



ACCORD UNIVERSITY

Knowledge and Vision

Department of monitoring and evaluation

Title of Thesis

**The impact of Civil Service Reform on Good Governance, the case of selected
Public Institution in Erigavo, Somaliland**

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**A Thesis Submitted to the department of Monitoring and evaluation
Maters degree Programmer, Faculty of M&E, University Accord in
Somalia,**

**By partially fulfilling the Requirements for the Master's Degree in
monitoring and evaluation Award**

ABSTRACT

The major purpose of this study is to assess the impact of civil service reform on good governance in the case of selected public institutions especially, Civil Service Commission. This study specifically focuses on: to assess to what extent the civil service reform in Somaliland has contributed to good governance, to identify main challenges encountered during the civil service reform, in Somaliland and to assess the sustainability of the reform in further strengthening to good governance in Somaliland. A descriptive case study method was employed to conduct the research. Questionnaire and interview were used as data gathering tools. Purposive and stratified sampling methods were used to select the sample of respondents. The finding of the study revealed that the civil service reform meant for realizing good governance. But in Somaliland had experienced such as corruption, unclear objectives of the reform and misunderstanding of the civil servants on reform activities work peoples' resistance to reform due to traditional norms of recruitment they adapted. The researcher recommended, the framework of civil service performance appraisals should be based on core competencies, with clear targets to improve core competencies over the next evaluation period, from a national perspective, the researcher may also proposed successful policy review and formulation and the government should formulate strategy to address them, with corruption being one of the most prominent.

Key Terms: Civil service reform, good governance, corruption, accountability, service delivery, transparency, government institutions.

Background of the study

There are very few countries in the world that are satisfied with their public bureaucracies and civil service systems. Civil service reform is being discussed in Africa, Latin America, Europe and North America Ingraham (since 1996).

There are some that are dealing with legacies of past colonial civil service systems, while others are struggling with identifying the role of civil service in a changing political environment (Skogstad, 2000).

Whatever the case may be, civil service reforms are a topic of interest around the world. Each nation of the world is faced with the challenge of adjusting its domestic and international policies rather rapidly in response to forces of globalization and technological change (Farazmand, 1999).

The impact of the civil service in economic development, governance, and public service is vital irrespective of the institutional and structural differences across countries. In low-income countries, improvement in civil service reforms has faced significant challenges and is considered to have produced only mixed results over the past two to three decades (Andrews, 2013).

Low government effectiveness and corruption continue to be widely diagnosed in many countries. However, there are also partial indicators of progress on average, government effectiveness in low income countries has slightly declined rather than improved in recent years. However, it has to be kept in mind that a number of countries moved from low- to lower-middle-income status, and hence there has been a slight trend towards improvements among those countries (World Bank, 2008).

Good governance in the public sector aims to encourage better service delivery and improved accountability by establishing a standard for good governance in the public sector, Effective governance in the public sector encourages better decision making, efficient use of resources and strengthens accountability for the stewardship of resources (Mutahaba, 2012).

Problem statement

Bearing in mind that human resources are the intellectual property of the government, civil servants have to also prove to be a good source of gaining competitive advantage and reforms. It's is one of the ways of developing government's intellectual property. The core aim of the civil service reform is to create a government employee with appropriate skill, capacities, ethos, and transparency needed to promote good governance, and the difference between expectation and reality indicates a need for the government to improve its public institutions and civil servants (Ayee, 2008).

Somaliland has faced the problems of massive corruption, favoritism, inadequate public service delivery, lack of transparency, accountability and other aspects normally faced by African government institutions, primarily due to the problems of good governance in addition to the lack of adequate resources (Farhan Haybe, 2017). However, these concerns contribute to different issues, which are the political, economic and social problems affecting the quality of life of the nation. They are also the most important obstacles to progress in a given state.

Most developed countries have undergone public and civil servant reforms to solve good governance problems. Like other countries, Somaliland has engaged in Civil Service Reform in 2016 to improve basic payroll, human resource development and policy management functions in selected central government agencies and line-ministries to facilitate good governance in order to resolve the above-mentioned problems. Public institutions in Somaliland have undergone a major restructuring process following this reform. Public agencies have been reformed, performance and transparency improved, corruption reduced. Civil servant pay and conditions improved, trained workers have been attracted and hired in the country, which is essentially useful for fostering good governance (Farhan Haybe, 2017).

Thus it is on this basis that this paper seeks to examine the effect of civil service reforms in selected Somaliland ministries and development agencies as it relates to good governance. Therefore, this paper was focused on answering the questions to what extent civil service reform in Somaliland has contributed to good governance and the challenges it encountered during its implementation in Somaliland and finally analyzing the change scored to ensure good governance in Somaliland. This study is, therefore, justified on the basis of the existence of conflicting and confusing

Information among academics and politicians on the issues of impact of civil service reform to result in good governance. It's because of this that researcher became interested and motivated to find out the impact of Somaliland civil service reform in realizing good governance.

Research Objectives

General Objective

The main objective of this study was to assess the impact of civil service reform on good governance in Somaliland, the case of selected public service institutions Erigavo.

Specific Objectives

- a) To assess to what extent the civil service reform in Somaliland has contributed to good governance.
- b) To identify main challenges encountered during the civil service reform, in Somaliland
- c) To assess the sustainability of the reform in further strengthening to good governance in Somaliland

METHODOLOGY

Data analysis and Interpretation

The researcher was used descriptive analysis to analyze data by using SPSS (statistical package for social scientists) and Excel.

Summary of main findings

Demographic Characteristics of the Respondents

This part of the study was to find out the demographic characteristics of the participants. This result indicated that majority of the respondents were 20-30 of age, it also showed that the majority of the respondents were male. On the other hand, most of the respondents' educational backgrounds were Bachelor degree, finally, majority of the respondents in terms of their marital status were single.

5.1 The civil service reform in Somaliland has contributed to good governance

As specific objective one is to assess to what extent the civil service reform in Somaliland has contributed to good governance, its findings is shows as that the study result discovered that most of the participants stated civil service reform can result

good governance also agreed that practitioners understand the reform context, in the same way, interviewees agreed with them. Most of them declared that the project of civil service reform in Somaliland undertaken by Civil service commission and the World Bank has implemented. Also most of the respondents accepted that after the civil service reform has been implemented, the government institutions did not change their culture and performance not become higher.

5.2 Main challenges encountered during the civil service reform in Somaliland

The second objective of this study was to identify the main challenges encountered during the civil service reform, in Somaliland. Data analysis and interpretation revealed following findings under this objective. Based on analysis of chapter four, from the study discovered that majority of the respondents almost agreed that lack of competent, transparency and honest are main challenges encountered by the civil service reform, this implies that the reform agenda faces difficulties.

The key officials from Somaliland good governance commission, Ministry of Labor & Social Affairs and civil service commission whom the researcher asked their view towards enhancing good governance by reducing corruption, and enhancing transparency and accountability? They stated that:

corruption should need to come up first, from interviewers opinion, Corruption has a direct impact to the governance, increasing costs and reducing access to services, including health, education and justice, as well as enhancing accountability and transparency.

Most of the respondents stated that unclear objectives of the reform are also another main obstacle, also there are administrative challenges that civil service reform faced. Also they proved that there are also leadership challenges within the reform which needs to clarify and set SMART objectives. The participants were said „yes“ the challenges encountered during civil service reform are greater as desired.

5.6 Sustainability of the reform in further strengthening to good governance in Somaliland

According to specific objective three which was to assess the sustainability of the reform in further strengthening to good governance in Somaliland, the findings below discloses that majority of the respondents agreed that the Civil service reform should be sustained in order to strengthen good governance.

Conclusion

The results of the study show that the researcher concluded that civil service reform is a powerful tool needed by society and the government; In general, this mechanism is a common approach used by public institutions.

In Somaliland, Civil service reform did not result in good governance on its own due to unclear objectives of the reform and other challenges faced. On the other hand it goes on to say that the most recent civil service reform has had a significant impact on government agencies. According to stakeholders, the civil service reform project in Somaliland has implemented, but did not progress as planned, some public institutions' cultures and performance were altered.

Recommendations

Civil service reform on good governance experience some challenges such as Incompatibility of people's attitude, cultural practices, norms and also corruption during reform, other hand there pros gained and step forward to good governance, In this regard the conclusion of study initiates the researcher to give recommendations for policy makers, management and administrators. Based on the key findings of this study, the researcher would like to propose the following recommendations:

- a) Because the civil service reform process is still being implemented in some government agencies, it should be necessary to re-evaluate how far it is going; it is also should build up capacity building programs for civil service commission officials and other stakeholders, which entails a thorough understanding of the reform and its impact on good governance.
- b) Consultants and specialists are required in areas of change; civil servants need adequate training and career advancement, resulting in increased organizational and individual productivity. The framework of civil service performance appraisals should be based on core competencies, with clear targets to improve core competencies over the next evaluation period.
- c) There are challenges, as the respondents suggested; the government should formulate strategy to address them, with corruption being one of the most prominent.

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