

***THE CHALLENGES OF DECENTRALIZATION IN LOCAL GOVERNMENT
SYSTEM: A CASE OF NUGAL ZONE, PUNTLAND SOMALIA***

*A thesis submitted To the School of Graduate Studies Of Jimma University in Partial
Fulfilments of the Requirements for the Award of Degree of Master of Public
Management (MPM).*

BY

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JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

SCHOOL OF GRADUATES STUDIES

POST-GRADUATE PROGRAM IN PUBLIC MANAGEMNT

JUNE, 2017 JIMMA

JIMMA, ETHIOPIA

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DECLARATION

Hereby declare that this thesis Entitled “**the Challenges of Decentralization in Local Government: A case of Nugal Zone, Puntland Somalia**” has been carried out by me under the guidance and supervision of Mr. Girmaw Assemie (PhD Candidate) and Mr. Mohammed Yassin.

The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

Name: ABDIKAFI ABDULKADIR ALI

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Date of submission: _____

CERTIFICATE

This is to certify that the thesis Entities “The Challenges of Decentralization in Local government System: A case of Nugal Zone, Puntland Somalia” Submitted to Jimma University for the award of the Degree of Master of Public Administration (MPM) and is a record of Valuable research work carried out by Mr. ABDIKAFI ABDULKDIR, under our guidance and supervision

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Finally, I wish to thank the staff of local government in Nugal Zone for playing a part in making this research report a reality by cooperating in the research procedures of answering the questionnaires and interview and special thanks to all of you who contributed to this research in varied ways, I am heavily indebted and wish to thank you all, may God reward you accordingly.

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ABSTRACT

The major purpose of the study is to assess the challenges of decentralization in local government system A case of Nugal Zone, Puntland Somalia in terms of organizational structure, leadership and management, financial and human resource capacity, community participation, budgeting decision making, stakeholder participation, legal, administrative ,political and policy environment and technology capacity. Primary data were used inthe study. The researcher used primary data sources such as questionnaire and in-depth interview. The researcher used census and there were 150 respondents but the analysis was done by 145 respondents' response. Descriptive method of analysis such as mean, percentage and frequency were used to analyze the primary data.

The study found out that decentralization in local government decentralization in particular had not been implemented adequately due to several reasons. It is challenged by many problems such as lack of clearorganizational structure, lack of effective leadership and management, limited financial resources and human resources capacity, lock of community participation, budgeting and decision making, lack of legal framework ,administrative and policy environment and lack of political environment and technology.

Hence, to make implementation decentralization meaningful and benefits of local government decentralization to be realized, recommendations are made on clear organizational structure, effective leadership and management, political commitments, legal and administrative frameworks, capacity issues, accountability, transparency, financial, human resources and administrative capacity and community participation and technology capacity.

Key words: challenges of decentralization, local government system

ACRONYMS

TFG= Transitional Federal Charter

JPLG=Joint Program Local Governance

PDRC=Puntland development Research Centre

UNDP= United National Development Program

NGOs= Non –governmental Organization

SPSS=Statically Package for Social Science

CVI= Content Validity Index

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

(Shah, 2006) defined local government as “specific institutions or entities created by national constitutions or by state constitutions, or by ordinary legislation of a higher level of central-government; or by provincial or state legislation, or by executive order to deliver a variety of services to a relatively small geographically delineated area.” The term local government refers to the institution, or structure, which exercises authority or carries out Governmental functions at the local level (Miller, 2002). In decentralization, local governments are delegated to produce goods and supply services that were previously offered by central government agencies (delegation). Additionally, local governments also have some amount of administrative authority or responsibilities to provide public service efficiently (de-concentration) . Lastly, local governments have responsibilities to provide public service delivery without direct control from central government (devolution). To deliver public services efficiently, the local governments need to have competence on allocation of resources (revenue, transfer from Centre, investment). Also, the local governments have to provide public services based on based on local preferences.

Decentralization is simply defined as —a process of transferring political power, administrative, and fiscal responsibilities from central government to lower levels of government (Derrese, 2003). The practice is then occurring worldwide for different reasons, at different paces, and through different means. Decentralization, in developing countries, has been practiced for the last three decades. More recently transferring power to local governments has gained momentum to address not only political stability and contribute to democratic governance, but also improve economic development, service delivery and attain equity of a country. Reassigning of decision making power and execution authorities from the central government to sub-national bodies particularly local self-governing organization is necessary on important grounds (Tanzi, 1999)).

The government sector of every country consists of more than one level of government. Typically, a country has a Central government that exercises a jurisdiction over the entire national territory. Many countries have one or more levels of governments, which only exercise jurisdiction over a particular region, district, or locality. While some countries have two levels of government (central and local), many others have three levels of government including a Central (or Federal) government, Regional (or State) government, and local governments (Boex, 2001:12). In Ethiopian context, for example, proclamation number 7 of 1992 created and defined the powers of three levels of government- Central, Regional and District level (Proc. No.7/1992:7-8).

In Somalia, A decentralized approach across Somalia is a response to the widespread rejection of the Centralized and undemocratic governance system of Somalia's last central government's 1961-1969 and 1969-1991. The period 1993-1995 saw investment on the part of the UNOSOM and other development partners and NGOs in building up local government structures and promoting 'bottom-up' approaches. This continued until the departure of UNOSOM in 1995. Since then, the establishment of local government structures has proceeded at different paces and depths across the three areas of Somalia. Today's vision of local governance is the establishment in all Somali regions of local governance systems, and the support to existing systems, that are: (i) participatory and inclusive of all population groups, (ii) facilitate the Delivery of good quality, reliable, affordable and sustainable services to all citizens, (iii) contribute to reconciliation, (iv) are comprised of locally elected bodies that are accountable to the citizens, and (v) avoid domination by any party that does not necessarily represent the voice of the community (as reported in the JNA, 2006).

Somalia and its jurisdictions are currently guided by three separate legal frameworks – The Transitional Federal Charter (2004), the Puntland Constitution (2009), and the Somaliland Constitution (2001). All three specify decentralization as the core political, functional, fiscal and administrative system of governance, with significant devolution of power to the district level for delivery of local services.

Article 11 of the Transitional Federal Charter provides for a decentralized system of administration based on federalism and four levels of governance: 1) The Federal Government; 2) state governments (two or more, based on free will); 3) regional administrations; and 4)

district administrations. Puntland's decentralization process is more than a decade old and has a vision of "establishing the local government level for improved good governance and service delivery through participatory, accountable, and transparent local government and to effectively utilize the limited resources available at the central and local government levels" (Puntland Decentralization Policy 2013-2020). The decentralized system of governance, while still nascent, provides a valuable alternative to the highly centralized rule that contributed to state collapse and ongoing political instability. Following independence in 1960, a brief period of democracy was followed by a military dictatorship that lasted until the outbreak of the civil war in 1991. As a result, Somali people have little experience with public ownership and local participation in governance affairs. In recent years, progress has been made towards establishing a federal system of governance that includes devolved local governments. Devolved power to local governments is a critical component of decentralization – the focus must be placed on improving administrative structures with the potential to mobilize local actors for community-based initiatives.

The Puntland Minister of Interior, Local Government and Rural Development has spearheaded efforts to establish local councils and implement key laws and policies such as the Local Council Law and an official decentralization policy. However, much remains to be done to empower local governments to assume greater responsibility in implementing the decentralization process. Greater commitment from the state government, especially in strengthening the capacity of local governments and promoting public participation, is needed (PDRC and Interpeace, 2015).

Decentralization remains a critical component of peace and state building in Puntland because: It will bring governance closer to the people, and promote increased public participation in decision-making processes. It is, therefore, imperative to ensure that the public is involved in the process from the start, so that the results reflect and address the needs of the people. Decentralization promotes democracy and participation at the local level, enabling more people to engage. Decentralization is also beneficial for rural development as it brings decision-makers closer to the people who best know what challenges they are facing and what is needed to address them. It will enhance development efforts by improving the opportunities for the public to influence priorities at the local level to address the most pertinent needs of communities. Bringing decision-making

closer to local communities could strengthen the influence of women, youth and other marginalized groups whose voices are often absent from political processes. Accountability and transparency of local revenue spending and limited local governments' infrastructure); Poor relationship between the state and local governments (PDRC and Interpeace, 2015)

Puntland's decentralization process is more than a decade old and has a vision of "... establishing the local government level for improved good governance and service delivery through participatory, accountable, and transparent local government and to effectively utilize the limited resources available at the central and local government levels" (Puntland Decentralization Policy 2013-2020). Addition In 2014, the State Government of Puntland approved legislation passed by both the Parliament and President endorsing a Decentralization Policy. This provides the political, administrative and financial scope to decentralize service delivery, to districts with sufficient capacity, in prioritized sectors which are health, education, water/sanitation and roads. It also gives District Councils the authority to make local decisions on planning, finance and human resources.

Most districts have not been allocated the needed financial resources to provide the necessary basic services delivery including health care, education, water /sanitation and roads or attract sufficient and competent staff. The systems for intergovernmental transfers from the state level to the local level lack efficiency, and consist of monthly fiscal transfers towards development and security to the four major districts Bossaso, Galkayo, Gardo and Garowe. Decentralization brings the government closer to the people by transferring power to local authorities that are better placed to address the challenges faced by local communities. In most regions and districts of Puntland covered in the mapping exercise, the community is not able to effectively influence the decisions of their government which undermines the effectiveness and legitimacy of the local governments, lack of accountability and transparency, lack of skilled manpower to provide public service delivery, lack of enough experience in decentralizes government (PDRCand Interpeace, 2011).

1.2. Statement of the Problem

In Somalia, The decentralized system of governance, while still nascent, provides a valuable alternative to the highly centralized rule that contributed to state collapse and ongoing political instability. Following independence in 1960, a brief period of democracy was followed by a military dictatorship that lasted until the outbreak of the civil war in 1991. As a result, Somalia people have little experience with public ownership and local participation in governance affairs (PDRC and Interpeace 2011). After decades of highly centralized and unitary political system and administrative setup, Somalia has been succeeding federal system of government administration based on federalism and four levels of governance : 1) The federal Government ; 2) State Government(two or more , based on free will); 3) regional administration and 4) district administration after collapse of Somalia(federal chart article 11). Puntland and its jurisdictions are currently guided by three separate legal frameworks which provided specify decentralization as the core political, functional, fiscal and administrative system of governance, with significant devolution of power to the district level for delivery of local services (Puntland constitution 2009)

Puntland's decentralization process is more than a decade old and has vision of establishing the local government level for improved good governance and service delivery through participatory, accountable and transparent local level and to effectively utilize limited resource available at central and local government levels (Puntland decentralization Policy 2013-2020). This provides the political, administrative and financial scope to decentralize service delivery, to districts with sufficient capacity in prioritized sectors which are Health, education, water/sanitation and roads. It also gives District Councils the authority to make local decision on planning, finance and human resources.

However, most districts/ local government in Puntland have not been allocated the needed financial resource to provide the necessary basic services, or attract sufficient and competent staff, the system of for intergovernmental transfers from the state level to the local level lack efficiency, the community is not able to effectively influence the decisions of their government which undermines the effectiveness and legitimacy of the local governments, lack of accountability and transparency , lack of skilled manpower to provide public service delivery, lack of enough experience in decentralizes government(PDRC and Interpeace,2015).

Apart from this, inconvenient working environment, personal capacity to carry out socio economic function and poor revenue base and lack of adequate decision making power. These results will lead to weak institutional and administrative capacity and ineffectiveness of decentralization performance in local government system in Puntland.

The realization of effective decentralization relies on the presence of certain conditions such as the availability of resources like human resources, financial resources and physical infrastructures and how best they were utilized, the willingness and the commitment of leaders at different levels, the presence of conducive organizational conditions, the attitude of the local people towards the government and the commitment of local leaders; and appropriate institutional capacity (Rondinelli *et al.*, 2004). However, (Jeilu, 2005) the regional states were expected to decide on their own affairs in planning and managing resources at the local levels. They become responsible to formulate policies and strategies, set development priorities and decisions, mobilize resources implement policies and programs derived from their specific situation the special zone characterized by administrative and institutional capacity gaps that financial, human and physical resource constraints have inhibited the successful implementation of decentralization of local government.

From the above discussion, it is obvious that without any fear of contradiction, one can rightly argue that the frequent failure of development program in Puntland Somalia is caused by Poor decentralization of function or responsibility to local governments or grass-root government. The success of decentralization depends on the performance of local governments. It is argued without having the capacity, integrity and willingness of the local governments to provide better service efficiently, decentralization will fail (Furtado, 2001)..

Researchers such as (NickDevas, 2005), (Omeje and Christopher, 2011) conducted research on this title. However, few studies on this issue was done in Puntland as far as the researcher observed. Therefore, the researcher is motivated to conduct research in this area in order to assess the challenges in the implementing decentralization of local government System in Nugal Zone, puntland Somalia.

1.3. Objective of the Study

1.3.1. General objective

The main objective of the study is to assess the challenges of decentralization in local government system in Nugal Zone, Puntland Somalia.

1.3.2 Specific objectives

The specific objectives of the study are:

1. To assess necessary conditions for effective implementing decentralization in local government system in terms of organizational structure, leadership and management, human and financial capacity community Participation stake holder participation, Service delivery ,legal administrative and policy environment, political environment and technology capacity in Nugal Zone local government ;
2. To identify the major constraints encountered related the practical implementing decentralization of local government system in Nugal Zone ;
3. To provide recommendation for improving decentralization in the Nugal Zone Local government system,

1.4. Research Questions

The research answered the following research questions:

1. Is the necessary conditions for effective Implementing decentralization in local government system in terms of organizational structure, financial human, legal frame work and administrative capacity, and technology, community participation and political environment to implementing decentralization in the Nugal Zone?
2. What are the constraints encountered related the practical implementation of local government decentralization in the Nugal Zone
3. What are the measures to be adapted in improving the decentralization in the Nugal Zone Local government system?

1.5 Scope of the study

The purpose of the study was to assess the challenges of decentralization in local government system in terms of organizational structure, leadership and management, human resource and financial capacity, community participation, budgeting and planning, service delivery, stake holder participation legal and administrative and political environment and technological capacity a case Nugal Zone, Puntland Somalia. The Nugal Zone has five districts with councils at districts level. Those are local governments under the Nugal Zone includes, Garowe, Burtinle, Ayl, Dongoroyo, and Godob-jiran local government. Researcher selected two local governments Administration such as Garowe and Burtinle local government administrations, Mayors, department Heads, Team leaders, supervisor directors, expertise, governor and permanent and temporary employees in the Nugal Zone Puntland, Somalia. It found in Northern East of Somalia, at a distance of 2500km from the capital city Garowe, the study conducted from 2008 to 2017.

1.6 Significance of the study

The importance of effective decentralization in local government cannot be over emphasized. Local government as a matter of fact is product of decentralized administration and in a developing country like Somalia, there is a greater need to strength the decentralization in local government as means of bringing rapid national development. This study helps to assess the challenges of decentralization in Nugal Zone.

This study also assists in providing necessary guide for government at the national (Federal) and state level towards improving the decentralization at the grass- root government in Puntland. On the other hand, this study will contribute immensely in improving effective local government administration through its emphasis on involving the government machineries and the People to development task and programs. The study findings will be used to clear the standing obstacles and gaps that need to be overcome in order to accomplish the targets of the local governments. The study findings may also be useful to future researchers that want to widen their understanding in matters of Local Government decentralization as a tool for career development in this area.

1.7. Limitations of the Study

The main limitation of this study was financial and time. In addition, the study was constrained by the following limitations: There were very few documented figures and studies conducted in the special zone, lack of organized secondary data due to the absence of documentation and organized central database system with the Nugal Zone ,lack of preparedness of respondents to give first hand (primary data) information. However, highest effort was made to minimize the negative impact of such constraints on the result of the study

1.8. Operational Definitions of Terms

Decentralization is simply defined as —a process of transferring political power, administrative, and fiscal responsibilities from central government to lower levels of government (Derrese, 2003).

Authority: The right to make decision and utilize resources for organizational objectives (adapt, Rue and Byars, 1990).

Capacity: the ability to provide services, to set goal, to anticipate needs, to make informed decisions, and to attract and manage resources in order to achieve the goals of education (Parry, 1997).

Local: As per this paper the term local refers to the administrative units below the regional level that is zone, (district)

Region: Refers to the Regional Self-government State established with autonomy.

District: area marked off and developed for administrative purpose with defined authority and responsibility representing a population of up to 100,000 people.

Zone: An intermediate level between region and District.

1.9. Organizational of the Study

The research paper consists of five chapters. The first chapter deals with introduction, which includes ,background of the study ,statement of the problem ,objective of the study, significance of the study, scope of the study , definition of terms ,and organizational study .The second chapter deals with review of related literature. This chapter consists related literature on the decentralization concept and, forms of decentralization and conditions for effective and factoring in the implement of decentralization.The third chapter consists of research methodology. The fourth chapter consists of data presentation, analysis and interpretation and fifth chapter consists of conclusion and recommendation

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

The literature review is organized in two sections. The first section discussed review of theoretical studies on the concept of decentralization, the second section presented the empirical evidence of decentralization policy which related this issue.

2.1 Theoretical and Empirical review

2.1.1. Theoretical review

Decentralization is simply defined as —a process of transferring political power, administrative, and fiscal responsibilities from central government to lower levels of government (Derrese, 2003).

Decentralization, often used inter-changeably with decentralized governance, refers to the restructuring of authority so that there is a system of co-responsibility between institutions of governance at the central, regional and local levels according to the principle of subsidiarity. Once again there is a direct link with governance and democracy. Based on such principles, functions (or tasks) were transferred to the lowest institutional or social level that is capable (or potentially capable) of completing them. Decentralization relates to the role of, and the relationship between central and sub-national institutions, whether they were public, private or civic (Work, 2002).

Decentralization can, therefore, be defined as the transfer of responsibilities for planning, management and resource acquisition and provision from the central government and its agencies to (Anon, 2003):(a) field entities of central government ministries or agencies, (b) subordinate units or levels of government, (c) semi-autonomous public authorities or corporations,(d) district wide, regional or functional authorities, or (e) non-governmental, private, voluntary or community based organizations.

The term decentralization is an ever-changing concept in terms of meaning and content as well as the degree of its application. It may mean different things to different people and countries at

different times. Nowadays, there are varied definitions of decentralization by different scholars. Nevertheless, it is not validity that makes a definition or a theory preferable for adoption. Decentralization embraces a variety of concepts, which must be carefully analyzed in any particular country before determining if projects or programs should support reorganization of financial, administrative or service delivery systems (World Bank, 2003).

Commonly understood, decentralization is the distribution of decision making power and responsibilities to levels of governments and private sector. Contrary to this generalization of the term, decentralization is complex and multidimensional, and has various forms and types (Litvack *et al*, 1998).

2.2. Forms/Dimensions of Decentralization

According to Rondinelli (2004), there are many ways in which a government may devolve power to the sub-national level. It is useful to distinguish the different types of decentralization for highlighting its many dimensions and the need for coordination, these concepts overlap considerably. The common forms of decentralization are political, administrative, fiscal, and market decentralization, which can appear in different forms and combinations across countries, within countries, and even within sectors.

2.2.1. Political decentralization

Political decentralization aims to give citizens and their elected representatives more power in public decision making. It is often associated with pluralistic politics and representative government, but it can also support democratization by giving citizens or their representatives more influence in formulating and implementing policies (Rondinelli, 2004).

Advocates of political decentralization assume that decisions made with greater participation will be better informed and more relevant to diverse interests in society than those made only by national political authorities. The concept implies that the selection of representatives from local electoral jurisdictions allows citizens to better know their political representatives and allows elected officials to better know the needs and desires of their constituents. It often requires constitutional or statutory

reforms, development of pluralistic political parties, strengthening of legislatures, creation of local political units, and encouragement of effective public interest groups (Litvack and Seddon, 1999).

2.2.2. Administrative decentralization

Administrative decentralization seeks to distribute authority, responsibility, and financial resource for providing public services among different levels of government. It is the transfer of responsibility for planning, financing, and managing certain public functions from the central government and its agencies to field units of government agencies, subordinate units or levels of government, semi-autonomous public authorities or corporations, or district wide, regional, or functional authorities (Meheret, 1998).

According to (Rondinelli, 2004), Administrative decentralization has three major forms (deconcentration, delegation, and devolution) each with different characteristics.

Deconcentration: It is the redistribution of decision making authority and financial and management responsibilities among different levels of the central government, which is often considered the weakest form of decentralization and is used most frequently in unitary states. Within this category, however, policies and opportunities for local input vary. It can merely shift responsibilities from central government officials in the capital city to those working in regions, provinces, or districts, or it can create strong field administration or local administrative capacity under the supervision of central government ministries.

Delegation: It is a more extensive form of decentralization. Through delegation central governments transfer responsibility for decision making and administration of public functions to semi-autonomous organizations not wholly controlled by the central government, but ultimately accountable to it. Governments delegate responsibilities when they create public enterprises or corporations, housing authorities, transportation authorities, special service districts, semiautonomous school districts, regional development corporations, or special project

implementation units. Usually these organizations have a great deal of discretion in decision making. They may be exempt from constraints on regular civil service personnel and may be able to charge users directly for services.

Devolution: It is the transfer of authority for decision making, finance, and management to quasi-autonomous units of local government with corporate status. Devolution usually transfers responsibilities for services to municipalities that elect their own mayors and councils, raise their own revenues, and have independent authority to make investment decisions. In a devolved system, local governments have clear and legally recognized geographical boundaries over which they exercise authority and within which they perform public functions. It is this type of administrative decentralization that underlies most political decentralization.

2.2.3. Fiscal Decentralization

Fiscal decentralization is commonly defined as the transfer of fiscal power and resources from the central government to subordinate or quasi-independent (sub-national) government units. It deals with how revenues and public expenditures are distributed among the different tiers (Deresse, 2003). Financial responsibility is a core component of decentralization.

Four components define the fiscal dimensions of decentralization: (i) allocation of expenditure responsibilities by central and local tiers of government; (ii) assignment of taxes by government tiers; (iii) the design of an intergovernmental grant system; and (iv) the budgeting and monitoring of fiscal flows between different government tiers. Local governments will be less accountable for delivering good services if they can manipulate these components to shift fiscal liabilities to the center—what is often referred to as a —soft budget constraint (Litvack *et al*, 1998).

According to Bahal (1999), Fiscal decentralization can take many forms, including:

- Self-financing or cost recovery through user charges
- Cofinancing or coproduction, in which users participate in providing services and infrastructure through monetary or labor contributions
- Expansion of local revenues through property or sales taxes or indirect charges

- Intergovernmental transfers of general revenues from taxes collected by the central government to local governments for general or specific uses
- Authorization of municipal borrowing and mobilization of national or local government resources through loan guarantees.

2.2.4. Economic or Market Decentralization

The most complete forms of decentralization from a government's perspective are privatization and deregulation; they shift responsibility for functions from the public to the private sector. They allow functions that had been primarily or exclusively the responsibility of government to be carried out by businesses, community groups, cooperatives, private voluntary associations, and other NGOs (Boko, 2002; Meheret, 1998).

According to (Litvack and Seddon, 1999), privatization and deregulation are usually accompanied by economic liberalization and market development policies.

- **Privatization:** It can range in scope from the provision of goods and services based entirely on the free operation of the market to public-private partnerships in which government and the private sector cooperate to provide services or infrastructure. Privatization can mean allowing private enterprises to perform functions that had previously been monopolized by government. It can also mean contracting out the provision or management of public services or facilities to commercial enterprises.

Privatization can also mean the transfer of responsibility from government to NGOs, voluntary organization, community associations or private enterprises for specified functions. And finally, it can mean transferring responsibility for providing services from the public to the private sector through the divestiture of state-owned enterprises

- **Deregulation:** It reduces the legal constraints on private participation in service provision or allows competition among private suppliers for services previously provided by the government or by regulated monopolies.

2.3. The Rationales for Decentralization

The rationale and objectives of decentralization are often varied and ambitious. Much of the decentralization which has taken place in the past decades has been motivated by political concern. Thus political forces are the most common impetus for decentralization processes in many developing countries (Tsegaye, 2008).

The major rationale for decentralization is the transfer of significant amounts of power or authority, functions and capacity (financial and human resource base) from the central government to the local institutions to ensure efficient and effective local decision making based on local knowledge without changing the socio-cultural, political and natural environment of these local areas. Decentralization also aims at promoting high level community participation, democratic governance and maximum accountability of decision-making. Thus, decentralized system of governance seeks to instill in the local people commitment and understanding of their development process so as to make them contribute positively to it (Kwasi, 2005).

The decentralization process has an objective of ensuring maximum coordination between the various agencies involved in planning and implementation of development programs at the local level. As a result, under any form of decentralization, local institutions including public, private and community based organizations are encouraged to collaborate in the design and implementation of development process. It also aims at ensuring spatial equity in the sharing of planning, decision-making and management functions from the central government unit. Once lower units of administration are established, it becomes imperative for central government to channel some level of resources to such units. Such resources are supposed to be used to address the development problems of the local areas as a way of bridging any intra and inter local areas spatial inequalities in development (Kwasi, 2005).

Decentralization is also advocated as a way of improving the management of development by enhancing the governance of development, increasing flexibility and responsiveness. Thus projects and programs that are implemented at the local level can be adjusted more easily when

unanticipated changes are required instead of such matters of a local nature being determined by central government authorities. In addition, decentralization has an objective of making maximum use of both local, natural and human resources in a sustainable way to ensure rapid development of local areas. There is therefore always a link between decentralization, local resource mobilization and utilization, and national development. This is because it is the local people who have an in-depth knowledge about the resource base and will thus be able to utilize them to the maximum benefit of the local area in particular and the nation as a whole (Ibid).

Economists justify decentralization on the grounds of allocative efficiency. Their economic rationale is that decisions about public expenditure that are made by a level of government that is closer and more responsive to a local constituency are more likely to reflect the demand for local services than decisions made by a remote central government. Second economic rationale for decentralization is to improve the —competitiveness‖ of governments and enhance innovation—and hence the likelihood that governments will act to satisfy the wishes of citizens. Another potential benefit for decentralization is that people are more willing to pay for services that respond to their priorities, especially if they have been involved in the decision making process for the delivery of these services (Rondinelli, 2004).

Concerns about equity—inter-jurisdictional and interpersonal—have been central to the discussion of decentralization. Some jurisdictions are better endowed with resources than others, perhaps because of size or location. It is usually argued that central governments are ultimately responsible for ensuring interpersonal equity. Where local economies are intrinsically open and many resources, especially key human resources, are mobile, only limited success should be expected from jurisdictionally focused distributional programs. Still, local governments can and do play very important roles in implementing central distributional programs and in determining a host of tax, expenditure, and intra-locality transfer schemes (Litvack and Seddon, 1999).

On the other hand, scholars noted that decentralization cannot be a panacea for all development ills. There are limits to decentralization. Decentralization policies do not always achieve their declared objectives. Ideological and political, administrative and planning, human and financial resource considerations and constraints affect the outcomes. Defining tasks and responsibilities to be transferred and how to finance them at the local level is also an essential task. As much as

decentralization is now an accepted strategy, it has its own pitfalls arising from design, implementation and impact (Boko, 2002).

2.4. Concept of Capacity

Implementing decentralization of local government management is concerned with the capacity of the organization with the availability of clear organizational structure that needs the involvement of committed management and leadership with adequate financial, human and physical resources will help the organization to achieve and provide efficient and quality of educational system.

Organizational capacity is the ability of an organization to use its resources to perform. If the organization itself is the component of analysis, all of the resources, systems and processes that organizations develop to support them in their work can be assessed. An examination of the systems and management practices associated with human, financial and infrastructure resources helps provide insight into the use of organizational resources.

Organizational capacity can be seen as a function of many different factors that occur within an organization. Individual capabilities, ways of organizing, cultural norms and physical assets all combine to enable an organization to work towards its mission. It refers to the ability of the organization to effectively manage its programmes to achieve the stated goals and objectives with minimum external assistance.

2.5. Capacity Assessment

UNDP's capacity assessment strategy has three dimensions: points of entry, core issues and cross cutting functional capacities. Points of entry were the levels that capacity resides on. There were three levels in this way. First is the enabling environment or the broad system in other words, second is the organization level and third is the individual level. Core issues were the fields subject to development strategies: leadership, policy and legal framework, accountability, public engagement, human resources, financial resources, physical resources and environmental resources.

Cross-cutting functional capacities address to capacity building process. First step is the engagement of partners and building of consensus, second step is the analysis of existing situation, identification of inadequacies and creation of future vision, third step is formulation of capacity development strategies, fourth step is the implementation of strategies and final step monitoring and evaluation processes, and restarting with the first step (UNDP, 2009).

An Organizational Capacity Assessment (OCA) process encompasses a set of methods and tools that were designed to measure the capacity of an organization or a specific unit of the organization. Although there were variations of the individual tools used and varying approaches used in administering the OCA processes, all OCA processes were similar with respect to their focus: the focus is on the internal components of an organization although service delivery and external relations might also be dealt with (Kepa, 2009).

2.5.1. Strategic Leadership and Management

Strategic leadership is the ability to anticipate, envision, maintain flexibility, and empower others to create strategic change as necessary. Strategic leadership refers to all those activities that set the course for the organization and help it stay on course in service of its mission. Strategic leadership is associated with the organization's vision, as well as with the ideas and actions that make the organization unique. It is the process of setting clear organizational goals and directing the efforts of staff and other stakeholders toward fulfilling organizational objectives. Strategic leadership needs to empower its members to create the changes that were necessary for an organization to perform and survive (Byrd, 26 1987). Strategic leadership consists of three main dimensions: leadership, strategic planning and niche management.

Leadership

Leadership has historically been associated with positions of authority rather than with the capacity of leading (Carlyle, 1861). Today this difference is understood as the difference between leadership position and leadership abilities. As society developed, so did the perspective on the concept of leadership also completely changed. The sheered and informal aspect of leadership has become an important focus of current leadership literature.

Leadership is not only some quality or characteristic that one possesses or is perceived to possess, it can be something that one does. It therefore can describe an act as well as a person. Leadership does not involve the use of force, coercion or domination and is not necessarily implied by the use of such titles as manager, supervisor, or superior (Jago, 1982).

Strategic Planning

Strategic planning is the process of devising a plan of both offensive and defensive actions intended to maintain and build competitive advantage over the competition through strategic and organizational innovation. Strategic planning is a disciplined process for making key decisions and agreeing on actions that will shape and guide what an organization is, what it does, and why it does it. Planning is an important aspect of strategic thinking and management.

By working on a strategic plan together a team can: think creatively about the focus and direction of the organization's work, strengthen team approaches by defining together a clear focus and direction, develop plans collaboratively with partner organizations, beneficiaries and other organizations, provide a framework against which to monitor progress, learn from experience and make the changes necessary to improve effectiveness and impact, enable decisions to be made about the best use of the human and financial resources available (CIIR, 2005).

Niche Management

Niche management is an organizational function that forces managers to look beyond internal matters to consider the wider environment and the broader issues of the time. It emerges out of a process of interaction shaped by many actors, both internally and externally (Beaton, 2006).

2.5.2. Organizational structure

The ability of an organization to structure and restructure itself to adapt to changing internal and external conditions is important for maximizing organizational performance. Organizational structure is defined as the ability of an organization to divide labor and assign roles and responsibilities to individuals and groups in the organization, as well as the process by which the organization attempts to coordinate its labor and groups (Bennis, 2004).

2.5.3. Human Resources capacity

Human resource capacity is the core capacity in decentralization of educational management in equipping individuals with the understanding, skills and access to information, design and implement strategies, policies and programs; deliver services, and monitor results knowledge and training that enables them to perform effectively and analyze development needs (World Bank, 2005). It is related to training and recruitment of managerial, professional, and technical talent that contributes to organizational performance. Local capacity building is about empowering people to make a difference in their own communities (Smillie, 2001).

According to (Mackay, 2002), developing human capacities must include the emotional, intellectual, psychological, cultural, spiritual, and social needs of people. Capacity building must therefore be based on the lived experiences, aspirations, resources, needs, visions and limitations of the local people. It is about assisting the marginalized and oppressed in society to take ownership and control of their development process. Human resource capacity is essential to improve and make optimal use of the total knowledge, creative abilities, skills, talents and attitudes of an organization's working force.

Human resource management involves the planning, implementation and monitoring of the organization's labor force. Human resource management involves the forecasting of the human resource needs of the organization, and planning the steps necessary to meet these needs (human resource planning); identifying the kinds of human resources that it needs to perform well (staffing human resources); improving employee performance by increasing or improving their skills, knowledge and attitudes through on job-training, education, and others (human resource development); and distribution of rewards (direct and indirect, monetary and non-monetary) within the legal regulations of the organizations (rewarding human resources).

It has been recognized that in addition to the training the functioning of individuals were dependent on a number of other factors. One of the most important is motivation. Others include as pay-scales, conditions of employment, career perspectives and office facilities and working conditions. Education and training were the most important but not the only means of human resource development (Peltenburg *et al.*, 1996).

Furthermore, an organization's performance depends not only upon its financial, human, and other resources but also on its managers' capacity to plan, set goal, determine responsibilities and lead, motivate and supervise staff members, and maintaining relations with stakeholders allocate and deploy these resources in the successful pursuit of its strategic goals.

Human resource management involves the planning, implementation and monitoring of the organization's labor force. Another way of looking at the organization's human resources is in terms of "human capital," which refers to the knowledge and skills of the labor force. Clearly, the human resources of any organization were its most valuable assets. In the view of many top-level executives, employees were the key source of an organization's competitive advantage (Brown and Kraft, 2003).

The human resources management function is charged with planning and controlling human resources to make sure that people's needs were met so they can work to achieve Organizational goals. Commitment to meeting employees' needs is not merely an altruistic function. It is highly likely that staff who were reasonably comfortable with working conditions, and stimulated by the environment, will be productive (Miron *et al.*, 1993).

2.5.4 Financial Management

Financial management includes financial planning, financial accountability, and financial statements and systems. Building a transparent financial system with competent staff helps many countries fight corruption. Hence financial planning involves the planning, implementation and monitoring of the monetary resources of an organization. Along with human resources, it affords the major inputs upon which an organization builds its products and services. Hence management of an organization's financial resource is a critical capacity. Good management of budgeting, financial record keeping and reporting is essential to the overall functioning of the organization. It ensures that the board of directors and the managers has the information they need to make decisions and allocate organizational resources. It also inspires confidence in funders interested in financial accountability and sound financial management (Goddard and Powell, 1994).

2.5.5. Internal and External Infrastructure

While human resources and financial resources were quite typically reviewed in most organizational assessments, more attention needs to be paid in developing countries to the state of the infrastructure required to support organizational performance (Nourzad, 1997).

Infrastructure refers to the basic conditions (facilities and technology) that allow an organization's work to proceed: for example, reasonable space in a building equipped with adequate lighting, clean water and a dependable supply of electricity, as well as viable transportation to and from work for employees. In developed countries that have the wealth and the governmental structures to support adequate infrastructure, these conditions were often taken for granted. In some developing countries, however, inadequate infrastructure presents an organizational problem that warrants assessment.

2.5.6. Inter-Organizational Linkages

Having regular contact with other institutions, organizations and groups of strategic importance to the organization's work can effect in a healthy exchange of approaches and resources (including knowledge and expertise). The organization may be forming or already have linkages with potential collaborators and collegial bodies, potential funders, or key constituents (Grandori, 1997).

Linkages help the organization keep up with advances in relevant fields, and give access to wide-ranging sources of up-to-date information within each area of the organization's work (Coyne and Dye, 1998). Currently, community participation has become a central issue in development discourse. The connection between various forms of community participation and effective systems of service delivery can be assessed in a variety of ways including improvements in basic human development indicators.

Popular participation is the empowerment of people to efficiently involve themselves creating the structures and designing policies and proposals that serve the interest of all. Participation includes people's involvement in decision making process, in implementing programs, their sharing in the benefits of development programs and their involvement in effort to evaluate such programs (Nigussie, 2007).

Popular participation is mean exercising checks and balances in the different structures and tiers of government, facilitates the participation of non-governmental actors and grass roots of organizations to again a say in the governance realm, provides options for individual citizens by promoting government responsiveness, enhances opportunities for local economic activity and facilitate the taking shape of an active and vibrant civil society (Tegene and Kassahun, 2004).

The principles of participation derive from and approvals that peoples were at the heart of development. They were not only final beneficiaries of development, but also the agents of development. The rationale behind peoples participation in development is that participation strengthens as people's capacities and their efforts to create and sustain the collective growth and development (Nigussie, 2007).

Decentralized local governance assumes a participatory grass root level approach in which the community becomes active participant starting from planning to implementation of development projects and become beneficiaries. Community participation processes and mechanisms can strength accountability and also affect service delivery outcomes. Citizens can exert their collective voice which occurs in the relationships between citizens and policy makers to influence policy, strategies and expenditure priorities at different levels making national and local according to their wishes and preference (World Bank, 2001).

Today, there were many types of organizational arrangements that can and need to be made to support the organization's performance. For example, new information technologies can help an organization learn about the most recent approaches to programming and managerial issues. They also bring new ways to communicate with potential allies and collaborators in key program and funding areas. Two aspects of inter-organizational linkages were discussed in this section: new forms of relationships (such as networks, joint ventures, partnerships and coalitions), and electronic linkages.

2.5.7. The political Environment

The success decentralization of educational management demands strong willingness and commitment of the political leader at all levels. In this regard, the willingness and real need of the

central government to devolve the power of decision making to the lower level echelons and educational institutions is a theme for change (Hussien, 2007). Moreover, the path, depth, and ultimately, the outcome of decentralization reforms depend on the motivations of political leaders and their interaction with the various important coalitions within and outside the sector. Basically, whatever resources were in place and competent managers were employed, the success of decentralization and capacity development demands strong political base and supports that come out of real commitment for change.

The political system and its leaders ought to provide genuine autonomy to the lower level echelons and this should be followed by strong and genuine support for capacity development. The political environment should also convince and obligate the line agencies of the central bureaucracy, and central government officials to transfer functions previously performed by them to the local level organizations (Rondinelli, 2004).

2.5.8. Legal, Administrative and Policy Environment

Successful decentralization and capacity development demand enabling policy and legal grounds. To this effect, decentralization should be backed by strong laws, regulations and directives that clearly outline the relationships among different levels of government and administration, the allocation of functions among organizational units and the roles and duties of officials at the various echelons (Rondinelli, 2004; Cooper, 2001).

Administrative and procedural details should be modified to define the possible problems that arise by using government decrees or ministerial regulations and orders, which also have the force of law. In this regard, decentralization must be supported by flexible legal arrangements, based on performance criteria, for allocating functions as the resources and capabilities of local level organizations change over time (Rondinelli, 2004).

2.6. Criteria for the Measurement of Decentralization

Some criteria have been developed for the measurement of decentralization (Smith, 2004). Their weaknesses, notwithstanding, they provide some yardsticks for measuring and/or comparing levels or degrees of decentralization between two areas in relation to the powers delegated to them by the Centre . Some of these criteria are:

2.6.1. The Tasks of decentralized institutions

This criterion relates to governmental functions or tasks assigned or performed by the different levels of government in a decentralization system. The assumption is that the more the responsibilities that are handled by the government, the more decentralized the system will be. Stephen (1974) devised a “services index” to measure the state/local distributions of services such as police, education, airports, penal institutions and highways within the states in the United States of America. The index is passed on the proportion of total expenditure on a public service allocated to central (state) and local governments. Stephens (1974) classified a service as “central” if the state spends 60-100%, as “local” if the state spends 0-39% and a “joint” if the state accounts for 40-50%. The services index might be adaptable to other countries although in Nigeria, such cannot be obtained in the practice.

2.6.2. Taxation

According to this criterion, local government and systems of decentralization can be compared on the basis of their powers of raising revenue from their own resources rather than central subventions (Smith, 2004). There are two aspects of local taxation that need to be investigated for the purpose of measuring taxation (Ezeani, 2004). The first is the proportion of total state revenue, which is generated locally. This has been used to assess decentralization within the American states where it has been claimed that as measured by the distribution of state local revenues, the balance of power has altered “dramatically” in favour of the states” (Smith, 2004). The second aspect of local

taxation, which requires investigation, is the extent to which it is allowed to expand faster than the rate of inflation. In other words, a decentralized system of government exists where there is not restriction on local tax rates, and where the tax base can expand faster than the rate of inflation. This view is also shared by (Davey, 1971).

2.7.3. Field Administration

This criterion measures the level of decentralization within field hierarchies. Field administration as we noted earlier involves the transfer of power and responsibilities from headquarter of an organization to a field office. “The exercise of authority is subject to organizational controls and its legitimacy is based on appointment or bureaucratic recruitment. The authority so delegated is managerial or administrative” (Smith, 1974) has identified the following variables as they relate to field administration’s contribution to the level of decentralization:

- a. The more the levels in the field organization’s hierarchy the grater the decentralization involved irrespective of the differences in the powers of the different levels in the filed.
- b. The responsibilities assigned to field personnel also determine or impact on the level of decentralization. Usually, filed officers have different tasks (approval of schemes, inspectoral functions, et cetera) with different degrees of autonomy.
- c. The type of interdepartmental co-ordination used will affect decentralization. A prefectoral system is more likely to reduce decentralization since it adds to the degree of central control over both the field agents of functional departments and any devolved institution.
- d. The rate at which field offices have to refer matters to central headquarters for decision is also an indication of how far a field service is centralized or decentralized. The higher the frequency, the less decentralized the field service.
- e. The level of decentralization to field officers is affected by the methods of control. Advance review involves less decentralization than reporting, inspection, a third method, and fall somewhere between the two.

2.6.4 Delegation

The amount of delegation to local political authorities is also another important criterion for measuring decentralization. The amount of delegation is measured by reference to three factors. The first is the extent of jurisdiction granted by the center. According to (Rondinelli, D, McCullough, J. S., & Johnson, R. W, 2003) “local authorities with a “general competence” will be taken as more decentralized than one subject to the rule of ultra vires”. The second factor is the form of central direction. According to Ezeani, (2004) this can come either in form of control or by influence. The more the number of local decisions which are centrally influenced (subject to resistance) rather than controlled (backed by sanction), the greater the decentralization (Smith, 2004). The third and last factor is the factors that determine the form of initiation or veto from the central.

2.6.5. Creating Area Government

The critical issue here is determining the source of the area government’s authority. This is also in form of the legislature or the executive transferring responsibilities to the area government. A political system where local authorities have statutory powers and duties assigned to them by the legislature or the constitution is more decentralized than one where statutory powers and duties are delegated by the executive.

2.6.6. Expenditure

This criterion measures decentralization by ascertaining the level of local expenditure as a proportion of local expenditure as a proportion of total public spending. The higher the proportion of total public expenditure incurred by the local government the greater the decentralization. This criterion has been used by researchers in the United States of America to show how the level of state participation has increased in virtually all areas of local public policy (Gurmm and Murphy, Quoted in Smith 2004).

2.6.7. Financial Dependence

Decentralization is also measured by determining the rate of local government revenue in relation to the total government revenue .The assumption here is that the higher the financial dependence of

the local government on the federal government, the less the decentralization. Financial dependence, therefore, reduces local government autonomy by increasing central or federal control. On the contrary when parts of an organization have their own sources of revenue, their own credit and expand their resources as they see fit, the organization is called decentralized” (Kaufman, 1963).

However, (Ezeani, 2004:11) believe that “there should be less emphasis on the direct relationship between the proportion of local revenue emanating from the federal grants and level of decentralization. Financial dependence on the federal grants and level of decentralization. Financial dependence on the federal government does not necessarily lead to federal control or loss of local government autonomy. What is important is whether the federal grant has certain conditionality’s or strings attached to it. For example, (Smith, 1997:221) gave that “grants may be spending body to distribute the resources according to its own sense of priorities”. In addition, he expressed that a grant may be accompanied by a ceiling for all local expenditure which if exceeded attracts certain penalty.

2.6.8. Personnel

The extent to which the federal or center controls the selection and deployment of local personnel is another measure of decentralization. The assumption here is that the more the federal control the less decentralized the organization. Also decentralization has been measured by the extent to which “significant” actors in “significant” local decisions and local residents (Bonjean et al, 1971).

2.7. Problems in the Practical Implementation of Decentralization

The implementation of decentralization policies in the developing countries has recorded limited success. Commenting about the implementation policies in Tanzania,(Picard ,2005) notes that while decentralization has brought about a modicum of deconcentration of power to the regions and districts, the administrative structure has not been able to establish the mechanisms that will ensure increased participation at the district and sub district level”. The following factors constrain the effective implementation of decentralization policies.

The first is low commitment on the part of the dominant political leaders. This was the situation in Nigeria, Tanzania, Sudan and Kenya (Rondinelli, 2000).

The second and very important constraint to decentralization has been the continuing resistance of central government bureaucrats in both the national ministries and local administrative units. Writing on the situation in East Africa, (Rondinelli, 2000) notes:

The resistance is attributable not only to the unwillingness of central ministries to transfer those functions that provided their base of financial resources and political influence, but also to the deep distrust that technicians and professionals within central ministries have of local administrators and tribal, religious and community leaders”

The third is resistance from traditional elites and some local leaders who felt that decentralization will break up or weaken their traditional bases of political influence.

The fourth is the centralist attitude of many government officials-both at the national level and in local communities, which make them oppose participation of rural people in development activities.

The fifth constraint to effective decentralization in developing countries is the weak administrative capacity, especially, at lower level of government. In most developing countries, there is a dearth of high caliber technical and managerial skills, especially, at the lower levels of government needed to carry out development activities.

Sixth, decentralization policies in developing countries have been undermined by the failure of the central or federal government to provide the lower levels of government with adequate financial resources or adequate legal powers to collect and allocate revenues within local jurisdiction. This has been a major problem facing local governments in Nigeria (Ezeani, 2004). In addition, he stressed that the lack of adequate physical and communication infrastructure in rural areas also undermines decentralization in developing countries. It makes coordination among decentralized administrative units almost impossible and constrains effective interaction among them and with central government ministries.

2.8. Public Service Delivery in Decentralized Systems

One of the objectives of decentralization is the improvement of productivity, cost- efficiency and quality by devolving resources and decision making powers to local governments (Robinson, 2007). Economists believe that many developing countries, which have experience the pitfalls of centralized infrastructure e service provision, such as administrative and fiscal inefficiency, poor service quality, or inadequate decision-making, may have a better public service delivery in decentralized systems. Theoretically, decentralization can improve efficiency, transparency, and responsiveness of service provision compared to centralized systems. This is because when policies are made at levels of government closer to the citizens, the policies will better reflect the demands of those people. Therefore, local governments are more responsive to their citizens than the central government (Akin, Hutchinson, & Strumpf, 2001).

There are three factors that must be considered for the success in public service delivery in a decentralized system. Firstly, assigning functional and expenditure responsibilities is important to have the public services based on local preferences. They depend on the relative competence of the different levels of government in carrying out a particular functional area (Kim, 2008,).

The local governments have to allocate the budget based on the local preference to ensure efficiency of public service delivery. Second, adequacy of financial resource is needed to improve equity, quality and efficiency of public services. Second, adequacy of financial resource is needed to improve equity, quality and efficiency of public services. Devolution of the responsibility of service provision to local governments is usually accompanied by some element of financial decentralization through resource transfers, usually as a share of central taxation, or enhanced powers to raise revenues through a variety of local taxes. Furthermore, to manage that financial decentralization, there should be a good technical and managerial capacity (D. A. Rondinelli et al., 2005). Technical and managerial capacities are crucial aspects especially the capacity on allocating the budget for public service delivery. In this reach, the variable of technical and managerial capacity is my concern of success of decentralization. Iam particularly interested in the local government capacity as in some districts, even though revenue based on their local resources or government transfer is high, the local governments fail to provide the public service that citizens

need. I believe that the main determinant of success and failure in infrastructure is largely a matter of government performance.

2.9. The Problems of Decentralization on Public Service Delivery

One of the outcomes of decentralization is disparity between the regions. Even though decentralization may lead to an optimal provision of public services in one region, it does not ensure competitiveness with other regions. Several researches argue that poorer regions could not compete for mobile factors with the richer ones; consequently, poor regions would get poorer and rich regions richer (Lessmann, 2006). (Firdaus ,Wiwiek, 2012) found that after the introduction of a decentralized system in Indonesia, there were significant differences in household income between the regions on Java Island.

The disparity between regions is due to the various problems during the Implementation of the decentralization process. Some of those problems are (a) technical and administrative capacity constraint; (b) inadequate devolution of power, particularly over finance and staff; (c) vague and or inappropriate systems and procedures; (d) inadequately qualified, underpaid and unmotivated staff; and (e) lack of downward accountability and political interference from the top (D. A. Rondinelli et al., 2005).

I believed that the achievement implementation of decentralization depends on the performance of local government capacity. If the absence one of the condition achievement of decentralization leads weak intuitional capacity of local governments and poor decentralization and it also the achievement of decentralization depends on the involvement of local government administrations.

2.10. The relationship between the quality of local government and decentralization

In Decentralization , local governments are delegated to produce goods and supply services that were previously offered by central government agencies (delegation).

Additionally, local governments also have some amount of administrative authority or responsibilities to provide public service efficiently (de-concentration). Lastly, local governments

have responsibilities to provide public service delivery without direct control from central government (devolution). To deliver public services efficiently, the local governments need to have competence on allocation of resources (revenue, transfer from centre, investment). Also, the local governments have to provide public services based on local preferences.

Local government is often portrayed as an agent of central government to provide public services to its jurisdiction (Miller, 2002). Meanwhile, Local government itself defined as the processes through which public choice is determined, policies formulated and decisions are made and executed at the local level, and to the roles and relationships between the various stakeholders which make up the society (Miller, 2002).

The success of process devolution, delegation and de-concentration depends on the quality of governance. there are three aspects of good local governance: There are three aspects of good local governance: Responsiveness, responsibility , and accountability Firstly, responsive governance means that local governments do right things by delivering services consistent with citizens preferences.

Second, responsible governance means that the local governments do the right things by managing its fiscal resources prudently. Finally, accountable governance means that the local governments should be accountable to their electorate However, according to the UNDP (2001), local governments also have to be professional in order to enhance the capacity and moral disposition of government administrators so they can provide effective and efficient public services. Additionally, the local governments have to promote transparency through the provision of information that is easily accessible. The effort of local governments in combating corruption in bureaucracy is also one of the key factors of the success of decentralization in public service delivery (UNDP, 2001).

To sump up, the local government performance in providing public services can be measured based on the effort of the local government in implementing good governance. Besides being influenced by systems and institutions, the performance of the local government also depends on the government officials who operate these systems (KPPOD, 2011). A good local government should set strong limits and guidelines to minimize misconducts by its officials and

promote effective governance. It can be realized by having a leader in the government who has the capacity and integrity to guarantee effective implementation of government policies.

2.11. Decentralization and Local Governance in Somalia

A decentralized approach across Somalia is a response to the widespread rejection of the centralized and undemocratic governance system of Somalia's last central government's 1961-1969 and 1969-1991. The period 1993-1995 saw investment on the part of the UNOSOM and other development partners and NGOs in building up local government structures and promoting 'bottom-up' approaches. This continued until the departure of UNOSOM in 1995. Since then, the establishment of local government structures has proceeded at different paces and depths across the three areas of Somalia. Today's vision of local governance is the establishment in all Somalia regions of local governance systems, and support to existing systems, that are: (i) participatory and inclusive of all population groups, (ii) facilitate the Delivery of good quality, reliable, affordable and sustainable services to all citizens, (iii) contribute to reconciliation, (iv) are comprised of locally elected bodies that are accountable to the citizens, and (v) avoid domination by any party that does not necessarily represent the voice of the community (as reported in the JNA, 2006).

Somalia and its jurisdictions are currently guided by three separate legal frameworks – The Transitional Federal Charter (2004), the Puntland Constitution (2009), and the Somaliland Constitution (2001). All three specify decentralization as the core political, functional, fiscal and administrative system of governance, with significant devolution of power to the district level for delivery of local services.

Article 11 of the Transitional Federal Charter provides for a decentralized system of administration based on federalism and four levels of governance: 1) The Federal Government; 2) state governments (two or more, based on free will); 3) regional administrations; and 4) district administrations. The Charter also stipulates:

- Fair and equitable appropriation and allocation of resources, and that land should be used and managed in a manner which is equitable, efficient, productive and sustainable.

- All appointments in the service of the government are based on qualifications and fair distribution among the citizens (Article 13).
- The government promises to promote participation of women in all aspects of society (Article 29).
- Recognition of all international human rights conventions and treaties.
- Encouragement of the establishment of the civil society and social development institutions for the public, the regulation of the establishment of private health centers and clinics, and promotion of social welfare of the rural population.

The Somaliland Constitution and the Puntland Constitution are consistent with the Federal tier approach, with the top (State Executive) and bottom tiers (District Councils) comprising responsibilities for regulatory functions and service delivery, and the middle tier (Regional Governors) providing political, security and representational linkages. Basic functions relevant to social welfare and livelihoods form part of the decentralization model, including education, health care, water supply, sanitation, agricultural, livestock and forestry extension services, local regulation of business, town planning, and construction and maintenance of primary roads and public housing. Local policing and local maintenance of the rule of law are also to be decentralized. To fulfill these functions, District Councils have been given the responsibility of mobilizing local resources. Somaliland and Puntland are more advanced in putting in place decentralization systems, compared to South-Central Somalia (PDRC and Interpeace, 2015).

2.12. Decentralization Policy in Puntland

Puntland’s decentralization process is more than a decade old and has vision of “...establishing the local government level for improved good governance and service delivery through participatory, transparent, and local government and to effectively utilize the limited resources available at central and local government levels” (Puntland Decentralization Policy 2013-2020).

In addition in 2014, the State Government of Puntland approved legislation passed by both the Parliament and President endorsing a Decentralization Policy. This provides the political, administrative and financial scope to decentralize service delivery, to districts with sufficient capacity, in prioritized sectors which are health, education, water/sanitation and roads. It also gives

District Councils the authority to make local decisions on planning, finance and human resources. Support to the evolving process of decentralization in Puntland has been provided through the UN Joint Programme on Local Governance and Decentralized Services (JPLG). In 2015, JPLG continues to focus on strengthening local governance and decentralization across Somalia.

Decentralized service delivery allows District Administrations' to play a stronger role in their own development. It makes optimum use of local knowledge on service needs and reduces administrative congestion within line ministries. It promotes the active involvement of citizens in the planning and policy formulation process, through district community forums, giving citizens more influence and control over their lives. It brings representation closer to the people increasing accountability and legitimacy.

The decentralized system of governance, while still nascent, provides a valuable alternative to the highly centralized rule that contributed to state collapse and ongoing political instability. Following independence in 1960, a brief period of democracy was followed by a military dictatorship that lasted until the outbreak of the civil war in 1991. As a result, Somali people have little experience with Public ownership and local participation in governance affairs.

In recent years, progress has been made towards establishing a federal system of governance that includes devolved local governments. Devolved power to local governments is a critical component of decentralization – the focus must be placed on improving administrative structures with the potential to mobilize local actors for community-based initiatives.

The Puntland Minister of Interior, Local Government and Rural Development has spearheaded efforts to establish local councils and implement key laws and policies such as the Local Council Law and an official decentralization policy. However, much remains to be done to empower local governments to assume greater responsibility in implementing the decentralization process. Greater commitment from the state government, especially in strengthening the capacity of local governments and promoting public participation, is needed. (PDRC and interpeace, 2014)

According to PDRC, Interpeace, 2014 Decentralization remains a critical component of peace and state building in Puntland because:

- It will bring governance closer to the people, and promote increased public participation in decision-making processes. It is, therefore, imperative to ensure that the public is involved in the process from the start, so that the results reflect and address the needs of the people.
- Decentralization promotes democracy and participation at the local level, enabling more people to engage. Decentralization is also beneficial for rural development as it brings decision-makers closer to the people who best know what challenges they are facing and what is needed to address them. It will enhance development efforts by improving the opportunities for the public to influence priorities at the local level to address the most pertinent needs of communities.
- Bringing decision-making closer to local communities could strengthen the influence of women, youth and other marginalized groups whose voices are often absent from political processes.

PDRC, together with its partner Interpeace, supports peace and state building in Puntland through promoting local ownership and broad-based participation. Decentralization has been part of the work in the PoP program since 2008.

During the first comprehensive mapping exercise in 2010 the following key challenges, to the decentralization process in Puntland, were identified:

- Inappropriate and undemocratic local council selection processes;
 - Insignificant public participation;
 - Institutional limitations (internal disputes within local governments, lack of accountability transparency of local revenue spending and limited local governments' infrastructure);
 - Poor relationship between the state and local governments.

2.13. Decentralization Milestones in Puntland

Transfer of power from the central authority to local administrations through the establishment of local councils is enshrined in the 1998 constitution of Puntland and other legal and policy frameworks, such as the local council law and the recently adopted Puntland decentralization policy. In spite of these positive developments, including the formation of district councils, the process is still impeded by significant difficulties. The challenges facing district councils are similar regardless of the district's category. Smaller districts in categories B and C are at a disadvantage compared to larger districts in category A due to their comparatively lower capacity to overcome these challenges (PDRC and interpeace, 2015).

The Government of Puntland has mandated the Ministry of Interior, Local Government and Rural Development to support decentralization and local governance in Puntland. The key decentralization priorities for the current Puntland administration (2014-2016) include governance, security, justice, and economic foundations, including improved revenue collection and public financial management. According to the document outlining the Government of Puntland's priorities for the period 2014-2016, the priority in decentralization is to "... strengthen local authority and deliver decentralized services by promoting good governance principles and empowering local communities to constructively monitor decision-making at the local level." When assessing the progress of decentralization in Puntland, and planning how to best support this process, it is important to understand why decentralization has not yet been fully implemented and why the fiscal, administrative and political powers have not yet devolved effectively to the local governments.

The following are some of the most important achievements and setbacks in the decentralization process:

- Local Council Law No. 7 was passed by Parliament and endorsed by the President of Puntland on 23 September 2003. The law activates the constitutional provisions and provides the primary framework guiding the work of local governments in Puntland. The two main challenges that the law faces are its implementation and legal interpretation among local

governments and the public. There is also a need to harmonize existing laws on local governance and decentralized service delivery in order to fill gaps and address challenges.

- Two years after the Local Council Law was passed, the process of establishing local councils started. At that time, Puntland had 37 official districts. The Ministry of Interior established 25 district councils while 12 districts had only executive committees. In 2010, of the 25 established district councils, only one district council remained functional, while 24 had been dissolved or were deemed non-functional.
- Currently, Puntland has 43 districts, 23 of which have local councils. Meanwhile, 20 out of the 43 districts have executive committees proposed by the Ministry of Interior and nominated by the president. The executive committee comprises a mayor, a deputy mayor and a district secretary.
- Inter-Ministerial Committee of Local Government and plays an active role in support of decentralization in Puntland.

2.14. Empirical review

The implementation of decentralization policies in the developing countries has recorded limited success. Commenting about the implementation policies in Tanzania,(Picard ,2005) notes that while decentralization has brought about a modicum of deconcentration of power to the regions and districts, the administrative structure has not been able to establish the mechanisms that will ensure increased participation at the district and sub district level”. The following factors constrain the effective implementation of decentralization policies.

The first is low commitment on the part of the dominant political leaders. This was the situation in Nigeria, Tanzania, Sudan and Kenya (Rondinelli, 2000).

The second and very important constraint to decentralization has been the continuing resistance of central government bureaucrats in both the national ministries and local administrative units. Writing on the situation in East Africa, (Rondinelli, 2000) notes:

The resistance is attributable not only to the unwillingness of central ministries to transfer those functions that provided their base of financial resources and political influence, but also to the deep distrust that technicians and professionals within central ministries have of local administrators and tribal, religious and community leaders”

The third is resistance from traditional elites and some local leaders who felt that decentralization will break up or weaken their traditional bases of political influence.

The fourth is the centralist attitude of many government officials-both at the national level and in local communities, which make them oppose participation of rural people in development activities.

The fifth constraint to effective decentralization in developing countries is the weak administrative capacity, especially, at lower level of government. In most developing countries, there is a dearth of high caliber technical and managerial skills, especially, at the lower levels of government needed to carry out development activities.

Sixth, decentralization policies in developing countries have been undermined by the failure of the central or federal government to provide the lower levels of government with adequate financial resources or adequate legal powers to collect and allocate revenues within local jurisdiction. This has been a major problem facing local governments in Nigeria (Ezeani, 2004). In addition, he stressed that the lack of adequate physical and communication infrastructure in rural areas also undermines decentralization in developing countries. It makes coordination among decentralized administrative units almost impossible and constrains effective interaction among them and with central government ministries.

The realization of effective decentralization relies on the presence of certain conditions such as the availability of resources like human resources, financial resources and physical infrastructures and how best they were utilized, the willingness and the commitment of leaders at different levels, the presence of conducive organizational conditions, the attitude of the local people towards the government and the commitment of local leaders; and appropriate institutional capacity (Rondinelli *et al.*, 2004). However, (Jeilu, 2005) the regional states were expected to decide on their own affairs in planning and managing resources at the local levels. They become responsible to formulate policies and strategies, set development priorities and decisions, mobilize resources implement

policies and programs derived from their specific situation the special zone characterized by administrative and institutional capacity gaps that financial, human and physical resource constraints have inhibited the successful implementation of decentralization of local government.

According to (Olowu ,1988) genuine local government have now a potential for socio-economic development in at least three important respects as opposed to the earlier conception and belief that local government were appropriate only for maintenance of law and order and other control functions.

He continued to list these decentralized functions to include:

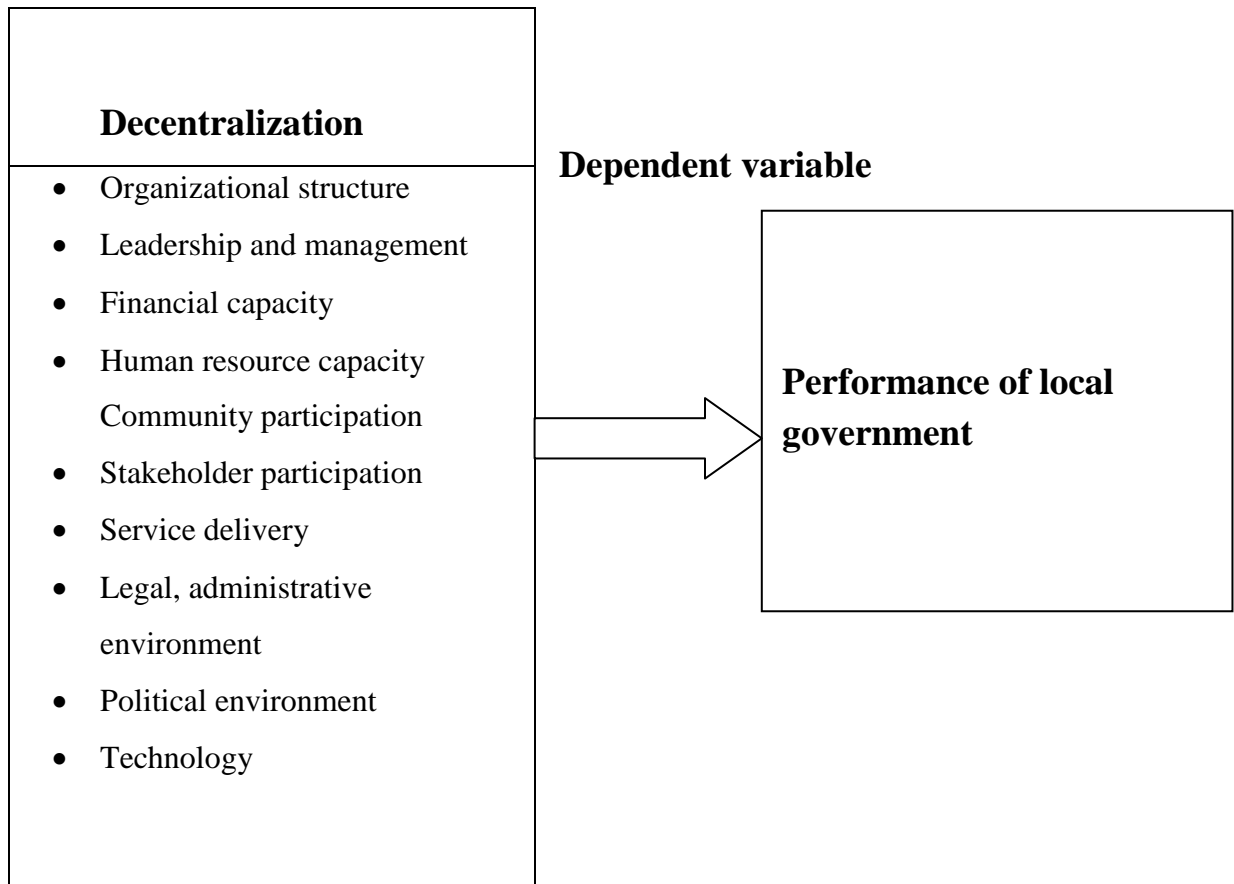
1. Helping to indicate in people, positive citizenship attitudes such as consideration, self-control, community responsibility and identity.
2. Providing basic community service which both improves the quality of the people lives and enable the community to generate the community activities and
3. Helping people especially in the rural areas, to organize themselves for the mobilization and effective management of community programmes respectively.

Finally, the successful implementation of decentralization dependents on the performance of local government capacity. If the absence one of the condition achievement of decentralization leads weak intuitional capacity of local governments and poor decentralization and it also the achievement of decentralization depends on the involvement of local government administrations.

2.15. Conceptual Framework of the Study

Figure 2.1. Conceptual framework

Independent variables



Sources: Compiled from review Literature

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 INTROUDUCTION

This study includes study area, research design, sample design, sample population and sampling techniques, target population, source of date, instrument of data collection, data analysis, ethical consideration and reliability and validity test will incorporate.

3.2. Study Area

This study was entitle” the challenges of decentralization in local government system a case of Nugal Zone local government and the study was undertaken in Puntland Government of Somalia, especial the Nugal Zone. The Nugal Zone is now divided five districts with Councils at district level. Those are local governments under Nugal Zone includes, Garowe, Burtinle, Ayl, Dongoroyo, and Godob-jiran local government. So, the searcher will focus two local government administrations Such as Garowe and Burtinle local governments in the Nugal Zone Puntland Somalia.

3.3. Research Design

Descriptive research design was used to assess the challenges of decentralization in local government system in selected two local government Administrations in the Nugal Zone, Puntland Government of Somalia. This approach is assumed to be appropriate because it helps in revealing some of the major capacity problems in implementing the system at local government. It enables the researcher to understand the current status of districts in terms of capacity. It also helped for researcher to make extensive description and analysis of data that enables to generate recommendations for change. The appropriateness of this method for such study was noted by many scholars, such as, Koul (1996) as well as Best and Khan (1989). Descriptive design becomes useful where one needs to understand some particular information that involves a clearly defined problem and definite objectives.

3.4. Target Population

The target population of the study was 150 employees from two selected local governments. Those were Garowe and Burtinle local government. These respondents were includes mayors, Directors, department heads, supervisors, experts, team leaders, councils, quarter head Nugal administration office, permanent and temporary employees were the study target.

3.5. Sample Size of the Study

The total population of the study was 150 employees and it is small number so that it is better to take all the population by using census. That small samples can be made cheap is well appreciated. Censuses gives date in great detail for small domains and specially for local areas, which samples fail to provide; and this is probably their principal continuing utility(waksberg,2003). One of the most advantages of a census survey is that all workers have the same opportunity to participate. Some employees may still choose not to participate, but at least the opportunity to do so is presented. No one person or group can feel left out (Shannon D. & Bradshaw, C. 2002).

3.6. Data type and data source

3.6.1. Primary data source

Researcher used primary data to conduct the study.The primary data were collected by questionnaires and interview from selected of respondents of Nugal Zone district of local government officials who are responsible for services delivering such as the expert at Zonal and mayors of district administration, Directors officers, Head department offices, the municipal commissioner, administrative officials and councilors, service seeker, leaders, permanent and temporary employees were select as a source of data.

3.7. Instruments of Data Collection

A questionnaire and interview were the main data gathering instruments. They are very helpful for triangulation. Therefore, employing multiple data collection instruments helps the researcher to combine, strengthen and amend some of the inadequacies of data (Cresswell, 2003).

3.7.1. Questionnaire

Questionnaire is the main data gathering instruments of the study. Questionnaires were used to collect relevant and first- hand information from key informants district administration officers, directors, head department offices, leader and supervisors, permanents and temporary employees. The questionnaire was mainly constructed in the form of rating scale. The items of the questionnaires were mainly close-ended questions and accompanies by some open ended questionnaire.

3.7.2. Interview

In-depth interviews were conducted with key informants who are from different tiers of local government bureaus/offices at district level. They were selected according to their expertise in the subject under investigation. Therefore, it is more or less like target interview, as it only target those with right information or knowledge on issue of decentralization and its implementation at district level due to their experience, political position or professional capacity concerning the challenges and prospects of the implementation of local government decentralization in the study areas.

The reason why structured interview was employed was due to obtain answers to cheerfully phrased questions (Koul, 2008). Using this instrument is importance to get detail data about the issue under study.

3.8. Techniques of Data Analysis

The qualitative data that was collected through the interview concerned with subjective assessment of opinion, attitude and behavior of the respondents from both institutions was analyzed by word expressions. The data collected from questionnaire was analyzed through descriptive analysis such as mean, frequency, and percentage by using statically package for social science version 20 (SPSS)was used to analyze the data collected from the questionnaires.Data was classified and tabulated by use of tables presented in the form of graphs and charts according research questions and objectives. The scale was interpreted as 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree, and 1=Strongly Disagree. For the purpose of analysis and interpretation easily, the mean values of each item and dimension was interpreted, the mean values from 1.00-2.49 was represented

as very low, from 2.50-3.49 as low, from 3.50-4.49 as high, and from 4.50-5.00 as very high implementations. The following mean scale was used to interpret the means scored by various variables to be analyzed

Table 3.1: Mean Interpretation Table

Mean Range	Response Mode	Interpretation
4.50-5.00	Strongly Agree	Very High
3.50-4.49	Agree	High
2.50-3.49	Disagree	Low
1.00-2.49	Strongly Disagree	Very Low

Source:Gashaye Nuressa, 2014

3.9. Validity and Reliability of the Instrument:

Reliability and validity was established for the standardization of an instrument to be used in research.

3.9.1. Validity

Validity is important in determining whether the statements in the questionnaire instrument and interview manuals are relevant to the study. Content validity was obtained by the help of the supervisor’s input and three experienced lecturers from relevant University Schools and departments. According to Amin (2004), validity can be and in this case was assured by use of the content validity index (C.V.I) where the following formula was used.

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}} = 53 \div 53 = 1$$

Equation 1: CVI Equation

In the end, out of 53 questions, were declared to valid and as such the researcher claims a validity of 1. Since this index is above 0.7, the instrument was declared valid. The value obtained was greater than 70% and validity was confirmed (Amin, 2005).

3.9.2. Reliability

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials (Amin, 2005). Reliability of the instrument was first established through a test-retest technique. The researcher conducted a pre-test of the instrument on group of respondents and wait one week then administer the same test to the same subjects a second time. The differences in the responses helped to establish whether the instrument has internal consistency or not. Cronbach's Alpha was also used to determine the same and the table below was obtained as a result.

Table 3.2.reliability analysis

Reliability Statistics	
Cronbach's Alpha	Number of Items
.99	53

Source: Survey 2017

As seen from table, the mean alpha was computed at 0.99 which means that it was reliable since it was above 0.70. It also implies that its internal consistency was affirmed.

3.10. Ethical Considerations

the researcher was taking the ethical considerations in order to keep the confidentiality of the respondents to do so, participation in questionnaires and in-depth interview are voluntary, falsification, fabrication misinterpretation of data avoided and works of other researchers and authors are use in the research are reference using Harvard reference system, finally any type of communication in relation to research will do with honesty and transparency and also exclude misleading information, as well as representation of the primary data findings in a biased will avoid.

CHAPTER FOUR

RESULTS, DISCUSSIONS AND PRESENTATION OF FINDINGS

4.0. INTRODUCTION

This chapter provides the empirical results gathered from local government expert's interviews and questionnaires'. The data was presented in tables and figure. The data were analyzed using Statistical Package for Social Sciences (SPSS V21) software as well as descriptive statement to elaborate the crude result obtained from statistical analysis. Besides, qualitative data obtained interviews were analyzed under the qualitative analysis to confirm the numerical results.

4.1 Demographic Characteristics of Respondents

As it is indicated on chapter three, mayors, Directors offices, department heads offices, supervisors, experts, team leaders, councils, quarter head Nugal administration office, permanent and temporary employees. A structured interview held with local government bureau vice heads, supervision and Head quarter Nugal Zone Administration. A total number of 150 questionnaires distributed and 145 questioners filled out and returned which showed the return rate of the distributed questionnaire 96.7%.

The profile of respondents was analyzed with respect to their gender, age bracket, level of education and Experience and marital status consequently, the following table was obtained as summary of the characteristics. Frequency tables, percentages and bar charts were used to present these characteristics.

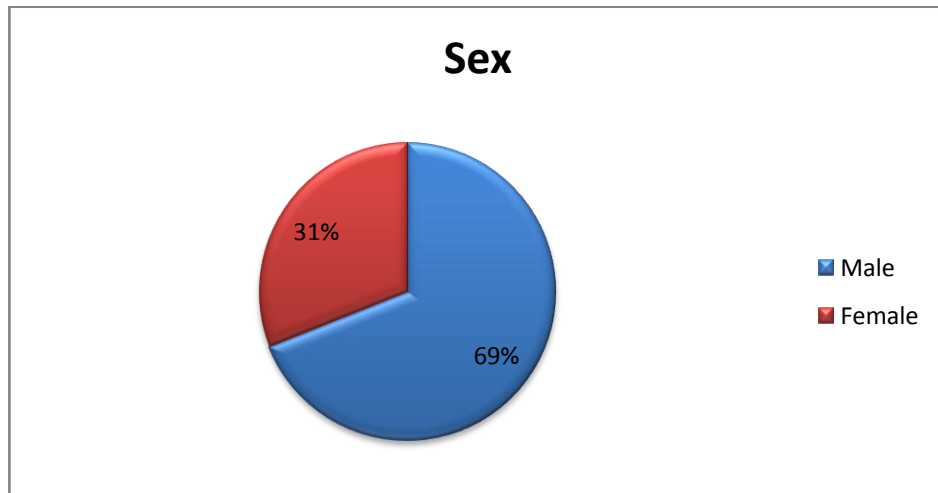
Table 4.1: demographic Characteristics

	SUB-CATEGORY	FREQUENCY	PERCENTAGE
Gender	Male	100	69.0
	Female	45	31.0
	Total	145	100
Age	20-30 years	62	42.8
	31-40 years	59	40.7
	41-50 years	23	15.9
	Above 51 years	1	0.7
	Total	145	100
Level of Education	High school	36	24.8
	Diploma	44	30.3
	Undergraduate	43	29.7
	Master Degree	16	11.0
	Other Specify	6	4.1
	Total	145	100
Marital status	Single	83	56.6
	Married	62	43.4
Experience	Total	145	
	1-5 years	70	48.3
	6-10 years	50	34.5
	11-15 year	13	9.0
	Above 16 years	12	8.0
	Total	145	100

Source: Survey Data, 2017

The above table (3) gives information continued 100 (69%) of respondents were male while 45(31%) of respondents were female. this provides the most employees who work local government Administration were male while female were fewer than male. The female are not involved the political participation and decision making and public service delivery in the decentralization of Local government administration. The figure below presents a graphical view of the information above to display the same information.

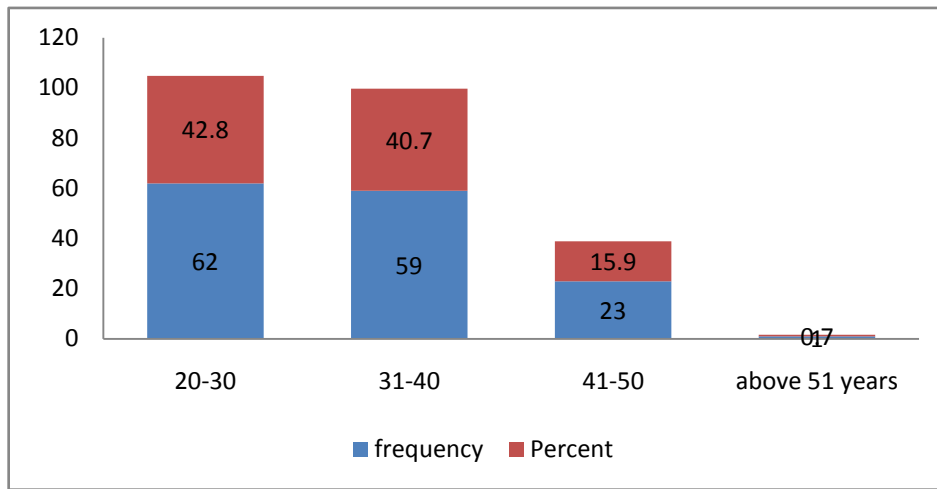
Figure 4.1: Gender distribution of respondent



Source: Survey date, 2017

The second parameter to be investigated under the profile of respondents was the age distribution where significant disparities were discovered. It was found that the most dominant age group amongst the respondents was for those individuals between 20-30 years who composed 43% then by those 31-40 years constituting 41% then by those aged between 41-50 years with 16% composition and finally the least dominated age group was the lowest in hierarchy for those above 51 years claiming a percentage composition of 0 %. This information shows that there were more elderly people than there were younger ones amongst the respondents as it is displayed in the following bar chart representing the same information.

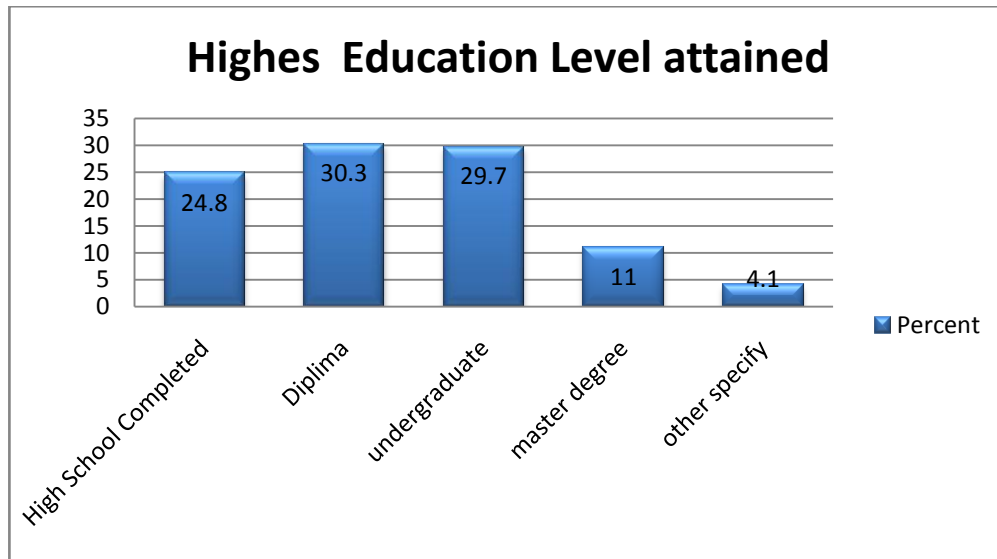
Figure 4.2. Age of respondent



Source: Survey 2017

In terms of educational qualifications of the local government employees, it was found that most of them had diploma as their highest academic qualification. These respondents who were 44 in number represented 30.3% of the respondents encompassed by the study. After this, the respondent of undergraduate who were 43 in Numbers holders followed with 29.7% composition. The third category in educational qualifications was the one with High schools' certificates at 1. Master degree holders followed with 11% composition. The fourth category of the respondent in age groups was 4.1%. Finally the second category of respondents belonged to the group of those with certificates as their highest qualification of Total 145 of the respondent. This analysis shows that the employees were inadequately educated and were thus unable of handling the challenges of decentralization that come with working at the local government's administration offices. The following figure serves to represent the above information graphically.

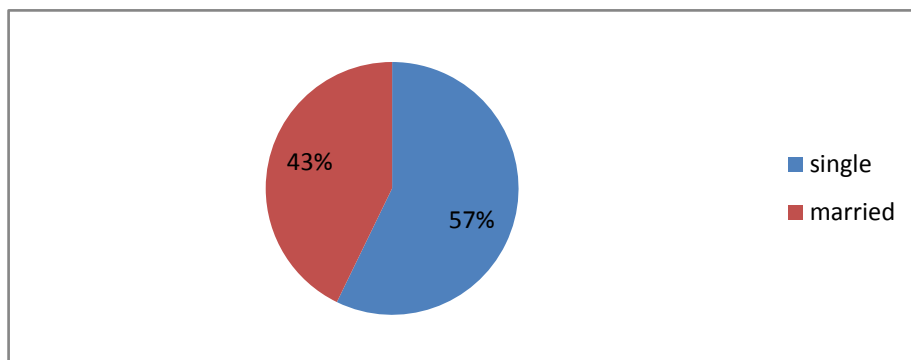
Figure 4.3. Educational Qualification of respondents



Source: Survery, 2017

In the marital status of the respondent in terms of single and married. I was found 57% of respondent were single while 43% were single of total 145 of respondents. This shows that the most respondent contained single and it shows that the most employees who work local government administration office were single then single. This shows below figure.

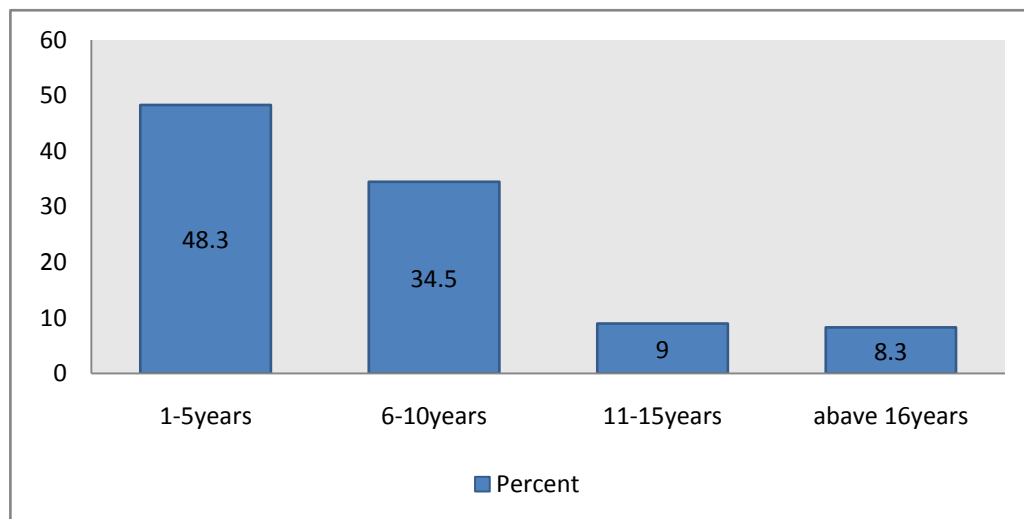
Figure 4.4. level of Marital Status



Source: Survey, 2017

The last consideration analyzed under the demographic characteristics/profile of the respondents was the work experience of the respondents at Garowe Local Governments. Findings suggested that majority of the respondents had between 20 and 25 years of work experience representing 48.3 % composition of the respondent total of 145. This was followed by respondents with 6-10 years of work experience with 34.5 % composition. The third category of 11-15 years the work experience with 11% composition. .Those belonging to the categories above 16years of work experience represented 8.3% .This information indicates that the workers had scarce experience to work for the local government administration of Nugal Zone. It also means that the workers'. This shows below (figure 5).

Figure 4.5. Work Experience respondents



Source: Survey, 2017

4.2. Organizational structure Capacity

Organizational structure represents the capacity of ownership or legal guidance system of the organization. The structure relates to the ultimate legal and social responsibility of the organization. The ways organizational structures were designed and how work process and functional units were reorganized have impacts on the capacity of implementing decentralization. With this assumption, five major items (Item 1-5) were administered to the local government level below (table 4.2).

Table 4.2. Mean Score Organizational structure in the study area

CATEGORIES	MEAN	RANK	INTERPRETATION
the structure is clearly defined with lines of authority	2.46	1	Very Low
there is well designed organization structure	2.48	1	Very low
regular update were carried out on the structure	2.41	1	Very Low
work process clear and adequately structured	2.25	1	Very low
functions units adequately decentralized	2.20	1	Very low
Average mean score	2.36		

Source: Survey, 2017

The existence of proper organizational structure is crucial to the coordination and integration of different activities. Also, the clarity and simplicity of the structure and procedures used to decentralize, the ability of the implementing organization staff to interact with low level authorities, and the extent to which components of decentralized programs were integrated influences the outcomes of decentralization efforts.

Table 4.2 shown that the structure is clearly defined with line of authority was rated as very low with weighed means score 2.46 out 5. Therefore, that the structure of local government had not clearly defined with the line of the authority that leads the poor of decentralization of local government in Nugal Zone. The interview in with the respondent's rate

The respondents indicated that organizational structure was not well designed evidenced by rated as very low with a weighted mean average of 2.36. Local government administrations respondents that currently they were using the organizational structure that developed and distributed from Puntland State of Somalia. The document analysis made concentrating the organizational structure of local government levels showed that the structure has been adapted from ministry of interior, local government and rural development in Puntland State of Somalia. The interview conducted to the respondents and secondary data the interview result revealed that the current organizational structure had no clear organizational structure.

Regular update were carried out on the structure of the local government (table 4.2) was rated as very low with weighted mean score of 2.41 and respondent rated as a very low work process clear and adequately structured in which the weighted average of 2.36 and functional units adequately decentralized in which the respondents rated of 2.20. The interview conducted with the local government experts were clear that the functions, responsibilities and inter- governmental relation between the State government and Local government was very poor. Therefore, there is very weak devolution of power, authority and autonomy which leads the main challenges for the implementation decentralization local government doesn't well implement decentralization policy. Therefore the organizational structure of local government was rated very low with weighted average mean score 2.36 which leads poor decentralization in NugalZone local government system

Theoretically, the current organization structure of local government clearly defined and the framework is development by civil service and good governance bureau and distributed to the all local government administration office but in practical sense there was more gaps with the careful structure that expected from local government administration .

4.3. Leadership and management Capacity

Leadership and management is one of the corner stone for the implementation of decentralization in Nugal Zone local government administration to set clear vision, goals, determine responsibilities and lead motive and supervise staff members and maintains relations with stakeholders allocate and deploy the right resource in successful strategic goals. In the line with this, five major it's that were related to leadership and management were administrated to the respondents for rating (table 4.3)

Table 4.3. Mean score Leadership and management Capacity in study area

CATEGORIES	MEAN	RANK	INTERPRETATION
the local government has clear overall strategy/vision/mission and value	2.59	2	Low
leaders were appointed by based on their Competency and professionalism	2.30	1	Very Low
local administration recognize the importance of distributive leadership	2.33	1	Very Low
leaders have strong commitment to make decision	2.29	1	Very Low
Average mean score	2.38		

Source: survey, 2017

On item one above (table 4.3) the local government office has clear overall strategy/ mission/ vision and a value was rated as low with a weighted mean score of 2.59 out 5. Clear overall strategy/vision/mission and value was rated in all offices and posted on notice board everyone has possibility to read to understand the mission of local government. But the respondents agree that the local government has no clear overall strategy vision/mission of local government. As apposite the interviewed respondents agree not made as practical but make as theoretical. As respondent indicated that the existence of written documents in office was not guarantee for implementation.

On item no 2 (table 4.3), leaders were appointed by based on profession and competency rated very low in which the weighted mean Score of 2.30 out of 5. This shown that most respondents responded that leaders were appointed by based on profession and competency was very low and this was also witnessed by interviews conducted at local government levels with administration officials and experts shows all leaders in local government were appointed by their political commitment even their profession is not considered.

Local government needs a leader who understands the value of local government but many leaders in local government office give greater emphasis for their political commitment; in practical sense the capacity that required for local government is not effective that leads poor decentralization in local government system In Nugal Zone. Leader in local government office don't have confidence for decision making since they were not from to be competent professional leaders , leaders need to have a composite capacity of knowledge, skills, values, character and attitudes working within a facilitating cultural environment, institutions and system to enhance the decentralization in Nugal Zone local government system, Puntland Somalia

The office recognized the importance of distributive leadership rated very low in which the weight Mean Score of 2.33 out of 5 (table 4.3). The interview respondents also witnesses as local government leader doesn't acknowledge the role of distributed leadership that acknowledges the work of all individuals who contribute to leadership practice , whether or not they were formally designated or defined as leaders, distributed leadership minimize risks through distributed responsibilities to all staff experts. So that most respondents were confirmed as they disagree on the existence of distributed leadership. Therefore leaders in local government don't trust other non-political members they don't satisfy to share responsibilities. On the last item local government offices have strong commitment to make decision founded on this, leaders| capacity was rated as low with weighted Mean Score 2.29 out of 5. Conducted to the interview that leaders of local government have not good commitment in decision making, lack of administrative capacity, confirmed that leaders were extremely restricted by the political system; there is neither adequate capacity nor commitment to change the supplied authorities to power, to practice and to fully utilize them. This results less management commitment, lack of leadership and proper local government management practices in Puntland Somalia Special zone Nugal Zone. Poor leadership of inefficient political appointees and frequent changes of leaders makes the decision weaker this is also one of great challenge leads poor the decentralization in local government system.

In general the overall leadership and management capacity of local government offices for implementing decentralization of local government was found to be very low (2.38) of weighted mean average score (table 4.3). Therefore, the data Shawn that the leadership capacity of local government was very weak which causes poor decentralization in Nugal Zone.

4.4. Human Resource Capacity

The human resources in terms of human capital which is the most valuable assets.in line with this, five major items they were related to human resource capacity were administrated to the respondents for training (table 4.4).

Table 4.4.Human resource capacity

CATEGORIES	MEAN	RANK	INTERPRETATION
The Offices has the right people for the right job	2.28	1	Very Low
the local government has adequate number of the staffs to supervise, Monitor the day to day activities	2.25	1	Very low
Staff training is based on capacity needs and strategic objectives	2.28	1	Very Low
Simple and accessible human resource manual exist	2.26	1	Very Low
There is high turnover of employees	2.27	1	Very low
Average Mean score	2.27		

From (table 4.4) above on item one shown that local government office has the right people for right job was rated very low with mean 2.28. This suggests that lack of right qualification; concrete experience and skills to manage supervise local government to facilitate the day to day activities of the office. A local government expert who's their local government decentralization does not satisfy the decentralization requirement at their present assignment. This is major problem faced decentralization in Nugal zone local government.

The local government has in adequate numbers of the staff to supervise, monitor the today activities was rated very low with mean score 2.25. The interview conducted with decentralization experts in local government was agree there is no adequate numbers of the staff to supervise and monitor today activities in Nugal Zone local government system. This implies lack of adequate of the staff to supervise and monitory all the activities of the local government system in Nugal Zone.

Item no 4 of the table 4.4, there is high turnover of employees in which the lowest rated with negative responses of weighted mean 2.27. The interview conducted with local government expert's respondents that doesn't high turnover of employees in local government and the most problem faced decentralization was lack of proper job description which decreased the likely result of being effective to the position. In General the overall human resource capacity of local government system for implementing decentralization of local government was found to be very low 2.27 of weighted mean average above (table 4.4)

4.5. Financial Resource Capacity

Financial capacity is another critical capacity of that gives life local government and it is the most important determinant resource to the successful implementations of decentralization. Six major items that were related to financial capacity were administered to the respondents for rating (table 4.5)

Table4.5.Financial Resource Capacity in the Study Area

Categories	Mean	Rank	INTERPERTATION
The annual budget plan were clearly defined	2.54	2	Low
All financial transaction were recorded with the relevant	2.56	2	Low
Adequate financial exist	2.34	1	Very low
Adequate Authority to generate own revenue	2.30	1	Very low
Finances as provided in budget were released timely	2.32	1	Very low
Staff members generally satisfied with their competition	2.31	1	Very low
Average mean score	2.40		

Source: survey, 2017

As it is shown on (table 4.5) the annual budget plan were clearly define and rated with weighted mean score of 2.54, which is low result. The interview result revealed that the local government office followed clear annual budget plan for recurrent expenditure, for staff salary, operational expenses, and capital expenditure. Even though the annual budget is clearly defined with detail amounts the local government office can't get enough budgets as demands.

All financial transactions recorded with the relevant documentation was rated as low with weighted mean score of 2.56. The document analysis made with reference to financial transaction revealed that existence of every financial transaction within the local government offices that had their own vouchers that contain budget category, account code and signed by authorized finance personnel. The interview that conducted revealed that every financial transaction was recorded with the clear from. But the problem was the scarcity and delay of budget for their routine activities which leads poor decentralization in Local government system in Nugal Zone Puntland State of Somalia.

Item 3 (table 4.5) shown that adequate financial of local government was rated as very low with weighted mean score 2.34. The interview with local government official reveals that local government office were faces challenges with lack of financial resource to support the needs of community, to support and encourage staff through different trainings. On the other hand, ability to generate own revenue was rated as very low with weighted mean score of 2.30 on the item this also supported by the interviewed with local government official as it is very difficult to local government offices to generate and increase their own revenue. These shows local government doesn't ability to generate their own resource and it is challenges to implementing decentralization of local government which leads Poor decentralization.

According to (Akpan, 2007) and (Litvack and Seddon, 1999), Effective decentralization needs adequate financial and staff resources. Sub-national governments must have the legal authority to raise revenue to support its expenditure requirements. Thus, the fiscal relationship between the centre and lower-levels of government must be clearly worked out on the basis of equity, fairness and justice.

Table.4.6 .Community Participation, Budgeting and planning

Categories	Mean	Rank	INTERPERTATION
Community participation is able effectively influence the decision of their local government	2.12	2	Low
Local government has recognition the importance of community participation	2.14	2	Low
Local government has responsiveness the needs and problems of local community	2.12	1	Very low
Citizen has participants in Planning and budgets	2.07	1	Very low
Communities are involves the whole process of planning, implementation ,operations and management of public service	2.14	1	Very low
Official offices have authority to made planning, budget and implementation all the operation activities at local level	2.13	1	Very low
Average mean score	2.12		

Source: Survey, 2017

Item one From above the (table 4.6) community participation is able effectively influence the decision of their local government was rated as very low with weighted mean Score 2.12. The interview respondents responded strong agree that community participation is not able effectively influence the decision of their local government .These shown that community participation for decision making and communication among them was very poor.

From above (table 4.6) on item two shown that the local government has recognition the importance of community participation of local government was very low with weighted mean score 2.14. Conducted to the interview the most respondent responded very strong that the local government leaders has recognition the importance of community participation of local government as very low. This shown that local government had not concerned the importance of community participation which leads poor decentralization

Local government has responsiveness the needs and problems of local community were found is very low within weighted score 2.12. It provides local government offices were not responsiveness the needs and problem of local community and it causes that poor decentralization in local government system in Nugal Zone.

According to table 4.6 on item 4, citizen has participants in planning and budgets was found is very low with weight score 2.07. In the interview respondents revealed that citizen does not participate in planning and budgets and implementation all the activities of local government. However, this date showed there were lack community participation, budgeting and decision making leads challenges of decentralization implementation all the activities of local government.

As it is shows that communities are involves the whole process of planning, implementation, operations and management of public service was rated as very low with weighted mean score 2.14. The interview respondents answered that communities involves the whole process of planning, implementation, operations and management as very low. This shown that communities were not involves the process of planning, implementation, operations and management in local government system.

Finally (table 4.6) shown that local government official offices have authority to made planning, budget and implementation all the operation activities at local level was rated as very low with weighted mean score 2.13. Conducted to the interview mostly respondents revealed that local government had not authority to made planning, budgeting and implementation operations and management in local government system. However there were lack of devolution of power to generate their revenue resource and planning and implementation for all activities of local government to develop their communities.

Table 4.7. Improving quality of Service delivery in the study area

Categories	Mean	Rank	Interpretation
Citizen have mechanism to express their satisfaction and priorities for the service	2.24	1	very Low
Local government provides information to citizen about how to access their service	2.35	1	Very Low
Improves local economic Condition	2.42	1	Very Low
Average mean score	2.34		

Source:Survey, 2017

From above table 4.7, citizens have mechanism to express their satisfaction and priorities for the service was rated with weighted mean Score 2.24. The interview respondents were revealed that citizens have not mechanism to express their satisfaction and priorities for service as very low. This evidence provides citizens had not mechanism to express their satisfaction and priorities that leads poor decentralization in local government system.

Local government provides information to citizen about how to access their service was found as very low with weighted mean score 2.35. The interview respondent answered that local government information to citizen about how to access their service as very low. However there were lack of information between local government officials to citizens about how to access their service, lack of downward accountability and transparency, therefore these are leads the challenges of decentralization in local governments system (table 4.7).

Improves local economic condition was rated as a very low with weighted Score 2.42. This shows that the local government economic condition is very low. However, it causes the poor decentralization in Nugal Local government system. The local governments have to promote transparency through the provision of information that is easily accessible. The effort of local

governments in combating corruption in bureaucracy is also one of the key factors of the success of decentralization in public service delivery (UNDP, 2001).

4.8. Stakeholder’s Participation

Decentralization of local government administration involves adequate participation of different stakeholders. Since the involvement of those stakeholders ensures the implementation of local government administrations more effective, efficient and sustainable. Three major items (Item 1 to 5) were administered to local government officials and experts for rating (Table 4.8).

Table 4.8. Stakeholder’s Participation

Categories	Mean	Rank	Interpretation
The office has adequately established external linkages	2.46	1	very Low
The office has adequately formal and informal linkage with like Minded organization	2.50	2	low
The office communicating information about its work to external Stakeholders	2.51	2	Low
The size of the community affect the availability of the service capacity	2.50	2	Low
The office has regular meeting with the community	2.50	2	Low
Average score	2.49		

As presented (table 4.8) adequately established external linkages, formal and informal linkages with like-minded organizations, communicating information about its work to external stakeholders was rated very low with and communicating information about its work to external stakeholders was

rated very low with weighted mean score 2.51 and 2.49. These showed that local government were working with different interested stakeholders who were specially working on local government administration .the interview with local government officials reveals that Nugal Zone the capital city of Puntland ,Garowe, there were a possibility to established external linkage with different stakeholders and like- minded origination to get different and additional support and local government office have strong relationship with NGOs with currently supporting the which were currently supporting the preparatory schools by providing different service aid and building roads.

As shown in (table 4.8), the size of the community affected the availability of services was evidenced by rated low with weighted Mean Score of 2.50 out of 5. The interview found confirmed that the number of peoples who live Nugal Zone was increasing from time to time. This is very challenging to the decentralization offices to exchange information with the communities with the service delivery.

Finally, the office has regular meeting with the community was rated low with weighted mean score 2.5 out of 5. Conducted to the interview the respondents revealed that the office has no regular meeting with the communities to provide the information about how to access better service delivery such as Education/health and good environment and etc.

4.9. Legal and Administrative Environments

The availability of legal frame work and administrative Environments were one of critical features for organization for their existences (Table 4.9).

As shown in table 11, the legal and administrative environments rated very low in which the total weighted mean score of 2.49 as the office is influenced by rules and regulations of the government, legal framework supports the organization autonomy, the legal regulatory content conducive to work, there were useful (formal and informal (conflict resolution system, the office is affected by labor legislation . the office was affected by regulatory frame work evidenced by weighted average Mean Score 2..4

Table 4.9. Legal, Administrative and Policy Environments

Categories	Mean	Rank	INTERPERTATION
The office is influenced by rules and regulation of the government	2.43	1	Very Low
Legal framework support the organization autonomy	2.75	2	Low
The legal regulatory context conducive to work	2.60	2	Low
There were useful formal and informal conflict resolution System	2.36	1	Very Low
State government intervenes in the functions ,finance/revenue matters of local government	3.67	1	High
Official has administrative capacity, accountability and transparency(top down and bottom down accountability to Zone and region	2.43	1	Very Low
The office is affected by labor legislation	2.57	2	Low
The office is affected by regulatory frame work	2.54	2	Low
The government policies support the office	2.41	1	very low
The office is able to engage policy maker in dialogue	2.55	2	low
Total average mean	2.63		

Source:survey, 2017

The local governments are legally owned managed and abide to government rules and regulations was rated very low with weighted mean score 2.45. Rules and regulations were important because they were guidelines to what is acceptable and what is not acceptable in local government administration offices. These critical roles include creating conducive working environments, to assure the legal autonomy of the local government offices and to solve conflicts within the employees and management (table 4.9).

According to table 4.8 shown that State government intervenes in the functions, finance/revenue matters of local government were rated high with weighted means score 3.67. The interview respondents were found state government intervenes in the functions, finance/revenue matters of local government.

The government policies support the office evidenced by rated low in which the total weighted mean score of 2.41 out of 5 table 4.9. The interview also confirmed that the government policy support and designed the decentralization system that can be with the participation of local government. Even the policy is the right base for the local government system, the challenge with the local government office was lack of proper implementation the policy in very well structured manner.

Official's administrative capacity, accountability and transparency (top down and bottom down accountability to zone and region was rated very low with weighted mean score 2.43. the interview respondent officials reveal that local government there were lack of official administrative capacity, lack of accountability and transparency.

Local government office was able to engage policy maker in dialogue which was evidenced by rated 2.55 which is a lowest result (Table 4.9). The interview respondent's officials were reveals that local government office was powerless to engage policy maker in dialogue which provides the decentralization levels of government.

On the other hand, according to Cheema and Rondinelli (1983) the degree of implementation and the degree of accomplishment of intended goals of decentralization policy depends on a range of political, social, behavioral, economical and organizational factors. These all put together will lead to performance and achievement of policy goals, local capacity improvement, productivity,

participation and better service delivery. Since these factors are interrelated, it implies that, if some of these conditions (as the case is in most circumstances) are missing which in turn implies that, the program is limping and may not produce desired outcomes.

(Conyers, 2007) concludes that the following factors have led to weak administrative performance under decentralization which include inadequate devolution of power, particularly over finance and staff; vague and/or inappropriate systems and procedures; inadequately qualified, underpaid and unmotivated staff; political interference, corruption and abuse of power; and lack of downward accountability.

4.10. Political Environment

Categories	Mean	Rank	Interpretation
Political leaders were committed to support the local government administration office	2.50	2	low
The Political environment is conducive for the day to day activities of the office	2.49	2	Very low
Pointless intervention of political leaders in decision making is high	3.5	2	High
External financing is available	2.51	2	low
Total average mean score	2.75		

Source:survey, 2017

From the table 4.10above, political leaders commitment to support the local government administration office was rated very low with weighted mean score 2.5. Conducted to the interview also confirmed that political leaders were extremely restricted by the political system; there is neither adequate capacity nor commitment to change the supplied authorities to power, to practice and fully utilize them. Due to this reason in the study were lack of leadership and proper implementing decentralization in local government administration practice, lack of political

commitment and very limited allocated budget was common problems. This data show that the decentralization of local government in Nugal Zone was very poor.

According to table 4.10 on item two show that The Political environment is conducive for the day to day activities of the local government office was found rated as 2.49. The interview conducted with the decentralization expert's office in Local government revealed that the political environments were smoother for their day to day activities. However, some leaders were not trusted non-political members; non-political members were not accountable person for local government, political interference and abuse of power. This evidence that to provide the decentralization of local government system in Nugal Zone is very poor.

From table 4.10 on item three shows that Pointless intervention of political leaders in decision making was high with weighted mean score 3.5. The interviewed conducted with decentralization experts in local government system office confirmed that political leaders interfere on the day to day activities of the local government official employees. Political leaders lack of confidence and loss of trust among employees due to this reasons they spent a lot of time for meeting than actual professional jobs. This data was conducted poor decentralization in Nugal Zone local government system.

External financing is the critical role for provided the capacity of decentralization in local government system. Therefore, external financing was rated low with weighted mean score 2.5. This means lack of external fiancé which leads the poor of decentralization in Nugal Zone Local government system Puntland government of Somalia (table 4.10)

Finally, Political environment is another driving force that increases responsiveness and better participation in use of public resources and increases willingness of community support for better local government service delivery. Therefore, political environment was rated low in which the total weighted average mean score 2.50 as the political commitment to support for local government, political leaders interfere on the day to day activities of the local government official employees, The Political environment is conducive for the day to day activities of the local government office and intervention of political leaders in decision making is low (table 4.10).

4.11. Technological Capacity

Technological capacity is major mechanisms for both local government and employees for the ability to change or innovate through technological means for local government to effectively apply information technology to achieve desired ends.

Table 4.11. Technological Capacity

Categories	Mean	Rank	Interpretation
the office facilitate acquisition of technologies	2.48	1	Very low
Adequate level of human resource development to support the implementation of new technology	2.48	1	Very low
Availability of information technology infrastructure	2.47	1	Very low
Total average mean score	2.48		

Source: survey, 2017

As it indicated in (table 11) the office facilitate acquisition of technologies, adequate level of human resource development to support the implementation of new technology and availability of information technology infrastructure was over all rated low with weighted average mean score 2.48. The interview conducted with plan and project implementation core process owners also revealed that because of weak and poor use of information technology system, some experts use computer only for simple report writing other may not open their computer once a week and shortage of financial capacity local government offices faces challenges to get technological infrastructure. Financial support is essential for procuring and developing adequate levels of hardware and soft were, and training for local government management experts as needed. Internet service and computer networking is one of the most imperative tools that facilitate learning and communication both internally and externally as well as enables acquire updated information. But

in the study whereas majority of selected and visited local government offices have no ICT services (table 4.11).

The implementation of decentralization policies in the developing countries has recorded limited success. Commenting about the implementation policies in Tanzania,(Picard ,2005) notes that while decentralization has brought about a modicum of deconcentration of power to the regions and districts, the administrative structure has not been able to establish the mechanisms that will ensure increased participation at the district and sub district level”. The following factors constrain the effective implementation of decentralization policies.

The first is low commitment on the part of the dominant political leaders. This was the situation in Nigeria, Tanzania, Sudan and Kenya (Rondinelli, 2000).

The second and very important constraint to decentralization has been the continuing resistance of central government bureaucrats in both the national ministries and local administrative units. Writing on the situation in East Africa, (Rondinelli, 2000) notes:

The resistance is attributable not only to the unwillingness of central ministries to transfer those functions that provided their base of financial resources and political influence, but also to the deep distrust that technicians and professionals within central ministries have of local administrators and tribal, religious and community leaders”

The third is resistance from traditional elites and some local leaders who felt that decentralization will break up or weaken their traditional bases of political influence.

The fourth is the centralist attitude of many government officials-both at the national level and in local communities, which make them oppose participation of rural people in development activities.

The fifth constraint to effective decentralization in developing countries is the weak administrative capacity, especially, at lower level of government. In most developing countries, there is a dearth of high caliber technical and managerial skills, especially, at the lower levels of government needed to carry out development activities.

Sixth, decentralization policies in developing countries have been undermined by the failure of the central or federal government to provide the lower levels of government with adequate financial resources or adequate legal powers to collect and allocate revenues within local jurisdiction. This has been a major problem facing local governments in Nigeria (Ezeani, 2004). In addition, he stressed that the lack of adequate physical and communication infrastructure in rural areas also undermines decentralization in developing countries. It makes coordination among decentralized administrative units almost impossible and constrains effective interaction among them and with central government ministries.

The realization of effective decentralization relies on the presence of certain conditions such as the availability of resources like human resources, financial resources and physical infrastructures and how best they were utilized, the willingness and the commitment of leaders at different levels, the presence of conducive organizational conditions, the attitude of the local people towards the government and the commitment of local leaders; and appropriate institutional capacity (Rondinelli *et al.*, 2004). However, (Jeilu, 2005) the regional states were expected to decide on their own affairs in planning and managing resources at the local levels. They become responsible to formulate policies and strategies, set development priorities and decisions, mobilize resources implement policies and programs derived from their specific situation the special zone characterized by administrative and institutional capacity gaps that financial, human and physical resource constraints have inhibited the successful implementation of decentralization of local government.

Finally, the successful implementation of decentralization depends on the performance of local government capacity. If the absence one of the condition achievement of decentralization leads weak institutional capacity of local governments and poor decentralization and it also the achievement of decentralization depends on the involvement of local government administrations.

CHAPTER FIVE

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with summary conclusion and recommendations. It has three sections. The first section presents the major findings of the study (summary) while the second section deals with the conclusion drawn from the findings of the study. The final section of this chapter provides some recommendation based on major findings and conclusion drawn from the study.

5.1. Summary

1. Organizational Structure

Implementing decentralization of local government and capacity needs the availability of clear organizational structure. However, the finding of this study revealed that the enable environments in term of practical organizational structure were found to be very low at the local government decentralization as depicted by average mean score 2.36 besides this one critical challenge that face for implementing decentralization of local government in absent clear and practical organizational structure which leads poor implementing decentralization in local government system.

2. Leadership and Management

To ensure the successful and suitable implementation of local government decentralization in Nugal Zone needs strong leadership and management commitment. However, the findings of the study revealed that the leadership and management capacity of Nugal Zone rated on the average mean score 2.38 was rated very low. Challenges of decentralization in the implementation of local government office were lack effective leadership and management and political commitment, lack of professionalism rated to the subject areas, lack of employees trust and recognitions which leads unsuccessful implementing decentralization in local government system.

3. Human Resource Capacity

Successful implementation of decentralization of local government needs well qualified and experienced human resource with the right mix of skills, from the right place at the right time. However, the findings of this study revealed that the human resource capacity of local government on the average 2.27 which is very low. However, experts that were involved in the interview session revealed that the majority of local government employees feel dissatisfied with their job and employees were unhappy with the working condition environments, the political conditions because of this high employees turnover was observed which indications poor implementing decentralization in local government system .

4. Financial capacity

Financial capacity is the corner stone of decentralization of local government management. It is the most essential determinant resource to successful implementation of decentralization. The findings of this study revealed that the financial capacity of local government office which mean average score 2.4. Challenges of decentralization in the implementation of local government was inadequate enough budget allocated for demand to provide socio economic development, inadequate authority to generate its own revenue.It is challenges to implementing decentralization in local government system which leads Poor decentralization.

5. Quality Service Delivery

Successful decentralization of service delivery have to promote transparency through the provision of information that is easily accessible. The findings of this study revealed that the quality of service delivery of local government was found as mean average score 2.34 which means very low. Challenges of decentralization in the implementation of local government system were lack of information between local government officials to citizens about how to access their service, lack of downward accountability and transparency and political interference from top officials of local government administration which indications poor implementing decentralization in local government system.

6. Community Participation, Planning and budgeting

To success the implementation of decentralization needs the availability the communities participate in planning and decision making of government. The finding of the study revealed that communities are involves the whole process of planning, implementation, operations and management of public service in local government was rated as mean average score 2.1 which means very low. Challenges of decentralization in the implementation of local government were lack of community participation, planning and budgeting and decision making and lack of devolution of authority which causes poor implementing decentralization in local government system.

7. Stake Holder Participation

Decentralization of decentralization management needs collaboration with different and the involvement of stakeholder with this and other assumption. The findings of this result revealed that there is a very low rate of stake- holder participation of local government average mean score was 2.1. However this is also the challenges of implementation decentralization in localgovernment were faced poor adequately established external linkages, formal and informal linkage minded organization, poor communicating and information about its work to external Stakeholders and lack of regular meeting with the community which leads poor implementing decentralization in local government system.

8. Legal Administrative and Policy Environments

Successful the implementation of decentralization in local government system available legal administrative and policy environments. The findings of this study revealed that legal, administrative and policy capacity rated very low with weighted average mean Score 2.49. This one factor which causes Challengesof decentralization in local government were poor rules and regulation, poor legal framework supports the local government autonomy, very the legal regulatory content conducive to work and lack of useful formal and informal conflict resolution which cause poor implementing decentralization in local government system

9. The political Environment

Political environment is another driving force that increases responsiveness and better participation in use of public resources and increases willingness of community support for better local government service delivery. The findings of this study revealed that the political environment were not enable for local government offices rated as low with weighted average mean score 2.75. Respondents described that leaders were extremely limited by political system; there is neither adequate capacity nor commitment to chance the supplied authorities to power, to practice and to fully utilize them. Pointless intervention of political leaders in decision making was rated high which is negative responses of weighted mean Score of political leaders interferes on the day to day activities of the employees and official local government administration. Therefore, the challenges faced the implementation of decentralization in local government were lack of leadership, lack of proper implementing decentralization, leaders doesn't have confidence and lack of political commitment. It is challenges causes poor decentralization in local government system.

10. Technology Capacity

Information communication technology is one of core capacity were helps local government offices in supporting real local government setting. It reduces many constraints and estimate visible changes to optimize the likely hood of meaningful learning effects connected with technology. Respondents were reported that technology capacity of local government was over all rated very low with weighted average mean score of 2.48. It indicated that local government has weak and poor use of information technology system which leads poor implementing decentralization in local government system.

5.2. Conclusions

Based on the findings the following conclusions drawn:

1. Local government structure is directly accountable to the regional/State government Bureau but some local government offices were weakest tie in Zonal local government structure. There is lack of functioning of local government with Nugal Zone local government offices. Unlike this all local government have their organizational structure that is devolved and distributed from Puntland State government bureau to coordinate and integrate their activities.
2. Leadership and management capacity of the Nugal Zone local government for implementing decentralization of local government was found to be very low. Local government were extremely restricted by the political system; there is neither adequate capacity nor commitment and inefficient political appointees with frequent changes of leaders makes the local government system weaker this due to less management commitment, lack of leadership and proper local government management practice
3. The human resource capacity explained as lack of the right qualification; lack of required number of experts which is directly to the local government planning management, scarcity of local government supervisor staff, there is high turnover of staff which the most uncontrollable challenge for the local government employees were un happy with the working condition environments. Changes of leaders were one of negative impact to work together with PLGA community representative and others interested organizations. The cumulative effect of these situations discouraged employees and reduced their commitment to the position they held deteriorating the implementation of decentralization of local government in general sense.
4. The financial capacity of local government also very low this results shows that the inadequate of finance is one of the main challenges for implementing decentralization to deliver proper service.
5. Nugal Zone the capital city of Puntland and very low external linkage with different and potential stakeholders to get different and additional supports.

6. Legal administrative and policy environments enable the local government to implement decentralization of local government management.
7. Political environment enables the local government to use of public resource and increases willingness of community support for better decentralization service delivery but political leaders were extremely restricted by political system and interfere on the day to day activities of the employees.
8. Little attention has been given to the development of ICT programs; internet service, computer networking and electronic infrastructures office among others were hardly available that affected the coordination and communication system of local government.
9. The internal and external facilities were inadequate for the local government service delivery. basically, implementing decentralization of local government management requires the availability of facilities that can effectively manage their tasks but it remains low in general the local government system of were facing discouraging challenges of capacity both in terms of internal and external facilities to sufficiently discharge their roles and responsibilities.

In general, decentralization of local government system has improved since 2013, but decentralization failed to meet its promise, as improvements in accountability, participation, efficiency and equality have not met expectations. Despite the fact that implementation decentralization of local government in Nugal Zone their efforts undermined by lack of clear organizational Structure , lack of leadership and management commitment, lack of financial and human resource capacity, lack of community participation, decision making and planning ,limited legal framework and insufficient support from regional/state government, lack of political commitment and technology capacity . If stakeholder had been given appropriate levels to carry out their decentralized responsibilities, the result could have been dramatically different.

5.3. Recommendation

Based on the findings of this study, it is recommended that future research and local government capacity development endeavors need to focus on the following points.

Successful implementation of decentralization of local government management requires well-established organizational structure. The Puntland Government should clearly define the authorities and responsibilities that can organizational structure define the autonomy of the Zone that strengthens tie Zonal or regional local government structure.

To ensure the successful and sustainable Implementation of decentralization of local government management in Nugal Zone needs strong political, Leadership and management commitment and legal, administrative and policy environment. Dedication from the local government leader and relevant government institutions that encourage and trust employees and open door for stakeholders to participate in local government system.

The Puntland Government of Somalia and Zonal or regional level officials should create conducive working environments for employees that makes them feel free form political influences and makes them responsible for their position and local government office should attracting well-qualified and experienced professionals specially related to local government decentralization planning and management at Zonal/ regional level.

Effective decentralization requires adequate financial strength. But the Nugal zone is financially constrained due to its very low revenue generating and very low administrative capacity. As such the local government cannot generate sufficient revenues from its own resource. Therefore, Nugal Zone is surrounds the capital city of Garowe Puntland Government of Somalia can get different opportunities to increase their revenue.

Therefore, measures to increase the revenue base should be seriously emphasized by the State/regional, Zonal and local government level.

The practice of involving the community in identifying problem and prioritizing their needs, planning, implementation, monitoring and evaluation of local government development activities is critical for true empowerment and accomplishment of desirable changes that satisfy the public justify the program. So, the regional and local government should make an effort to practically involve the community at all levels of decision making process.

Among the problems facing the region and local government admiration, shortage of trained human resource is crucial. Therefore the decentralization effort should first capacity the region and local government with resource (human and material), administrative and technical capacities to help them evolve as viable and autonomous units of self-ruled admiration. In addition. In order to minimize high staff turnover, the regional government should introduce positive and staff motivating incentive mechanisms so the employees should be dedicated to the job for which they assigned and provide the confidence of local government leader.

To Successful implantation of the local government should be given full autonomy in the planning and budgeting of their activities, especially in apportioning the budget into recurrent and capital portions according to their needs. Moreover, they should have the authority and autonomy to recruit, hire, appoint, transfer or dismiss local government which should be governed by local laws. Both the above issue are currently done at regional level at the disadvantage of local government.

For successful implementation of decentralization, the regional government in collaboration with local government should formulate a strong legal frame work setting out the power, rights and duties of different government tiers in the region. Without such a framework, it is often impossible to know who is responsible for what. This allows Zonal and regional government to interfere easily with local government affairs and leaves local government authorities with no possibility of stopping such interferences. Thus, legal norms must be adapted to local needs and to the circumstance of the local government area

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APPENDIX: QUESTIONNAIRE ENGLISH VERSION

JIMMA UNIVERSITY

COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT

Dear Respondent:

I am undertaking a research titled ‘**THE CHALLENGES OF DECENTRALIZATION IN LOCAL GOVERNMENT SYSTEM A CASE OF NUGAL ZONE, PUNTLAND, SOMALIA**’ in partial fulfillment of Requirement for the award of Master of Public Management (MPM) . To achieve the objective of the research endeavor, your objective response to the questionnaire related to the different aspects of the challenges of decentralization in local government systems is very crucial and hence you are kindly requested to spare your precious time and answer the questions carefully and genuinely

Remark:

Do not write your name

Your response will kept confidential and will be used only for academic purpose.

SECTION 1. DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

Note: Please tick () where appropriate or write briefly where requested

i) What is your sex?

Male

Female

2. Age

1. 20-30 2. 31-40 3. 41-50 4. Above 51

3. Level of education

1. High school completed 2. Diploma 3. Undergraduate 4. Master's Degree 5. Other specify

4. Marital Status

Single married

5. What is your level of experience?

1. 1-5 years 2. 6-10 years 3. 11-15 years 4. Above 16 years

Section 2: Challenges of decentralization in local government in Nugal Zone

Local government administration official officer, Experts, zonal and local government civil service and local government supervisors,

to assess the current status of local government capacity in Implementing Decentralization of local government Management in Nugal Zone Puntland Government of Somalia . In your opinion to what extent do the following capacity wereas were available at the district level? Please, put ' ' mark in the boxes provided for each item.

Scores assigned to each capacity werea include:

1= strongly disagree 2= disagree 3= undecided 4= agree 5= strongly agree

B. likert Scale Questions

1= strongly disagree 2= disagree 3= undecided e 4= agree 5= strongly agree

Local government capacity	Score				
	1	2	3	4	5
1.Organization structure					
<i>1.1.The structure is clearly defined with lines of authority</i>					
<i>1.2 there is well-designed organization structure</i>					
<i>1.3.regular update were carried out on the structure</i>					
<i>1.4.work process clear and adequately structured</i>					
<i>1.5. function units adequately decentralized</i>					
2. Leadership and management					
<i>2.1. the local Govern't has clear overall strategy/vision/mission/and value</i>					
<i>2.2. Leaders were appointed by based on their competency and professionalism</i>					
<i>2.3. The local admin. recognize the importance of distributive leadership</i>					
<i>2.4. leaders have strong commitment to make decision</i>					
<i>2.5. Financial officers are well motivated by administration</i>					
<i>2.5.Management at the local government ensure that the work environment is appropriate</i>					
3.Human Resources					
<i>3.1. the offices has the right people for the right job</i>					
<i>3.2 .the local govern't has adequate number of staffs to supervise, monitor the day to day activities</i>					
<i>3.3. Staff training is based on capacity needs and strategic objectives.</i>					
<i>3.4. Simple and accessible human resource manual exist</i>					
<i>3.5. there is high turnover of employees</i>					

Capacity	Score				
	1	2	3	4	5
4. Financial					
<i>4.1 the annual budget plan were clearly defined</i>					
<i>4.2.All financial transaction were recorded with the relevant documentation</i>					
<i>4.3. Adequate financial exist</i>					
<i>4.4. Adequate Authority to generate own revenue</i>					
<i>4.5. Finances as provided in budget were released timely</i>					
<i>4.6. Staff members generally satisfied with their compensation</i>					
5.Community Participation, planning and budget					
<i>5.1. Community participation is able effectively influence the decision of their local government</i>					
<i>5.2.Local government has recognition the importance of community participation</i>					
<i>5.3. Local governs are responsiveness the needs and problems of local community</i>					
<i>5.4. Citizens has participants in planning and budgets</i>					
<i>5.5.Communities are involves the whole process of planning, implementation, operations and management of public service,</i>					
<i>5.6. official offices have authority to made planning, budget and implementation all the operation activities at local level</i>					

6.improving quality of service delivery					
<i>6.1. Citizen have mechanism to express their satisfactions and priorities for the service.</i>					
<i>6.2. Local governments provides information to citizen about how to access their service</i>					
<i>improves local economic conditions</i>					
7.Stake holder participation					
<i>7.1. The Office has adequately established external linkages</i>					
<i>7.2. The Office has adequate formal and informal linkages with like-minded organizations</i>					
<i>7.3. The Office communicating information about its work to external stakeholders</i>					
<i>7.4. The size of the community affect the availability of serviceCapacit</i>					
<i>7.5. The office has regular meeting with the community</i>					
8. legal, administrative and policy environments					
<i>8.1. The Office is influenced by rules and regulation of the government</i>					
<i>8.2.legal frame work support the organization autonomy</i>					
<i>8.3.The legal regulatory environment conducive to work</i>					
<i>8.4. There were useful (formal and informal) conflict resolution system</i>					
<i>State government intervenes in the functions, finance/revenue maters of local government</i>					

<i>Official has administrative capacity, accountability and transparency(top down and bottom down accountability to Zone and region</i>					
<i>8.5. The Office is affected by labor legislation</i>					
<i>8.6. The Office is affected by regulatory frame work</i>					
<i>8.7.The government policies support the office</i>					
<i>8.8. The Office is able to engage policy maker in dialogue</i>					
Political will					
<i>9.1.Political leaders were committed to support the local government administrations Office</i>					
<i>9.2. The political environment is conducive for the day to day activities of the Office</i>					
<i>9.3. Pointless intervention of political leaders in decision making is high.</i>					
<i>9.4. External financing is available</i>					
10.Technology					
<i>10.1.The office facilitate acquisition of technologies</i>					
<i>10.2. Adequate level of human resource development to support the implementation of new technology</i>					
<i>10.3. Availability of information technology infrastructure</i>					

Do you think that there are other problems encountered by local governments as a result of poor decentralization?

Please mention them as you identify.

a.

b.

c.

d.

e.

f.

What would you suggest as solutions to improve the effective decentralization in local government system?

a.

b.

c.

d.

e.

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DEPARTMENT OF MANAGEMENT

Section C: In-depth-Interview

Points Addressed with the District Officials and Experts (District Administrators/ Cabinet Members/Sector Office Heads and Experts)

1. Is there adequate local government capacity (organizational structure, leadership, resources – human, financial, and administrative capacity material, community participation, service delivery , technology stake holder participation , and political, legal and policy environment) to implement decentralization of local government administrations in the Nugal Zone, Puntland Somalia.

2. Is there the constraints encountered in the implementation of decentralization in local government System in Nugal Zone Puntland Somalia?

Appendix: Questionnaire Somali version:Lifaaq: su ‘aallo

JAMACADDA JIMMA

KULIYADA GANACSIGA IYO DHAQALAHA

QAYBTA MAAMULKA

Gacaliye, JAWABE:

Cilmi baristaydu waxay hoos timada : CAQABADAHA MAAMUL BAHINTA EE DAWLADAHA HOOSE EE NUGAL PUNTLAND SOMALIA , qayb ahaan waxaa laygu guddonsin heerka labaad ee mamulka guud ee dawladnimo ee jamacada. Sidan ugaaro cilmi baristayda hadafkagu waxa weye inad ka jawabto si daxadar leh suallaha laxiriira cabadaha haysta maamul bahinta Dawladah hoose ee Nugal soone puntaland somalia

Taciiq:

Ha qorin magacaga

Jawabtadu ku ilaali kalsoni iyo inaad isticmasho oo kaliya ujeedada tacliintada.

Qaybta kowaad 1. Najiitoyinka Sahanimo

FG: fadlan sax () mesha ku haboon ama uqor si kooban

1) Jinsi ?

LabDhedig

2. Da

1. 20-30 2. 31-40 3. 41-50 4. Above 60

3. Heerka waxbarasho

1. Dhamaysay dugsi sare 2. Diblooma 3. heerka kowad 4. Heerka labaad 5. Wax kale takhakusa

4. Heerka Guurka

Aan guursan G

5. waa maxay heerka khibradada shaqo?

1. 1-5 years 2. 6-10 years 3. 11-15 ye 4. Above 16 ye

Qaybta 2: Caqabadaha haysta Maamul Bahinta ee Gobalka Nugal

Maamulka ugu sareeya dawladda hoose, khuburada, gobalka iyo shaqalaha rayidka ah dawlada hoose iyo lataliyaasha dawladda hoose, inaan qimeeyo heerka owoodeed inta lagu jiro maamul bahinta dawlada hoose ee Gobalka Nugal Buntland Somaliya. Fikirka intay le egtahay awooda dawlada hoose meshaas oo laga heli karo heerka degmo.

Fadlan , dhig sanduqa loo aystayey shay walba.

Dhig Jeexdinta loo asteye shay walba mesha ku jiro:

1= aad ugu racsanay 2= ku racsanayn 3= aan la'astayn 4= ku racsanahay 5= aad ugu racsanahay

B. Su'aalo khandad ku jira

1= aad ugu racsanayn 2= ku racsan 3= aan la'astayn 4= ku racsan 5= aad uguracsan

Awooda dawlada hoose	Xarijin				
	1	2	3	4	5
1.Qayb dhismedka dawlada hose					
<i>1.1.qabdhismedku si cad ayuu uqexaa owodaha dawlada hoose</i>					
<i>1.2 waxay leyihiin qayb dhismed wanagsan oo ku filan</i>					
<i>1.3.si joogto ah ayaa loo hagajiyaa qabdhismedka</i>					
<i>1.4.habka shaqo waa mid cad oo hufan</i>					
<i>1.5. Nidamka shaqeedku waa mid bahsan</i>					
2. Hogaminta iyo maamulka					
<i>2.1. Dawlada hoose waxay leedahay istaratijiyo guud oo cad /aragti/ hadaf leh</i>					
<i>2.2. Hogamiyasha waxa lagu doortaa karti iyo xirfad</i>					
<i>2.3. Maamulka dawlada hoose way aqonsan yihiin muhimada hogaminta</i>					
<i>2.4. Hogamintu waxay leyihiin ka go'nasho ay wax ku go'aanshan</i>					
<i>2.5. hogaminta maliyada waxa dhiiri galiya maamulka</i>					
<i>2.5.Maamulka dawladda hoose waxay xaqijiyan in goobta shaqadu ku habontahay</i>					

3.shaqalaha ma	Xariiq				
	1	2	3	4	5
3.1. xafiisku wuxu leeyahay qof ku haboon shaqad					
3.2 .dawlada hoose waxay ledahay shaqale ku filan oo kormera shaqa maalmedkasta					
3.3. Tabarka shaqalaha wuxuu ku salaysan yahay awooda loo bahanyahay iyo istaratijiya hadafeed					
3.4. shaqada shaqalaha waa mid fudud iyo aqbali karta					
3.5. waxaa jira isku badal shaqalle					
Awoodda maliyadeed					
4.1.qorshaha maliyadu waa mid cad					
4.2.dhaaman lacagaha baxa waxaa lagu lifaqaa dukument laxiriira					
4.3.waxay Helen misaniyad ku filan					
4.4.waxay leeyihiin awood ay ku dhaliyaan dhakhligooda					
4.5.maaliyada misaniyaded waxan lasidaya waqtigedii					
4.6.dhaman shaqalaha si guud bay ugu qanacsanyihin magdhowdooda					

Awooda	Heerka				
	1	2	3	4	5
5.ka qayb qadasho bulsho , qorshe iyo misaniyad					
<i>5.1.bushadu waxay samayn ku yelataa go'amada ay garayan dawlada hoose</i>					
<i>5.2. Maanulka dawalda hoose waxay leyihiin aqonsi faidada bulshadu ka qayb qadato go'</i>					
<i>5.3. dawlada hoose waa ka jawabtaa bahiyoyinka iyo dhibatoyinka bulshada so wajaha</i>					
<i>5.4.muwadinku waa ka qayb qataa qorshaha iyo maliyada dawlada hoose</i>					
<i>5.5.bushadu waxay ku lugledaha dhaman habka qorshaynta, fulitanka shaqoyinka iyo mamulka</i>					
<i>5.6. Staff members generally satisfied with their compensation.</i>					
<i>5.7.xafiisyada rasmiga ah waxay leyihiin awood ay ku sameyan karan qorshaynta, misaniyada iyo fulitaanka dhaman shaqyinka jira</i>					
6.1.Qor uqaadida Tayada Adeega Bulshada					
<i>6.2. muwadinka waxay leyihiin farsamo ay ku qeexan qanacoda iyo siday ukala muhibsan yihiin adeega</i>					
<i>6.3.dawlada hoose waxay siyan wixi macmulad ah muwadinka kas oo ku sabsan in logu fudedaynayo adeegoda</i>					
<i>6.4. dawlada hoose waxay kor uqaadaa wixi ku xiran xaladoda dhaqale</i>					

Capacity	Heerka				
	1	2	3	4	5
7. ka qayb qadashada daneyasha					
<i>7.1. xafiisku wuxu leyahay xiriir dabada ah oo ku filan</i>					
<i>7.2.xafiisku wuxu leyahay xiriir toos ah iyo mid antos ahayn oo isku xiran oruro</i>					
<i>7.3.xafiska xiriirka macmuladka ku sabsan shaqada deneyasha debada</i>					
<i>7.4.waynanta bulshada waxay samaysaa in laheloo adeeg awooded oo wanagsan</i>					
<i>7.5.xafiisku wuxu laleeyahay shir joogta ah bulshada</i>					
8. sharciga, Maamulka, iyo Jawiga siyasaded					
<i>8.1.Xafiiska waxaa sameya shaciyada iyo kala danbaynta dawlada</i>					
<i>8.2. qaab dhismeedka shaqo wuu tagera madax bananida dawlada hoose</i>					
<i>8.3.Qabdhis medka wanagsan wuxu xadidaa shaqada</i>					
<i>8.4. iyagu waxay si buuxda si toos ah iyo si dadban xalinta khilafadka</i>					
<i>8.5.dawlada dhexe waxay faragalisa shaqada iyo maliyada dawlada hoose</i>					
<i>8.6.dhabtu waxay leyihiin awood mamul, laxisabtan iyo hufnan kor iyo hoosba ah</i>					
<i>8.7.xafiska waxa sameya sharciga shaqalaha</i>					
<i>8.8.Xafiiska waxaa sameya qabdhismedka lomamulay</i>					
<i>8.9.Siyasada dawlada waa tagerta dawlada hoose</i>					
<i>8.10.Xafisku wuu awoda inu howlgaliyo sharcisayaha</i>					

<i>Awooda</i>	<i>Heerka</i>				
	1	2	3	4	5
9.Jawi Siyasadadeed					
<i>9.1Hogamiyasha siyasada waa ka go'aan inay tageran Maamulka dawlada</i>					
<i>9.2.jawiga siyasadeed wuxu ku xiranyahay malin walba shaqoyinku qabanayo xafiisku</i>					
<i>9.3.faragalin macno daro ah ee hogamiyasha siyasada go'aan qadashada waa mid sare</i>					
<i>9.4. maaliyad dabada ah ayaa lehela</i>					
10.Cilmi Farsamo					
<i>10.1.Xafiisku wuxu fududeyaa soo ibsashada allada farsamo</i>					
<i>10.2. Heer ku filan horimarinta shaqale</i>					
<i>10.3.Helitaanka kabayasha cilmi barista</i>					

JAMACADDA JIMMA

KULIYADA GANACSIGA IYO DHAQALAHA

QAYBTA MAAMULKA

Qaybta C: waraysi

Waxan loqoyn deyey Maamulka degmoyinka, iyo Gobalada iyo khabiirada

1. Majiraa awoda dawlada Hoose (qab dhismeedka ururka, hogaminta iyo mamulida, tayada shaqad, maaliyad, ka qayb qadashada go'amada iyo qorshaynta, ka qayb qadashad deneneya, jawi siyasaded s, sharicyada iyo maamulka iyo tayada adeega bulshada iyo cilmiga alada teknolajiga?
2. Majiraan caqabadoo latirin karo oo hortagan in lafuliyo mamul bahinta dawalad hoose ee Gobalka Nugal buntilan somaliya?