>
Nationality:	Somali
Date of birth:	16/4/1984
Marital status:	Single

### 1: ACADEMIC BACKGROUND

Year	Institution Attended	Certificate/Award
2011-2012	Kampala international University, (KIU), UGANDA	MPA
June 2011 up to December 2011	Mekrer University faculty of human resource UGANDA	Postgraduate certificate in human resource management
2006-2010	Hargeisa University	BBA( business administration) management steam
2002-2006	Ga'anlibah secondary school	Secondary school certificate

### 2: EMPLOYMENT HISTORY:

1<sup>st</sup> February 2012 up to now for Somaliland Roads Authority (SRA) as **Human resource officer**

#### Main Duties and Responsibilities:

- ❖ Managing employee performance and job evaluation
- ❖ Maintaining human resource recodes
- ❖ Arrangements of recruitment and selection process
- ❖ To communicate new, or changes to existing, staff guidelines policies, benefits etc
  
- ❖ Maintenance of Leave records for all staff in Hargeisa office and Maintenance of the filing system.
- ❖ Administered preparation of personnel contracts and upkeep of the files including their profiles, leave balance and other applicable documents.
- ❖ Scheduled and screened full-time job applicants and coordinated applicant testing with the management.
- ❖ Support and advice on staff performance standard and appraisals under my supervision
- ❖ Created job descriptions for subordinate staff and supervised their work.
- ❖ Ensure HR policy implementation and advice staff on good human resource practice
- ❖ Other duties as directed