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THE CHALLENGES OF GOOD GOVERNANCE IN SOMALIA

ABDIFATAH ABDI HARED

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THE CHALLENGES OF GOOD GOVERNANCE IN SOMALIA

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Approval of the Graduate School of Social Sciences

Assoc. Prof. Dr. Seyfullah Yildirim
Manager of Institute of Social Science

I certify that this thesis satisfies all the requirements as a thesis for the degree
of Master of Arts in Political Science and Public Administration.

Prof. Dr. Yılmaz BİNGÖL

Head of Department

This is to certify that we have read this thesis and that in our opinion it is fully
adequate, in scope and quality, as a thesis for the degree of Master of Arts.

Prof. Dr. Yılmaz BİNGÖL
Supervisor

Examining Committee Members

1. Prof. Dr. Yılmaz BİNGÖL (AYBU, Political Science and Public
Administration Department) _____
2. Prof. Dr. Murat ÖNDER (AYBU, Political Science and Public
Administration Department) _____
3. Doç. Dr. Özgür SARI (TODAİE) _____

DECLARATION

I, AbdiFattah Abdi HARED hereby declare that this thesis does not incorporate without acknowledgement it is my original work and has not been presented for the award of any degree/diplomas in any other colleges and universities.

This is the result of my research thesis and effort except where due references are made in the text. I declare that I followed the ethical principles and procedures specified in the document on research thesis guidelines issued by the ANKARA YILDIRIM BEYAZIT UNIVERSITY.

Name, Last name: Abdifatah Abdi Hared

Signature:

DEDICATION

I wish to dedicate this thesis to my honorable mother Kaltuun SALEBAN and my father Abdi HARED.

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LIST OF ABBREVIATIONS

GG:	Good Governance
FGOS:	Federal Government of Somalia
UN:	United Nations
NGOs	Non-Governmental Organization
WB:	World Bank
IMF	International Monetary Fund
ADB:	Asian Development Bank
ADB:	African Development Bank
UNDP:	United Nations Development Program
ACC	Anti-Corruption Commission
JSC	Joint Security Council
UNO:	United nations organization
IO:	International Organization
SCOs:	Civil society organizations
CBOs:	Community based organization
CoS:	Community Organizations
TI:	Transparency international
EE:	Effective and efficiency
CPI:	Corruption perception index
M & E:	Monitoring and Evaluation
MDGs:	Millennium Development Goals
MP	Member of Parliament
LG	Local Government
GROL	Governance and Rule of Law

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ABSTRACT

THE CHALLENGES OF GOOD GOVERNANCE IN SOMALIA

Abdifatah Abdi Hared

MA., Department of Political Science and Public Administration

Supervisor: Prof. Dr. Yılmaz BİNGÖL

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The idea of good governance is of increasing importance as it is used by the states, regional and international organizations to measure sustainable development. Thus, good governance is important for creating an environment where all citizens can equally be benefited from the countries resources and providing full protection of human rights especially women, children, and minority communities. This research examines the challenges of good governance in Somalia by emphasizing common principles of good governance such as transparency, accountability, equity and equality, effectiveness and efficiency, participation and the rule of law. To assess the challenges of good governance, both quantitative and qualitative data were used. The data was collected from both primary and secondary sources and analyzed using Statistical Package for Social Science (SPSS) software. The study also recommended policy suggestion so that to promote good governance applications in Somalia.

Somalia, for many years to date, has been the worst in performing good governance practices. The public institutions have been lacking the courage to produce effective policies to good governance. As a result of this, governance in Somalia is characterized by poor performance, inadequate policies, poor institutional performance, lack of an independent judiciary system, corruption in all government spheres, lack of participation of the people in policy development and decision-making process.

The findings of this study revealed that there are several challenges contributed to the lack of good governance applications in Somalia. These include clan supremacy, corruption, limited democratic culture, lack of adequate and appropriate laws, political challenges, and threats to peace. The researcher considers clan supremacy the most challenging factor to good governance because, since the formation of the Somalia state in 1960, the clan identity has been the basis of political power; and the will of the society has not been given attention. The study found that good governance in Somalia is rare in practice since 1991. The results of the study prove the author's research questions and the hypothesis that good governance has not been practiced in Somalia, among other things like. lack of constitutionalism, lack of rule of law, and the absence of law enforcement agencies, lack of separation of power between the federal government and the federal member states, poor human rights, corruption, and lack of strong institutions.

Keywords: Somalia, Governance, Good Governance, Transparency, Rule of Law.

ÖZET

SOMALİ' DE İYİ YÖNETİŞİM ZORLUKLARI

Hared, Abdifatah Abdi

Master Derecesi., Siyasi Bilimler ve Kamu Yönetimi Bölümü

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İyi yönetim fikri, devletlerin, bölgesel ve uluslararası örgütlerin sürdürülebilir kalkınmayı ölçme amacıyla kullandıkları için giderek daha da önemli hale gelmektedir. Dolayısıyla, iyi yönetim, tüm vatandaşların ülke kaynaklarından eşit olarak yararlanabileceği ve özellikle kadın, çocuk ve azınlık toplulukları olmak üzere insan haklarının tam olarak korunabileceği bir ortam yaratmak açısından önemlidir. Bu araştırma, iyi yönetişimin şeffaflık, hesap verebilirlik, eşitlik ve adalet, etkinlik ve verimlilik, katılımcılık ve hukukun üstünlüğü gibi genel ilkelerini vurgulayarak, Somali'deki iyi yönetim zorluklarını ele almaktadır. İyi yönetişimin zorluklarını değerlendirmek için, hem nicel hem de nitel veri yöntemi kullanılmıştır. Veriler, hem birincil hem de ikincil kaynaklardan toplanmış ve Sosyal Bilimler İstatistik Paketi (SPSS) yazılımı kullanılarak analiz edilmiştir. Çalışma aynı zamanda Somali' de iyi yönetim uygulamalarının ileri seviyelere taşınabilmesi adına politika önerileri de getirmektedir.

Somali, uzun yıllar öncesinden günümüze kadar iyi yönetim uygulamalarında çok gerilerde kalmıştır. Kamu kurumları, iyi yönetişime etkili politikalar üretme cesaretinden yoksundu. Bunun bir sonucu olarak, Somali'deki yönetişim, cılız uygulamalar, yetersiz politikalar, zayıf kurumsal performans, bağımsız bir yargı sisteminin olmayışı, tüm kamuda yolsuzluk, halkın politika geliştirme ve karar alma sürecine katılımının eksikliği gibi unsurlarla açıklanabilir.

Bu çalışmadan elde edilen bulgular Somali'de iyi yönetim uygulamalarının eksikliğine katkıda bulunan çeşitli zorlukların olduğunu ortaya koymuştur. Bunlar arasında kabile üstünlüğü, yolsuzluk, sınırlı demokratik kültür, yeterli ve uygun yasaların eksikliği, siyasi zorluklar ve barışa yönelik tehditler sayılabilir. Araştırmacı kabile üstünlüğü konusunu iyi yönetişimin önündeki en zorlayıcı faktör olarak görmektedir çünkü Somali devletinin 1960 yılında kuruluşundan bu yana kabile kimliği siyasi gücün temelini teşkil etmiş ve halk iradesi ise sürekli göz ardı edilmiştir. Çalışma, Somali' de iyi yönetişimin 1991 yılından bu yana çok nadir hayat bulduğunu ortaya koymaktadır. Çalışma sonuçları, anayasal düzenin olmayışı, hukukun üstünlüğünün izine bile rastlanılmaması, federal hükümet ve federal üye devletler arası yetki paylaşımının eksikliği, insan haklarının geri plana atılması, rüşvet ve güçlü kurumların yokluğu gibi diğer sorunların yanında yazarın iyi yönetişimin Somali' de hiç söz konusu olmadığı yönündeki araştırma soru ve hipotezini kanıtlamaktadır.

Anahtar Sözcükler: Somali, Yönetişim, İyi Yönetişim, Şeffaflık, Hukukun Üstünlüğü.

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CHAPTER ONE

INTRODUCTION

"Mere good governance process is not enough, it has to be pro-people and pro-active. Good governance is putting the people at the center of the development process" (Narendra Modi).

"Development depends on good governance, and that is the ingredient which has been missing in far too many African countries (Ex USA-President Obama).

In the global world of today, for any State must have competitive authority aimed at managing state affairs in a transparency, accountability and effective way, there must be in place the principles of good governance so that to attract, motivate citizens to support the government institutions that willing to achieve development and prosperity. In the 1980s, the concept of good governance appeared as an instrument for sustained development and poverty reduction. Since then, good governance is dominating international debates about the assistance and the development in developing countries and the third world countries. During that period, good governance gained a significant acknowledgment, especially international organization, states and regional organizations (Imran and Shah Nawaz, 2009; Anowar Uddin, 2010).

The concept of good governance promotes participation, efficiency, effectiveness, transparency, accountability, and the rule of law in the public institution's management at all level of the government. Good governance also allows government institutions to manage human, economic, natural and financial resources efficiently and equitable manner. For example, In the late 1980s, the concept of good governance as an instrument of development has gained a significant acknowledgment from the international organizations and attracted among other regional organizations, and the states as well.

This indicates that good governance matters in accelerating sustainable development and reducing poverty and inequality around the world especially developing and third world countries (Berhanu et al., 2003).

Good governance has been extensively used in the last one and a half decade and is mainly of a political and technocratic term which is different from government and suggests that government should be "good" not "bad". Yet many developing and third world countries lag behind the developed countries when it comes to good governance. For example, politicians and public policy makers in developing countries advocate for good governance mainly in election periods but, missing practicing the principles and elements of good governance. Considering Africa, the concept of good governance began late in the 1980s and spread to many African countries and other regions of the continent. Good governance gained significant attention in the whole Africa, especially among UN and other international organization as well as scholars in the academic field. (Marc & Byong-Joon, 2002; Ladi, 2008).

Governance in Africa is that most African countries got their independence from the colonial power and Africans start thinking their position in the world. Since then, the term good governance has become the leading socio-economic agenda and better governance have taken a significant leap in Africa and the idea of political parties, election, human rights and democracy have come to exist in many parts of African continent. The concept of political leadership is generally liberalized in African including Somalia. (ECA, 2005). Good governance is also seen as an important way to reach development and has swept public attention for the last decades. Latter good governance becomes an important pillar in consideration of the ability of the states to lead to confirm the country in accordance with the principles of good governance and democratic values. In Somalia, after long years of unitary and centralized governance structure, a federal form of governance structure has been adopted in 2012 with four tiers of governance system federal government and federal member states, bicameral system, executive, and city administrative government. However, the present condition of good governance in Somalia is not satisfactory, corruption is very high, lack of accountability and transparency, poor control of public finance, abused of human rights, lack of rule of law and Al-Shabaab militant groups that attack the government institutions are all impeded to the existence of good governance in Somalia.

1.1.Statement of the problem

Good governance in the world matters in accelerating development and in reducing poverty particularly in most developing countries of the third world. In line with this, good governance allows for sound and efficient management of resources for equitable and sustainable development agenda. In Somalia, good governance is a new concept in the political literature. The country lacks any historical background and experience of performing good governance in public sectors since the collapse of the central government in 1991. The absence of good governance practices in Somalia is considered to be one of the major challenges facing the country today. The absence of good governance is further worsened by other challenges such as inequality, poverty and political instability. Despite lack of good governance having a significant negative impact in the socio -economic and political spheres in the country, there has been very little emphasis in highlighting the same as a serious challenge that Somalis need to address. Informal observations show that the public institutions in Somalia have been given little attention to ensure good governance. In this research thesis, the researcher is looking to find out the challenges of good governance in Somalia since there is no comprehensive study carried out on the challenges of good governance, the researcher, therefore, felt that conducting such a study might uncover some underlying challenges and provide a platform through which reforms can be introduced.

1.2. Hypothesis of the study

Hypothesis 1: Countries with more violence and lack of political stability have less governance effectiveness.

Hypothesis 2: The clan superiority and independence of has negatively contributed to the current state of bad governance application in Somalia.

Hypothesis 3: Countries with low levels of rule of law scores less control of corruption and bad governance trends.

Hypothesis 4: Poor participation contributes to the current bad governance and institutional crisis in Somalia.

1.3. Research Questions

Based on understanding the challenges to good governance in Somalia perspective this research will lead to answering the following research question:

1. What accounts for success good governance in Somalia?
2. What are the impeding variables existing to the implementation of good governance in Somalia?
3. What is the current situation of governance in Somalia since 1991?
4. Is the implementation of good governance understood in Somalia?
5. To what extent the government institutions are effective in promoting good governance in Somalia?

1.4. Objective of Study: General objective

The general objective of this study is to identify and assess the major challenges of good governance encountered in Somalia.

1.4.1. Specific objectives: The study also aims to achieve some specific objectives and they include as the following:

1. To find out the impeding variables exist to the implementation of good governance in Somalia.
2. To find out if good governance understood and implemented in Somalia.
3. To identify if the components of good governance exist in Somalia.
4. To find out to what extent that the government institutions are effective in promoting good governance in Somalia.
5. To find out the impact of rule of law on government effectiveness.
6. To recommend solutions on how to overcome the major challenges of good governance in Somalia.

1.5. Significance of the study

Good governance is a key to development, peace, and prosperity, effective and stable government. For instance, accountable institutions are essential in the fight against poverty and corruption. So, this research paper is significant in the following ways: The research findings can provide policy suggestions to the federal government of Somalia and state institution to find out means of alleviating the challenges faces the process of promoting good governance in Somalia.

The findings of the study can also be used to guide developed countries, international organizations and donors to reexamine the unique challenges to good governance in Somalia perspective. Civil society organizations can benefit from the study by using the findings of this study as baseline data upon which their activities and programs can be implemented. Future research can also benefit from the findings of the study as key point of reference to future related studies and it would contribute to the empirical literature on determinants of good governance.

1.6. Scope of the study

This study is limited to the political and the administrative aspects of good governance, which is accepted as the most challenging in Africa's governance including Somalia. This thesis, the researcher assesses the challenges of good governance in Somalia by taking only certain attributes of good governance such as participation, accountability and transparency, effectiveness and efficiency, equity and equality, and rule of law. This research was concerned with the assessment of the challenges of governance in Somalia and researcher gives more emphasis on institutions that are believed to have more impact in ensuring good governance in Somalia.

The study was conducted between October 2017 to May 2018. From beginning to end correspondence research design and a selected number of sample respondents from Mogadishu residents and in a selected number of institutions.

1.7.Organization of the Study

In addition to this introductory chapter, this thesis research has five chapters. The first chapter begins with an introductory part, the problem formulation, objective of the study, hypothesis and research questions followed by the scope and methodology. Chapter two, of the thesis, deals with the existing literature on what is good governance, why it matters, good governance in the international context, followed by a brief discussion on pre-conditions of good governance and the principles of good governance. The third chapter focuses on the state of good governance in Somalia, the challenges of good governance in Somalia and the efforts to achieve good governance are discussed so that the readers of the thesis to know briefly what experience does Somalia has in relation to governance. Chapter four, Analysis and the findings of the data obtained from primary and secondary sources are discussed. Conclusion and recommendations are made in Chapter five.

CHAPTER TWO

CONCEPTUAL FRAMEWORK

2.1. Governance

In etymological terms, the term “Governance” originally comes from the ancient Greek (kybernein) that means steering, driving, or guiding men. In the history, the idea of governance as a rule of law, and activity of ruling others has a long history that goes back to the English language. However, most of the current debates on governance, originate from its specific usage, and the changes occurred in the structure of states since the 1980s. Most of these changes are demanding human rights, freedom of speech, women participation in politics, equality, accountability, and transparency. These changes date from the neoliberal reforms period in the public sector in the 1980s. Later, when these changes attracted international organizations, the term governance has been linked to the government as it means of governing together, running a government with accordance rule of law or any other appropriate entity that matters. So, if there is a link between governance and government this researcher affirms the definition of Michael Mann, as he defined governance as government’s ability to make and enforce the rule of law, and to deliver public services in the most effective and efficient way, regardless of whether the country is exercising democratic principles or not (Mann 1994).

A list of review of academic literature on governance and good governance reveals lack of consensus definition on what governance is, since governance is a very broad concept and operates at every level such as, village administration, local government, national, regional and the globally (Ntalaja, 2006). Governance as earlier mentioned was widely used in the literature meaning the term was not new as Khan argued that governance has been there for fourteen centuries and during that period, it was used in two senses. One was that governance in action and method of governing others and the second sense was the manner of governing others. (Khan 2006).

Though governance has come to mean different things to different scholars, this research tries to define governance in accordance with the well-discussed definition on the academic literature in recent years. Pierre defined governance as something that has dual meaning; that is the empirical manifestations of state adaptation and external environment (Pierre, 2000).

Governance signifies a transformation from of relationship where one side governs the other to set of relationships where mutual interaction takes place to make desirable choices for the society so to create an environment where accountability, transparency, rule of law and participation is valued (Balagon, 1998). The term governance also forms the political, economic and administrative power that societies used to administer their activities. Governance involves the mechanisms, processes, and institutions that citizens, groups, and societies utilize in joint decision-making and implementation, in expressing their interest and in fulfilling their obligations as well as solving conflicts. Governance leads to the nature of mutual interaction among social actors like, civil society organization, the society, political parties as well as bureaucracy and the state, which simply meant “joint government”.

Moreover, the concept of governance has also been widely discussed in the international organization especially during a late 19th century where global governance, particularly after the collapse of communism and the emergence of a new world order, the term governance has attracted the states and international organizations. During that era, the international organizations, states, and global governance call for commonly accepted principles of governance, norms, and rules that facilitate international cooperation. Scholarly debate argues that the current system of global governance has to be reformed as it is dominated by private agendas, the main concern of which is the promotion of free movement of commodities and trade to the disadvantage of poor nations (Dervis and Ozer, 2005 cited in Mukamunana, 2006).

One of the most important thing that governance plays an important role is in the public administration system, where governance itself means the structure, relationships, and processes of the delegation, authority, responsibility, and accountability in the public institutions. For instance, Governance in the public administration refers to "all the processes of governing society for example, how decisions in public institutions are carried out in cooperation with the participation of all concerned authority such as state level, civil society organization and the community (Ad Hoc Committee on Academic Governance 2017). Governance has also been understood as a process through which states and organizations define and achieve its mandate, which includes making decisions with regard to the structures, policies, practices of decision-making, the exercise of authority, and the mechanisms of accountability and transparency. This is based on the mutual cooperation between the state and civil society organizations, which also brings participation of the society in the forefront in a transparency, opens, and accountability manner. The World Bank defined governance as the method through which power is exercised in the management of a country's political, economic and social resources for development and identified three distinct aspects of governance:

- a. the form of the political regime in place.
- b. the process by which authority is exercised in the management of a country's economic and social resources for development.
- c. and the capacity of governments to design, formulate and implement policies and discharge functions. (World Bank 1993).

The definition of World Bank focuses on stabilization on political affairs by giving attention on reforms that overwhelmingly focused on civil service and public institutions economizing and privatization for a long period. The World Bank definition of governance realizes that the most challenging factor in developing countries facing is of governance and its implementation. Hence, the contemporary definitions on governance emphasize the issues such as accountability, transparency, and rule of law, judicial system improvement and managing the resources and political affairs of the state to promote the well-being of the people.

The Commission on Global Governance in 1995 describes governance in totality as ways and means of the institutions and the individual, the private and public organizations handle their own common affairs in a most effective, transparency and efficiency way. This indicates an ongoing process where and how various activities in the institutions can reach their goals, objective and perceive to be in their interest in accordance with how governance is understood and implemented (Commission on Global Governance, 1995) in (UNESCAP, 2009). Governance also creates an environment for an inclusive political process. This inclusive and responsive political process determines efficiency and effective governance in public policies and allows governments be able to provide public services efficiently and make institutions to rule and govern more effective to achieve a transparency, accountability, and participation (UNDO 2013).

The Institute of governance in Canada, Ottawa has described governance as a concept, or an idea that contains the processes which state institutions and organization get agreements into their societies. The contract and the agreement determine how power is exercised, how important decisions being taken, how the policies affecting the society are made and how a variety of interests harmonized when taking such decisions (Institute of Governance, 2002). This indicates that governance is not only run by a group of elected people but also with the involvement of the community, civil society organizations, community based organizations, Women, youth, academicians, universities, and private sector organizations to realize that process. In addition to that, a variety of external actors without the decision-making power can influence the governance. These actors include political parties, traditional leaders, and the media.

Governance also opens up new avenues. It allows the society, and the government to search for solutions to their problems that impeded the development of the country for long period. In relation to the participation of the people in government organizations. Governance comprises the mechanism, and process through which the society and citizens articulate their interests, exercise their rights and responsibilities as a citizen (commute of expert 2006).

One of the most important leading characteristics given to governance is that it is a system that appreciates the principles of broad participation, equity and equality, transparency, and accountability friendly environment so that the society and the government institutions can able to discuss current issues and problems facing their country. Governance, for instance, enables the society to play an effective role in ensuring these principles. Governance is also defined as a set of principles that gives government the ability to enforce the rule of law and deliver public services. A government that practices good governance can also be considered as an administration that focuses its mandate in a way that leads to effective and accountable administration, fair representation to all people especially minority and women, and establishing responsible structures of government institutions, to ensure an open and legitimate relationship between the society, and the State (Halfani et al. 1998).

Governance has varied definitions as mentioned above, therefore, it is relevant to this thesis research to conceive the UNDP's widely accepted definitions of governance as they defined governance the exercise of economic, political, and administrative authority to manage a country's affairs at all levels. Governance comprises mechanisms, processes, and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations, and mediate their differences. (UNDP 1997)

2.2. Why Governance Matters?

Governance is an institutional arrangement that assigns power to the public institutions and officials to define the mechanisms by which the society can hold them accountable and transparent (Viteritti, J. 2009). Governance is defined the way in which the institutions and power is exercised in management of countries natural resources, economic, and social aimed at promoting development. Institutions, power and/or authority fall in to three important issues. And they are under the six dimension of governance indicators. The first one is the process by which authorities are selected, and replaced these processes are under the category of voice and accountability, lack of violence and political stability. The second category is related to the capacity of the government in managing countries local affairs and implementing policies in accordance the laws. This is under the category of (government effectiveness and quality regulatory). The third one which is the most important issues facing developing countries is the degree of respecting citizens, public institutions, and others that govern the interactions among the people. This category is under the (Rule of Law, and control of corruption). Nevertheless, these indicators of governance, the study will further discuss in the fourth chapter.

Governance matters because it was one of the consensuses reached by United Nations (UN) in the Millennium Development Goals summit in 2000. World leaders who attended the summit and the general assembly of the United Nations agreed that democracy and good governance will be the first priority we can reach the millennium development goals. This indicates that governance occupies a central stage in the development discourse as considered an important element to be incorporated in the development strategy (Abdellatif, 2003).

Governance also matters as it provides ways to modern so that to accomplish and realize the importance of participation in decision-making process, rule of law, accountability, and transparency so that to reach development and the people of the country to enjoy equal rights under governance institutional system.

Good governance means governing together by achieving cultural, constitutional, social, political and economic development. Governance does the following important issues. (Tokusuz, 2008 p.18).

- Governance brings public institutions closer to the citizens
- Governance strengthens the relations between and among governments, private sector, civil society and international organizations
- Governance improves parliamentary and judiciary frameworks
- Governance makes public institutions more effective and efficiency
- Governance sets direction
- Governance improves women's political participation and decision making
- Governance addresses corruption and inequality
- Governance encourages decentralization and improves democracy
- Governance Strengthens public participation
- Governance strengthen democracy
- Governance manages political and economic risks
- Governance complies with law and regulation
- Governance ensures both private and public-sector policy and programs are run well and efficient
- Governance ensures that decisions making processes are open and understandable to everyone.
- Governance improves the legitimacy of public institutions
- Governance is the basis for trust between citizens and the government.
- Governance matters for the development outcome.
- Governance provides good public service delivery
- Governance is about a transparency, accountability, participation, and the rule of law, which is the most important way of ensuring sustainable development.

2.3. Good Governance

The idea of good governance is relatively new. It appeared in the discussion of the world in the 1980s when the world bank group reported crisis of governance in sub-Saharan African countries. The report from the world bank noted institutional crisis, lack accountability and effectiveness of the government in the region as "crisis of government" challenged sub-Saharan African (world bank 1980). The world bank then proposed the notion of good governance so that to represent an important departure from these institutional crises to build governance system that can able to govern as effective and efficient way in managing the countries resources and common interest inequitable manner.

However, the change from the idea of governance to good governance appeared to introduce in addressing the real problem of the society so that to solve and achieve the quality of governance. The concept of good governance puts further on a participatory approach, open policy and decision-making process in public policies formulation. Good governance, for instance, allows people to enjoy effective and efficient service, to hold government accountable and hold transparency, and people to trust judiciary system. Considering the world bank report 2016 that surveyed the six main dimensions of good governance indicators includes the following:

- a. Voice and accountability
- b. Political stability and absence of violence
- c. Government effectiveness
- d. Regulatory quality
- e. Rule of law and independent judiciary and control of corruption.

These six important dimensions of good governance indicators define the concept of good governance as a traditional way by which a country around the world is exercised. These may include the process that authority of the countries is selected and the capacity of the government can develop and formulate effective policies and respect the rule of law of the country (World bank report 2016).

Considering the concept of good governance, there are two traditions need to be considered when defining the concept of good governance and its conceptualizations. The first tradition speaks about the academic approach, which mainly emphasizes on the scholarship of the different ways in which the relations between power and authority are structured in a given society. The second tradition focuses on the donor community's approach that puts emphasis on the role of the state and civil society organization in ensuring and promoting good governance through open policy processes and creating an environment where people can participate in the decision and policy-making process.

According to the first academic tradition approach, the general concept for understanding good governance is about the management of resources, accountability, and open policy-making process in exercising the power (authority) by leading a country through which the different levels of the government (Parliamentary and Judiciary) exercise legal rights with the aim of achieving peace and development. The second approach speaks about the role of international community and international organizations that generally shares whether the principles of good governance are taken into account or not and the review that these principles stand with the level of society. Strengthen and improving good governance in a societal level for instance, is the most important thing that comes to the mind of the international organizations.

The term good governance is also crucial for ensuring effective and efficiency in public service delivery. In a 21st century, people are expecting good infrastructures like education, social, health, employment and economic development and human rights from their governments. So, allocating resources that will reflect the interest of the people and thus respond the demands of the society is what good governance is all about. This is very vital because it ensures whether resource allocation reflects the priorities of the national development agenda, secondly, it promotes a transparency and accountability and reduces corruption and inequalities. Thirdly, good governance ensures political and economic stability and encourages both private, and the public sectors to finance and improve good governance and development (Ncube and Mafusire, 2010)

Good governance, for instance, respects the political, social and human rights of citizens, in accordance the rule of law, and the constitution of the country. As mentioned earlier good governance also creates an environment in which development can be achieved. Good governance allows the society to hold the governance system accountable. Good Governance provides effective administration and non-corrupted public services to the people and utilizes public resources in an accountable and transparent way and with the aim of promoting the general welfare of the people. (Neumayer 2003). Additionally, good governance has been defined as a participative way of governing public institutions functions in a responsible, transparent and accountable way with the aim of promoting the rights of the citizen and public interest in general. Thus, good governance ensures the welfare of society and sustainable development with social justice. (Surendra Munshi). Therefore, good governance involves that responsibility, accountability, transparency, and rule of law are reinforced and that real participation is promoted and allows public become closer to the people. So, to strengthen good governance, rule of law, and participation of the people be one of the most important element to ensure good governance.

Good governance is also an essential element for peace and sustainable development at all levels of the society. Economic and social crises, corruption, war, and violence that increased in the 21st century clearly indicates the results when bad governance prevails. Therefore, in the last decades, good governance become an international issue and attracted the attention of international communities, international organizations, national and regional organizations and the States. Good governance is also multidimensional and the question of its definition and measurement is problematic (Ncube and Mafusire, 2010). Considering the development of good governance, we need to trace societies enjoying democratic values and good governance principles. Western countries and America have a long history of exercising good governance and democracy and building sustainable peace and accountable governmental institutions (Amjad, 2011:12).

The World Bank see good governance as a process where institutions and authority in a country are exercised in a most effective and efficient way and respect for the rule of law in accordance with the constitutions and laws of the country for the benefit of all the society

especially minority communities and vulnerable people. Additionally, good governance indicates how leaders of governments are selected and when they come to the power to hold as accountable to the society and monitored with an emphasis on the capacity of the government to manage the resources and respect the constitutions and rule of law (World Bank, 2004; Boyte, 2005). According to the world bank, good governance entails sound in the management of the public sector (effective, efficiency, and economy), participation, accountability, rule of law, and a free flow of information, justice, human rights and legal framework for development.

The concept of good governance in societal life “good governance” takes place at four different levels (Toksuz 2008).

- a. at the public administration level,
- b. at the private and business sector level,
- c. at the civil society organizations level, and
- d. at the individual level.

The public administration level ensures that good governance at the public administration level and how these public administration institutions encourage participation of the society when the state institutions are making policies that affect people. The policy-making process depends on a constant, accountable and public institutions that ensure efficiency and effectiveness of policy implementation and decision-making. The state thus deals with this stage with the social and public institutions as well in a manner that enhances the trust between the society and the government institutions at the low level. The private and business sector level concept argues that the private sector has many more career options than the public sector in many ways. That’s why there are so many more job functions that private sectors do which are needed in ensuring good governance. For instance, the private sector creates products for sale.

Therefore, if the private sector did not apply good governance principles in their own operations; sales, marketing, product development and product management would not necessarily be an added value to the development of the country. On the other hand, by

allocating resources for social responsibility projects and programs, by the private sector will support the improvement of good governance of the country. The concept of civil society level and good governance is vital and indicates how the social organizations perform the principles of good governance in their own operations and projects. The civil society organization has a very important role in both development and ensuring good governance principles. Civil society organization's project and their activities that are based on the merit-based process will have more effective and efficiency compared to the public institutions in ensuring good governance principles Somalia. In Somalia, also civil society organizations, which participate in the public sector and policy-making process through participatory approach is a positive role for Somalia's willing to achieve good governance, peace, and prosperity. The individual level argues that, good governance begins with the individual level as Konrad Adenauer Stiftung argues. Good governance at the individual level carries out an important responsibility in the realization of good governance at the societal level where every human being as a citizen of a country and receives service from his government and every individual has social responsibilities. Every nation, for instance, has many individuals with the knowledge and ability to promote good governance and the integrity to resolve those issues in the public interest. However, adopting good governance principles at the individual level such as responsibility, participation accountability, fairness, transparency, and effectiveness while fulfilling these responsibilities every individual of the society can contribute to the development of the country and to increases social welfare. In that way, the more effective and responsible individual states have the more good governance will likely be promoted and ensured (Toksuz 2008).

The definition of good governance is widely used in the academic and donor communities. Babawale described good governance as the process of exercising the political power of authority aimed at promoting the welfare of the people. Babawale argues that bad governance is the absence of accountability in governmental institutions, corruption, nepotism, political repression and the denial of fundamental human rights (Babawale 2007). Babawale for instance, points out the attribute of good governance in any society to include: participation, accountability, transparency, high expectation of rational decisions,

predictability in government behavior, openness in government transactions, free flow of information, respect for the rule of law and protection of civil liberties, and freedom of the press. Moreover, Brinkerhoff (2005) pointed out that promoting good governance is not only fulfilling the requirement and the principles of good governance but to include: reforms that increase participation, accountability, and transparency. Furthermore, good governance seeks to progress and improve the capacity of the state, and policies and strategies that aim to increase the efficiency and effectiveness of governance performance (Omona, 2010).

The World Bank (WB) also defines Good governance as a basic concept for development and prosperity agenda. The definition of World Bank emphasizes that good governance is the most efficient and rational way in which a country can organize the human and natural resources with due respect to the rule of law and especially in a manner of free of corruption. So, considering the above-mentioned definitions on Good governance the study concludes that, good governance is about making and implementing decisions that affect the lives of the people but, these decisions should pass the best possible process for making decisions and societies to participate in the process.

2.4. Why good governance matters?

In the 21st century, the issue of good governance has been on the front of the world's debate and attracted international and regional organizations. So, why to discuss and concern about good governance? It is because of that good governance itself is a way to achieve human rights and development; Therefore, human beings demand to have an equal guarantee of human rights, political rights, social rights, in order the citizens be able to live peacefully, prosperity, and dignity. This also provides citizens to trust and be confident with the government, the rule of law and judiciary system of the countries; Besides, that good governance makes public institutions to become non-corrupt and to provide public services in a most effective and efficient way, and people to receive what value for their duty tax; Moreover, good governance is fundamental and matters particularly in the context of receiving aid, for example, a country who depend on aid like Somalia may value the good governance as aspects in managing aid in an effectiveness, transparency, accountable

an equal manner. Additionally, it has been argued that usage of aid effectiveness depends on the quality of good governance elements in place. (World Bank 1998).

Good governance also gives the government more confident in the decision-making process and lead to better decisions. It also builds trust and respect between the government and the society. When the societies consider the government is acting transparency, accountability and fairness, the society will become constrictive and able to contribute to the development and well-being of the country. Considering the world bank's main goals that are to eliminate extreme poverty and boost development, one way to ensure these goals is to build governance system that focuses on practicing the principles of good governance to see effective public administration, accountability and transparency rules, and to establish anti-corruption agencies. These elements are very important in delivering effective public services and creating strong institutions. Good governance, for instance, matters because it ensures people to have a common good and it gives people to be inclusive in their participation, and their contribution to the governance system to influence better transparency and accountability. (World Bank Management 2014).

It has been widely argued that good governance is strongly correlated with better development; Hence, good governance matters for improving governance systems to better development outcomes, reducing corruption from a high level to lower level. Good governance also creates a legitimate, and responsive administrative to provide countless services to the people; However, Somalia did not focus on governance reforms to boost development in the last 25 years that resulted Somalia not able to bring back peace and stability and to provide the basic services to the people; Therefore, without good governance and administrative reforms Somalia experienced a situation where rule of law was not enforced, and international organizations aid to words promoting good governance and democracy end up not representing donor and international community's expectations. Recognizing Somalia that governance improves development, Somalia needs to focus governance reforms that directly advance development and promote Somalis willing to achieve good governance; Moreover, good governance matters because it is a transparency and accountability, Participation and rule of law in place. Without good governance, there

is lack of accountability and transparency, there is poor service delivery, lack of job creation and poor development perform and there is no development perform without good governance principles in place as Steen L. Jorgensen argued (Steen Lau Jorgensen 2014); Therefore, having good governance and practicing it will be an essential role aimed at reaching development solutions, building effective and responsive institutions to provide service to the people. Good governance also matters because “it is the only sustainable path to sustainable development”. All the elements of good governance such as participation, transparency, and accountability, rule of law, responsive institutions and equality for all are all contributors to the components of development. Without taking in to account these elements it very difficult to be in a position to achieve good governance, prosperity, and development (Ferid Behlhaj 2014).

2.5. Preconditions for Good Governance in Somalia

Good governance is the principal source of development and prosperity. More than 50 percent of the population of Somalia people have been facing many challenges due to the absence of good governance. This thesis research discusses the following necessary preconditions that Somalia needs first to put into practice to achieve good governance and practice its principles these include: the following.

Security, there is a fact that without security the quality of democracy and good governance becomes less relevant since the rule of law does not have the mechanism to improve the governance. For instance, there are other conditions; besides, democracy without which good governance in a multicultural environment is impossible. Security is understood in chances of survival, chances of participation in decision making, development of policies and the practices of good governance are superior while the fundamental right to life is not ensured. The responsibility of government in making policies is not in their hands, the elected leaders are facing a huge challenge due to security concern, the Al-Shabaab terror militant group are against the government and international community that tries to restore law and order. This marked that the government cannot focus on development but rather on bringing back peace, law, and order which is one of the most important principles in good governance features.

Recognition of diversity is also an important requirement of good governance in Somalia. Since Somalia people are divided by clan affiliations, the most important component of their identity is based on clan identity. The recognition of the diversity of clans is the first step in ensuring good governance and access to the recourses, political participation and decision making especially minority communities in Somalia. In Somalia, the Civil servant who got a chance to work is selected based on clan identity and family ties, qualifications are not taken in to account; Therefore, the bureaucratic system of Somalia will not be better off as they will not have equality.

Capacity to improve local governance, also be considered a prerequisite for good governance, typically, the capacity of governments should be able to work effectively and impact the lives of the people. For example, local government is where most of the work to be done and its one of the most important government sphere that is closer to the people. Local government, for instance, plays a crucial role in implementing the government policies such as Water, road building refuse collection & disposal, business and service licensing and controls, police, fire/rescue, education, and other locally provided services to citizens. In a Federal country such as Somalia, there is a very few Local government who provides these services. The local Governments in Somalia needs an urgent attention to improve their capacity so that to promote good governance and development. The absence of political parties in Somalia for a long period of time has also impeded the governance, the absence of political parties damaged governance, and hinders the growth of political development. So, establishing political parties to promote accountability and transparency is a precondition of good governance. Decentralization is an important world that aims to enable citizens to be more involved in the decision-making process. This process improves the efficiency and equity of local service delivery. Lack of decentralization, Lack of decision-making power, competences of power-sharing between federal and federal member states are all aspects that impede good governance. A delegation of decision-making responsibilities from the federal government to the regional federal member states is another important precondition of good governance (Ethnocultural Diversity Resource Center and the King Baudouin Foundation (2007:20-23)

2.6. Principles of Good Governance

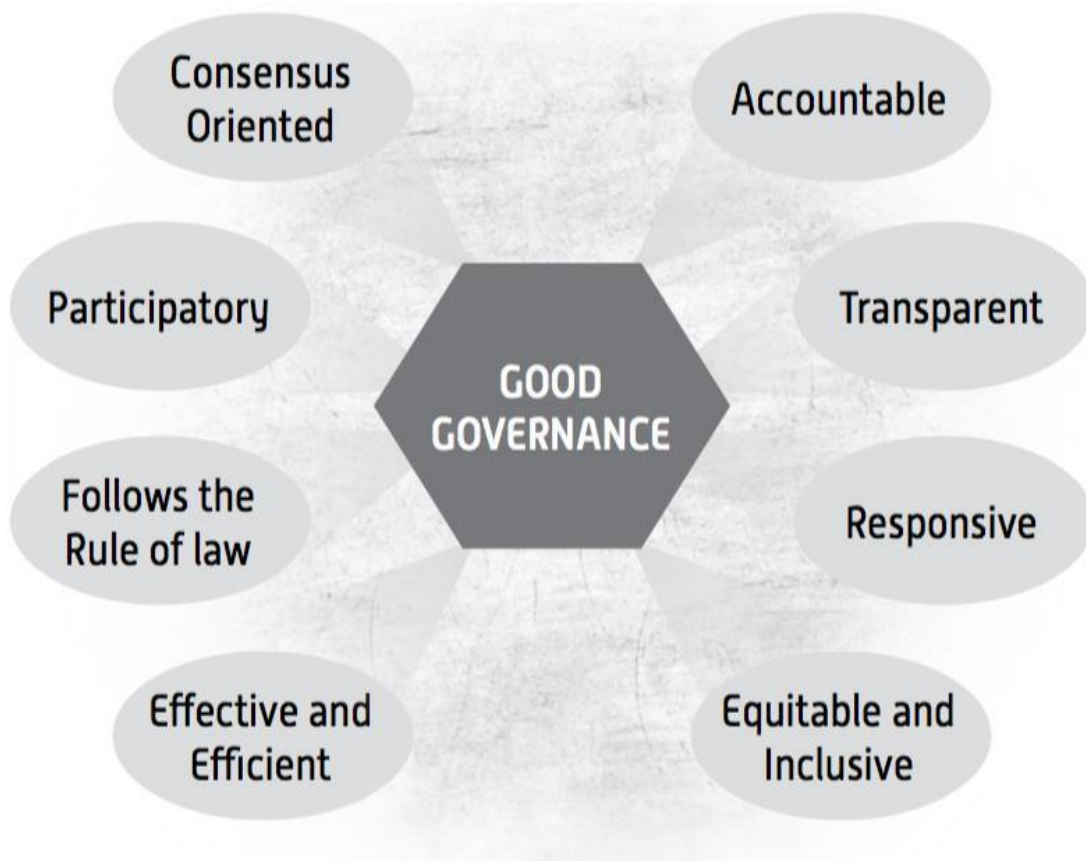
The principles of governance emerged as a powerful idea, the international community and international organizations and states realized that good governance theory as citizen-friendly and responsive authority of administration. Principles of good governance are also more in action bringing justice and fair legal frameworks that are enforced impartially. The principles of good governance are very important means of achieving sustainable development goals as recognized by the United Nations (UN) member states in 2015 and include: no poverty, no hunger, good health and well-being, Quality education, gender equality, clean water and sanitation, affordable and clean energy, decent work and economic growth, industry innovation, and infrastructure, reduced inequalities, sustainable cities and communities, response corruption and production, climate action, life below water, life on land, peace justice and strong institutions, and partnership for the goals. These sustainable goals are congruent with key core human rights set out by UN declarations. (UNDP 2015); Therefore, to make sure these goals it's important to ensure and implement the theories of good governance. The theories of good governance have 6 major characteristics', these include:

- Participation of the people
- Responsive to the government
- Effectiveness and efficiency
- Following rules and regulation
- Transparency and accountability, and
- Consensus oriented.

By implementing these principles, it assures that corruption is minimized, allows the government to be effective and efficient, the voice of the people especially minority communities and women are heard during the decision-making process. However, in Somalia, the principles of good governance are not well received and seem that the government has given little attention to ensuring the practices of these good governance principles (Woods, N. 1999).

Different scholars and international organizations including the World Bank (WB), the United Nations Development Program (UNDP) tried to define the following elements as principles of good governance:

Chart 1: Principles of good governance



Source: Macross Mauritius Council of Social Service 2015

Participation: by both men and women is a key core element of good governance. And it has been agreed that community participation is a fundamental and important step in improving the lives of people, particularly women, poor, minority communities and disadvantaged people. Considering Somalia, citizen participation has been one of the weaknesses of Somali governance. The federal government of Somalia and federal member states failed to promote citizen participation in the government policies and programs.

Therefore, there is a need in Somalia for encouraging citizen participation and establishing policies and mechanism in which citizen participation can be increased and promoted. Furthermore, developing countries have also been giving little attention on citizen participation issues. Participation can be defined as the active involvement of broad mass of the people in their choice of execution policy, this active involvement gives all men and women to have a voice in the decision-making process either directly or indirectly. Considering the historically, participation has been assessed and seen as a quantitative rather qualitative, for instance, numeric forms of the institutions asking how many people attended this policy development process or how many people joined this program; instead, how much people contributed and added their needs in the decisions to be implemented. Participation of the people in policy development process empowers the society to enable them to influence the government and be able to join political organizations and other political actions that aim to promote elements of good governance and their implementations. (Smith,2007).

Rule of law has always been an important element of good governance. However, the meaning of rule of law does not have a precise and exact definition, and its meaning can vary between and among Philosophers, scholars, politicians, lawyers, and policymakers. But, a review of the literature who uses the term rule of law have shown that a rule of law as a legal political regime while others often view the term as a system that attempts to protect the rights of the citizens and allows to have more rights. The Rule of law can be defined as the principles that everyone in the society is protected from the rules and laws that society agreed once that a law is passed, and it applies to everyone in equal measure regardless of race, religion, economical means, and other characteristics of the individual. In general, rule of law means all public duties to be done under the rule of law not rule of man and the will of the leader (Hussaini 2009). The rule of law has three main important principles and they include:

- a. Nobody is above the law
- b. Everyone is equal under the law
- c. Everyone is judged equally by the law

Transparency: The concept of transparency is seen by Kim and Means that, the information is built on the free flow of information and decisions enforcement are done in a manner that follows rules and regulations. Transparency also means that information is freely available to the public and directly accessible to the people who will be affected by such decisions and their enforcement (Kim et al., 2005). Considering, Ekpe also argues that having open transparency will be an aid to strengthen the governance in running of local and international affairs. Transparency also gives the society a chance to participate the policies and enable's citizens to be part of the formulation of new policies and their implementations through representatives or society expresses their opinion in public forms through media. This leads that citizens to trust the government and give support the government's efforts in achieving economic and social development. Citizens have also a legal right to access information and communication, yet in Somalia, there is a need in establishing system and policies that allow citizens to get access to government record and information. (Ekpe, 2008).

Accountability is a key principle of good governance and very curtail to development. The policy development workers, civil society organization, and/or private sector are accountable to the people. For instance, as Odugbemi claims accountability is the ability that the society, public sector and civil society and non-governmental organizations have so that to examine public administrations and to hold them accountable to society. In general, accountability refers assurance that institutions and individual are evaluated on their performance related actions which they are responsible as well as the applicable to the rules of law. (Odugbemi, 2008).

Responsiveness, is another important principle of good governance. It requires that Institutions of the government, private sectors, civil society organizations and their processes are designed to serve the best interests of the people within a reasonable timeframe, open, awake and quick to react. (Gisselquist, 2012).

The consensus-oriented principle means the decision-making process should organize and develop a group member and agree to support a decision in the best interest of the people.

According to UNDP, Consensus oriented is an outcome that all members of a group can live with to reach a broad consensus of what is in the best interest of the society and how this can be achieved in an effective manner. (UNDP, 1997).

Equality and inclusiveness, refer to the well-being of the society and depend on ensuring that all members of the society have equal opportunities and no group of the society does not feel excluded from the mainstream of the community and the opportunities that are offered to the society. Equity and inclusiveness, for instance, can be considered as one of the most important principles of the theory of good governance it indicates that as many stakeholders as possible to involve and participate in the group discussion and decision-making process. This process of equality and inclusiveness gives the community a guarantee of equal rights and freedom from all forms of discrimination (Grindle, 2004 & Harrison, 2005). Efficiency and effectiveness are essential to any counter's well-being accordingly, it is important for any governments to have both efficiency and effectiveness so that to have effective and efficient governance. The main strategy of having effective and efficient governance is that the government can do things in a right way while efficiency focuses on the process of doing the right decisions, and the results produced to meet the needs of the society. In other words, effective and efficient means that the process implemented by the institution to produce a favorable outcome and meet the needs of the people (Cole and Kelly, 2011).

2.7. Good Governance and Development

Good governance is about the decision-making process and how these decisions are implemented. The term good governance itself defines a key a role and its importance in the development process. In other words, ensuring development it's very important to ensure good governance from the basis of the governmental institutions, and there will not be development without good governance principles in place. (UNDP 1997). Good governance also refers to a process where institutions and citizens can articulate their interest, exercise their basic rights and mediate their difference in a transparent way. (UNDP, 2011). However, what does it mean good governance to development, how good governance promotes development? These issues are widely discussed in the literature and

the history of governance. These literatures have shown that, to achieve development and prosperity, the principles and theories of good governance should be taken into account and implemented. Also, the public resources of the country and social problems should also be managed effectively and efficiently in responding the social needs of the community (Abdellatif, 2003). All these aspects mentioned earlier are important in achieving development and to eradicate extreme poverty, hunger, and inequality. Subsequently, lack of transparency and accountability and lack of rule of law produced ineffective institutions that resulted in poor development perform.

Previously in chapter two of the thesis, the researcher mentioned the meaning of governance and good governance from different concepts and views. In relation to development, it can be defined as a process and means of improving the requirements of changes in the lives of all humans and better living in their existence (Todaro & Smith 2003). In this definition of Todaro and Smith, they give three characteristics of development. The first one is that increasing the standard living of the people, for example improving social services, like education, health etc. and increasing economy to create employment and increase income and consumption of the people.

The second one is that creating self-steam through establishing economic freedoms and institutions that promotes social and economic development in line with human rights standard. The third one is that the freedom of speech, choices of the people so that to exercise their rights and responsibilities. For instance, development has been viewed as freedoms that human being enjoy. So, since good governance promotes development is important to create environment where people can enjoy their rights and freedom and creating a culture of governance structure and exercising the principles of good governance can enable the people to solve their problems and establish a culture where all people enjoy high quality of life, this can be achieved through exercising theories of good governance and their principles. Therefore, developing countries especially African countries including Somalia are now focusing on policies and strategies that enable them to reach good governance and development.

It has been widely debated in the literature that the connection and the link between governance and development are not yet agreed on, especially when it comes to which one comes first or should it be pursued simultaneous development and good governance. However, a list of literature has shown that development and peace environment should be first and then, the idea of good governance should be given attention to ensure and to promote sustainable development. While others have argued that development should be pursued first and then the idea of good governance should be practiced and paid to attend. Considering Sen's argument in 1999 he argued that economic needs to represent development, freedom of civil rights and politics are represented instead he rather uses the term "development and good governance" he also considers civil and political freedom one way to achieve good governance and development. (Sen 1999). Having political freedom, and civil rights give the society to fulfill their social and economic needs. In other words, all principles of good governance contribute and give the people a chance to draw the attention of the government and emphasis to the general needs, and demand appropriate actions from the government institutions (Cooper, 1994).

Good governance allows the society especially poor and minority communities to have equal access to the government facilities, such as, health, education, and obtain fair political and social representative. This process is an essential component for development and promotes a democratic culture of the country. So, good governance promotes development, reduces poverty, increases job opportunities, and empowers women (UNDP, 1997). However, bad governance leads the opposite to this as it creates poverty, inequality, corruption and nepotism, underdevelopment, and conflicts. That is why European Union (EU) called the concept of good governance development (ACP Courtier 2000).

Good governance is also an important prerequisite for prosperity and development. Meaning prosperity and development are not possible to exercise under a condition such as insecurity, not protecting minority communities, ignoring human rights, corruption, weak institutions, poorly functioning public institutions, lack of accountability and transparency, participation and/or not respecting rules and regulation. These issues are therefore, a prerequisite for good governance. For instance, development can be achieved

when these issues are given consideration. Good governance is seen also as a normative standard to development. The term good governance fosters participation, ensures a transparency, promotes efficiency and effectiveness. Good governance, for instance, demands accountability and rule of law in the government administration. This increases efforts to reduce poverty and promote economic growth; Therefore, development agenda, there is a need for good governance practices. Every nation is very important to ensure and promote good governance practices on the basis of development, because there is a very close link between the two terms otherwise, there will not be development. (UNDP 1997).

CHAPTER THREE

OVERVIEW OF GOOD GOVERNANCE IN SOMALIA

Somalia, considered one of the world's most homogenous nation, the people of Somalia has one culture, share the same language follow the same religion. Somalia is located in the Horn of Africa and has a land area of 637,540 square kilometers. The population of Somalia is 12,303,081 as United Nations (UN) estimated in 2016. Somali has a neighbor countries Djibouti (inhabited by Somali- and Somali speaking nation) to the northwest, the Gulf of Aden and Yemen to the north, Kenya to the southwest, Ethiopia to the West and the Indian Ocean to the East. From the map, Somalia resembles the figure 7 or "Seven sign." Its terrain mostly consists of plateaus, plains, and highlands. Measuring 3,025km Somalia has the longest coastline in the African continent and there are two rivers namely, Shabelle and the Jubba River. Somalia is endowed with unexploited mineral and vast maritime resources.

The Republic of Somalia was established on June 1960, when Somalia got its independence from the Italian protectorate and British Somaliland protectorate colonial powers. Later, North Somalia (Somaliland British Protectorate) and South Somalia (Somali Italian protectorate) joined in 1960 to form an independent Somali Republic. On June 1961, Somalia adopted its first national constitution in a countrywide referendum, which later produced the democratic republic of Somalia with a parliamentary form of government based on Westminster model of democracy and Mr. Adan Abdullah Osman served as Somalia's first elected president from 1960 to 1967. Mr. Aaden Abdulla's governance adopted democratic system of governance as the preferred form of government of the country. During his term as the president, Aden Abdullah Osman improved the governance system and established national institutions of the country and democratic culture. Abdulle has also adopted Somalia's second presidential election in 1967 and Abdi Rashid Sharmake was elected as Somalia's second president Served the country from 1967, until his assassination on October 15, 1969.

Somali was the first African country to institute democratic elections that were marked Adan Abdullah to become the first African head of state to step down after losing a national election and marking the end to his 7 years in office (Abdi Ismail Samatar & Ahmed Samar 2016). However, when the idea of political parties reflected clan loyalties the dream of democratic environment doesn't live long, and it finally failed democracy when military movement headed in Somalia. The military immediately changed the form governance style to Leninist-Marxist ideology. The socialist military regime governed in Somalia for almost 21 years bringing an abrupt end to the process of constitutional democracy, and human rights. Furthermore, it should also be noted that Somalia has had no strong central government since the collapse of the military regime of Mohamed Siad Barre in 1991. After the fall of the Military regime, Somalia experienced the worst-performing of economies, human rights, and practicing bad governance. The situation of Somalia however, is exacerbated by frequent droughts, civil wars, Militant attacks Al-Shabaab Al-Qaeda linked group, economic, political and social crisis as a result of weak institutions and lack of good governance practices.

The elections in Somalia works in accordance with 4.5 formula "a power-sharing mechanism" in which the political system of election in Somalia is based on. The 4.5 Formula mentioned above gives more power and chance of selection to (majorityclan) in the elections and gives less political power to minority communities in Somalia. The voting process in Somalia is that 135 clan elders elect 14,025 delegates, these delegates elect 275 Members of Parliament (MPs) (People's House) and 54 Senators (Upper House) both these houses then elects the President of Somalia, President appoints Prime Minister, and Prime Minister to appoint the cabinet. Recently, Somalia established (upper house) house of the senators and 54 members of senators was elected to serve the first four terms. Somali also elected a new president after two rounds of voting by the members of parliament the elections of the president was a successful exercise of democracy. The elected president Farmajo beat incumbent president Hassan Mohamoud in 2017.

Map 1: Somalia



Source: UN Cartographic Section.

3.1. The State of Governance in Somalia

Somalia has departed the old historical unitary system of governance when the government of Somalia by now organized the country to move into a federal system of governance. Since then, Somali is federalized, and form of governance has become in place replacing the country's old-aged unitary form of government, new federal member states have been created accordingly based on the 2004 Kenya agreement signed by the Somali leaders. Currently, Somalia is organized into the federal government and federal member states, each of these states has a flag, President, legislative, executive and judiciary branches similar to the federal government of Somalia. The adoption of a federal system of government in Somalia followed open transparent and accountability between among the member states. The country is now taking the path to decentralization process that will give power to federal member states and democratic governance that will respect the right of all citizens.

The historical condition of the state of good governance in Somalia is not an exception to what other African countries experienced even though Somalia is relatively stable compared to some few other African states. But when it comes to the issue of good governance Somalia didn't use this opportunity to strengthen democratic institutions to promote good governance. But, Somalia has witnessed 21 years of dictatorship and military regime that marked Somalia not to experience good governance and freedom rights. The regime mostly focused on building Somali arm and imposed the country strictly rules and regulations, freedom of speech and human rights were not given attention. Then, Somalia had experienced lack of rule law, accountability, and transparency, later the collapse of the regime one of the most challenges facing Somalia was restoring law and order, making the country stable and democratic. Considering some other African states who witnessed dictatorship leadership has recently promoted democracy and created a good governance friendly environment and development but, Somalia failed to reestablish governance structure in 25 years due to insecurity and clan supremacy. So, the lack of good governance practices is seen as one of the major causes of inequalities and poverty in Somalia.

Rule of law and accountability are one of the important principles of good governance, this principle requires that citizens must be governed according to the law and the constitutions of the country, but in more than three centuries Somalia has been governed clan-based system (what so-called 4.5 formula). It has also been observed and reported that Somalia leaders do not respect the rule of law and the constitution. For instance, in Somalia, it has also been argued that there is no accountability and transparency in the public administration system. Currently, Somalia there is a federal system of governance when this governance was taken Somalians they didn't have any influence, no one was asked the will of the society, there was no referendum towards the new system of governance when Somalia was planning to move. All Somalians are asking a question among themselves whether federalism is truly the right path for Somalia to move on? When will Somali people be able to vote to choose their leader and which type of governance they like it to see Somalia move to exercise.

Security is another important factor that positively effects good governance. Somalia, has been facing serious conflicts from Warlords, Al-Shabaab militant group and civil wars that caused serious damage to Somalia's institutional infrastructure, government building, social infrastructure and the economy of the country. Since then, Somalia has been striving to bring change in security, socio-political and economic realm. But, the issue of good governance has recently got a special attention from the government of Somalia. For example, the election of the president of Farmajo in 2017 has made the issue of good governance as one of the country's main challenging concern and the government of Somalia gave much attention in ensuring governance and fighting corruption.

3.2. Challenges of Good Governance in Somalia

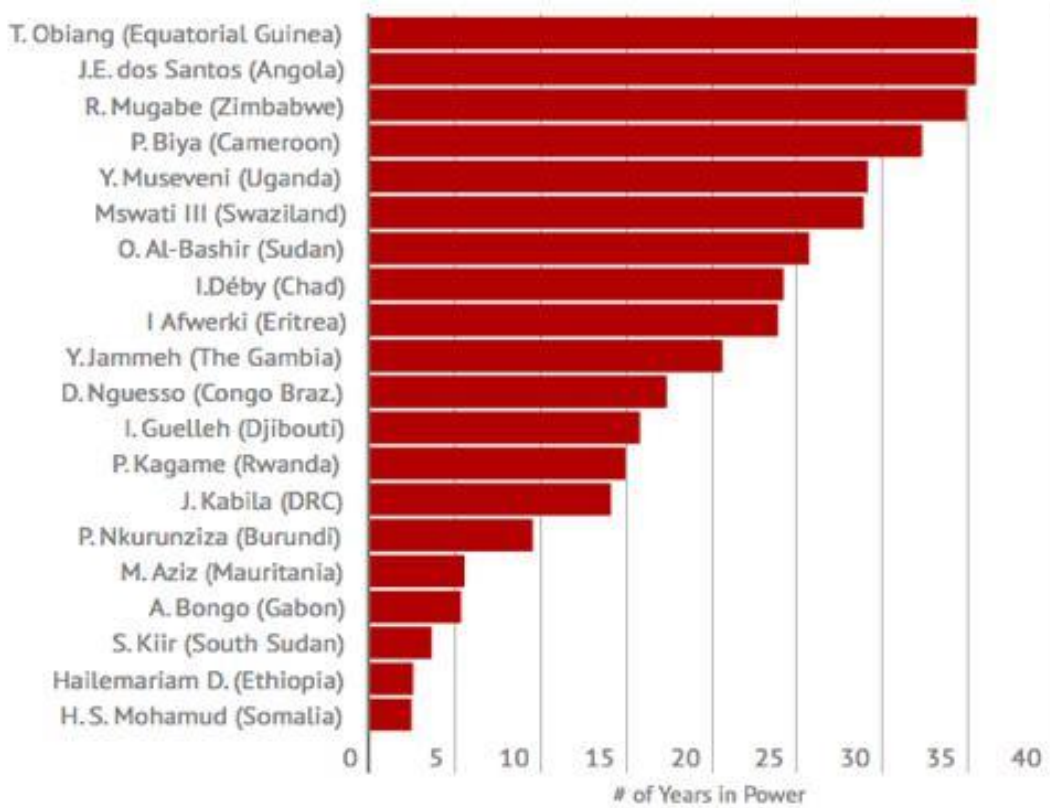
Ngairé Woods argued that, Aid for good governance is much in the news. Developed countries promised to promote good governance and dramatically increase aid to the world's poorest countries at the 2005 G8 meeting in Gleneagles. The world leaders agreed to promote governance and institutional building and double aid to Africa including Somalia. (Gleneagles G8 Communiqué, 8 July 2005). Promoting good governance is at the

heart of these new commitments. But, a country like Somalia huge amount of fund has been spent on a programs and policies aimed at promoting good governance, these programs funded by the international community and was important to peace and stability of Somalia, job creation, economic growth and development. However, without good governance practices in Somalia, corruption and lack accountability and transparency limited the impact of these programs. The nature of Somalis complex politics hindered the establishment of good governance environment. For example, in 1991 after the fall of Mohamed Siyad Barre regime Somalia experienced a time where there is no government at all, a time warlords and clan militants have the power to control some regions and influence the governance system of the country. Latter Somalia moved a transitional government, that controlled only the capital city, the transitional government brought the country peace and stability and Somalia was able to hold the first presidential election that took place in the country through (Parliamentary election). In 2006 also Somali experienced the rise of Islamic court union to brought Sharia and Islamic law back to Somalia. The Islamic court they reinstated the law and the constitutions of Somalia and proceeded to take the control of the capital City of Mogadishu, the court expanded its power throughout Somalia. During this period, the transitional government of Somalia holds up and the Ethiopian arms entered to Somalia, a back offensive against fighting the Islamic court movement. The Islamic court has been overpowered and later the commander in chief of the Islamic courts union Sheikh Sharif Ahmed become Somalis president in 2009.

Threats to peace, in order for good government to take place in Somalia a minimum level of security, must first be achieved, including reaching an initial peace settlement in the country. The responsibility of Somali nation state is to protect the lives of the citizens and their property especially in the areas affected by terrorism Al-Shabaab. Additionally, Somalia at the local and national level has been suffering civil wars, droughts, Islamist militant that are against the efforts of the establishment of peace and stability of the country. Somalia is still handicapped following current bombs and conflicts of Al-Shabaab Al-Qaida linked group. Creation good governance, Somalia needs to establish peace and order so that the country can move to forward and develop. For instance, Somalia needs to show

resolve strategies in support of its civil society organizations, women organization, and instruments of laws so that to defeat the elements of al-Shabaab terror threats and violence. Entrenched leaders and the abuse of term limits, is also hindered good governance in Africa. For example, most of African leaders attempt to extend their tenure beyond the constitutionally mandated term limit, Somalia is doing good in terms of not extending presidential term if compared to other African countries. See the bellow Chart 2.

Chart 2. African Dictators: Tenure in power



Source: Freedom House, 2015

Political instability, has been defined as not establishing an effective and productive political environment within rules and regulation in place in line with democratic principles. The political instability in Somalia created an artificial economy and decreased confidence in politics and political institutions that marked Somalia not to have political stability and economic sustainability.

Limited democratic culture and experience in the country. It has been argued that democracy is an important factor for good governance both at the local, and national level. However, in Somalia government policies and strategies of devolution of power from to sub-regional level was not decentralized for centuries. To re-establish Somali state and rebuild its legitimacy from the bottom up with democratic institutions and good governance friendly environment become too difficult. Additionally, the collapse of the central government of Somalia, the Somali government has been controlling a very few cities and very small areas of the country while the rest of the countries are under word lords, clan militants and Al-Shabaab, Al-Qaeda linked group. Therefore, Somalia was unable to decentralize the governmental institution and to provided services from the other regions of the country. Democratization and decentralization of the country's elections were not given attention due to security concern. Finally, the changes in politics are complex and challenging the establishment of good governance and democratic culture in Somalia because of the political environment of Somalia and Somalia's political culture that basis on clan system. For instance, there is a practice of paying huge amount of money to high and local level positions this is possible when even selecting the head of state because of the lack of accountability and transparency system in place. In the absence of transparency and accountability culture impeded the practice and promotion of good governance and created inefficiencies and room for corruption and poor management system of governance that are unlikely to reestablish rule and law structure.

3.3. Efforts of the Country to achieve Good Governance

Good Governance is a prerequisite for sustainable development and environmentally friendly economic development. (R. N. Ghosh and M. A. B. Siddique 2014). It was 1991 when the central government of Somalia collapsed and all public institutions, economic system of the country, political and social activity disintegrated. Since then, Somalia has been trying to ensure good governance with existing national institutional frameworks. The art reconciliation and peace process, Asmara re-consolation between Somali Islamist and government conference, Kenya, Turkey, and London Somalia conferences all these processes were aimed at building democratic governance in Somalia. Thereafter, Somalia has taken an important measure to promote good governance, and the federal government

of Somalia adopted in establishing a governance structure, and the new constitutions recognize human rights standard and international law. The Mogadishu conference, held December 2017, took the country to the next level of governance. It transformed Somalia from a clan-based political system into a multiparty system of governance. The electoral commission agency produced Somali election dictionary and endorsed multiparty system. Somalia is trying to move one man one vote in the upcoming 2021 elections. Public institutions enhance the ownership of programs, and the decisions that affects the entire population of Somalia. Recently, Dec, 2017, Somalia regained control of its airspace management after 25 years. Before the office moved to Somalia the airspace was running by the United Nations Aviation Organization (ICAO) in Nairobi based office. Currently the office in Mogadishu and Somali federal government is running out airspace management. The public discussion and participation of the society in local government policies has become important in promoting good governance in Somalia. Though Somalia has tended to encourage this type of public debate on matters of governance, there have often been no mechanism and structure in place for pursuing the outcome of the consultations and discussions to the implementation stage.

Good governance is very important for any country in the world especially developing countries, which need to move with speed to provide basic services to their citizens and improve their quality of live. Considering, Somalia the government did some economic and financial reforms that resulted to attract developed courtiers to sign millions of dollars of development assistance to Somalia. The USA for instance and Somalia government signed 300 million dollars for development projects and Qatar also recently signed an agreement about 200 million dollars. Turkey has been there helping Somalia to be able to build an infrastructure like roads, schools, re-building governmental institutions that disappeared as result of civil war. This kind of agreement Somalia didn't experience since the collapse of the central government of Somalia and its first time after the regime in 1991 that Somalia can show efficiency and effectiveness in the management of public enterprises a fact that has been acknowledged by international organizations. Moreover, one of the leading principles of good governance requires adherence to the rule of law, protection of every individual's rights, respecting human rights, governmental accountability and

transparency, political openness, and tolerance, Somalia has been given more attention in making a culture of good governance in their local and federal institutions.

Additionally, emphasis has been made on the need and importance of merit among public service employees which helps to promote efficient and good governance practices. In Somalia for instance, civil servant employees found unsuitable have been given a chance to take some capacity building course, such as bureaucratic, work ethics and public administration management related courses which can improve public employee skills and their knowledge in running institutional governance. Countries like Turkey, Italy, and Britain are those who provide public education assistance to Somalia. Women in Somalia has been largely underrepresented at all levels of the government bodies. Yet, some political participation improvements have made recently by the federal government. The improvement and the empowerment of women in socio-political status is an essential factor in achieving good governance. Considering the last parliamentary election women have reserved 25% of the parliament seats and secured good number in the cabinet.

Efforts are also made by the government institutions and civil society organizations to increase the number of women in political and decision-making positions. As recently change of institutions, and good governance has been clearly acknowledged by Somalian government in establishing and entrenching a culture of participation, accountability, and transparency in the management of national affairs Public institutions are now considering effective and efficiency as essential requirements of good governance. Thus, good governance is also about to promoting democratic governance of Somalia and to improve the structure of government institutions. Nevertheless, the civil society and international organization in Somalia not only improve the political participation of women but also, they put emphasis on assisting national and local authorities at regional and district level so as to promote and establish governance structures and build capacities with civil servants and bureaucrats. The civil society organization in Somalia continues to act as a bridge in forging peace and unity as well as promoting respect of human rights. This is done by organizing people to work with the social organizations aimed at improving good governance.

The civil society organization undertake the following efforts in improving good governance and democracy

- a. Civil society organizations train civil servants in participatory governance approaches and consensus building among other local and international organizations and local elections in Somalia.
- b. Train police officer, legal departments and judiciary branches so that to maintain law and order (rule of law), and human rights standards.
- c. Training local administration authorities in relation to establishing a culture of transparency and accountability. (UNDP 1998)

The recent elections in Somalia (2017) presented the country's commitment in taking the path of democracy as a means for political and economic development. Since then, Somalia administration did a lot of efforts to increase transparency and accountability, and improve governance structure of the country and federal member states. For example, the problem of political stabilization has been given attention since political stabilization is very important in redistribution of resources to the federal member states through open transparency and accountability. The federal government of Somalia has got the capacity and the legitimacy to manage the country's foreign affairs and foreign policy and political stabilization where clearly acknowledged. This indicates an important encouragement Somalia took to ensure good governance agenda and development.

Moreover, meritocracy has been widely agreed as one of the most important principles of governance in the world. For many years to date, Somalia has been facing a challenge in restoring rules and regulation guiding meritocracy and the lack of meritocracy based system in the public institutions in Somalia is considered one of the main challenges facing the development of the institutions and establishing effective governance system in the country. However, Somalia recently made Some progress towards improving and building meritocracy system, earlier in Somalia qualification where not taking into account, but, today qualification and experience are the most important when hiring government employees and also public-sector employment.

For instance, the long-term culture of Somalia, clan, clannism and the most common reference used when hiring people that was family ties and corruption was seen as trivial. The only thing which matters is qualifications, knowledge, and experiences. Thus, Somalia is taking the path to eliminate and remove the long-term formula for hiring public employees what so called (4.5 Formula) to meritocracy based system of governance.

3.4: Approaches on reforms and policies towards good governance

Despite the slow progress and several challenges affecting good governance in Somalia, there are efforts in place to introduce reforms in Somalia whose impact will promote practicing of good governance principles in the Horn of Africa country. Noteworthy, these reforms are largely driven by external actors although it is also fair to add that successive governments have shown clear indications of supporting these efforts. Most of the programs target strengthening institutions, building capacity and empowering the marginalized groups in the country. In this section, we will discuss some of the governance reforms made in Somalia so far to promote good governance.

The United Nations Development Program is one of the key actors driving change and reforms in Somalia's governance sector. Under a four-year program (between 2011-2015) dubbed the Governance and Rule of Law (GROL), UNDP and the government of Somalia have been working closely on a number of issues that would ultimately promote inclusivity, accountable governance, equity, improved human security, human rights, access to justice and improved service delivery. The program has been driven by six main themes which have had significant relevance to the country's governance reform process. The first pillar is Inclusive political process which the UNDP has been promoting the development of legislative, democratic and oversight processes within the public sector. Based on this, the UNDP has continued to offer financial and technical support in the ongoing constitution making process that will see Somalia adopt a new constitution soon. This also touches on the establishment of a new federal parliament, strengthening the capacity of political parties in the country as well as developing of political party frameworks. The first pillar is

important in solving national institution and political problems such as clan -based political parties as well as weak administrative institutions.

The second pillar is strengthening core institutional strengths and functions. The objective of this goal is to create a platform on which local, national and regional can interact and build consensus on issues of regional and national interest. To achieve this, UNDP has offered technical and financial support in the process of introducing governance policies such as transparency and accountability, public finance management, aid coordination and development planning. Though the process is slow, such initiatives guarantee that public institutions will at some point be responsive, subject to oversight and accountable. The third effort has been the attempt to develop justice and judicial system through legal empowerment as opposed to the previous legal aid. Resources have been mobilized to support a new model approach that emphasizes on meditation, legal awareness building and community engagement. Legal barriers that affect minority groups and women are also being address through this program. Several community based paralegal teams have been formed to provide pro bono services to members of the public and reduce impunity. Interestingly, the judicial reform program is also taking into consideration important cultural and religious norms such as sharia and customary laws that are held highly by the population.

The fourth pillar seeks to promote police and security sector governance by providing logistical support, technical advice and training of officers in the security sector. The absence of a strong centralized police force in Somalia has affected negatively various efforts of promoting good governance. For example, the failure in combating corruption, providing human security, enforcing laws that require accountability and upholding the rule of law is associated with the weak police system. It is therefore on this backdrop that security sector reforms appear top of the agenda of Somalia's strategic plan supported by the UNDP. This strategic plan offers a robust approach on which Somalia's security forces can not only deal with domestic issues, but also defeat transnational challenges such as piracy, terrorism and insurgency.

The fifth reform sector is in the service and local governance sector due to the increasing demand for an effective and responsive local government system that can provide services to the people. In order to promote equity and efficiency, the huge investments have been made to ensure that district -level local administrative units can be accountable and less dependent on the central government but more interconnected with the constituents and other stakeholders to address the needs of the people. To achieve this the UNDP, ILO, UN-HABITAT, UNCDF and UNICEF have come up with the Joint Programme on Local Governance and decentralized service delivery (JPLG). The sixth pillar goes to the enhancement of resilience and community security. This program seeks to tap on the strength of the Somali people to tackle the institutional weakness especially in fighting crime and insecurity. Therefore, it seeks to institutionalise local, regional and national partnerships to ensure that marginalised clans, youths and women actively participate in the enforcement of security services, monitoring and evaluation of programs.

In an attempt to curb run away corruption, Somalia adopted the Public finance management (PFM) strategy in 2001. This approach had been effectively implemented in developed countries in the 1980 and 90s and perhaps its success elsewhere encouraged policy makers to implement it in Somalia. Its main goal was to detect using robust internal control systems any form of fraudulent transactions that go against the regulations and rules of the organization. It creates an environment that supports external and internal auditing of organization activities thus promoting transparency and accountability. However, these efforts are being hampered by lack of political goodwill since the successful implementation of the PFM strategy needs support of the legislature and the executive. Secondly there are no clear performance -based indicators in Somalia's public administration making it difficult to effectively implement the PFM. Despite these challenges, government ministries continue to prepare reports and articulate issues affecting their effective performance.

The Somali Institutional Development Programme (SIDP) that began in 2011 has been a good plus in the country's reform process. This European Union funded program has been instrumental in the production of relevant planning documents that the government of Somalia then uses to plan its activities. SIDP faces several challenges however policy

makers are confident that the lessons learnt from its failures are providing important input in the future plans of action for the country.

In addition, the Joint Programme on Local Governance (JPLG) that was established to enable donor funds to be channeled directly to the local governments is helping reduce misappropriation and misallocation of resources at the national level. It also helps reduce biased allocation of resource to government friendly clans. Even more important, is the National Anti-Corruption Commission proposed in the new constitution that promises to up the war on corruption to a higher level. Corruption remains the biggest threat to strengthening good governance practices in Somalia and once the problem of corruption is tackled, then the country will go a long way very fast.

The Somali national development plan 2017 – 2019 (SNDP) is the first national development plan developed by the central government of Somalia since 1986. The SND plan emphasizes a key area that needs major improvement these include consolidating peace, inclusive politics, security, rule of law, fighting poverty, economic development, building effective and efficiency institutions, social and humanitarian development. This short term strategic plan Somalia aims to build effective institutions that handle the development priorities and socioeconomic development in order Somalia be able to achieve good governance practices. This strategic plan has a strong focus on improving good governance practices and gender equality. The implementation of the national development plan (SNDP) undermined by some key activities that will help Somalia to create effective institutions and establish a culture of transparency and accountability. the national development plan aims to achieve good governance. These activates that (NDP) focuses include:

- Secure environment, more open politics, peace and reconciliation,
- Reducing poverty,
- Reducing and/or eliminating disasters like, cyclical droughts, floods, and other natural disasters,
- Economic development with particular focus on agriculture and livestock,
- Increased the accessibility of quality education, health and water,
- Increased employment opportunities,

- Governance,
- Federal political and economic frameworks that empowers the federal member states so that to deliver the public services and develop policies effectively.

Each of these activities mentioned earlier aims to bring back Somalis position in Africa and the world. Among other things the National Development Plan promotes social justice and gender equality, all these efforts can be an added value for Somalis willing to achieve good governance practices. Good governance is one of the values and principles that NDP has and aims to achieve the effective implementation of the principles of good governance. Additionally, democracy and democratization has been given attention to building strong institutions. The NDP gives the public institutions the basic principles of good governance as a baseline to their policy development and federal or national activities. The national development plan dealt all the principles of good governance in different section. These include rule of law, transparency and accountability, equity and equality, and effective and efficiency. The NDP remains to prepare Somalia to move to one man one vote in the upcoming elections in a multi-party system. The electoral commission has started registering national political parties as the election scheduled on 2020. Considering the last elections there is an evidence that shows the elected president Mohamed Farmajo was the only president that attracted to receive much support from the people in his election term in 2017.

For many years to date Somalia has been suffering extreme poverty as the national development plan indicates above 51% of the population of Somalia lives in poverty. The poverty in rural areas and IDPs camps where estimated approximately 70% to live in poverty is even worse than ever. However, the NDP appreciates that without good governance poverty cannot be successfully eliminated. And produced activities that promotes representative government that can able to provide public needs and inclusive politics higher transparency and accountability and control of corruption.

Building effective and efficient institutions has begun more consistently in 2015-2016. This culture of building effective efficient institutions and policy leadership established by the federal government of Somalia. Since then, Somalia continue to develop its own policies and laws, provisional constitution is under the process, securing the country, promoting good governance and modernizing institutions. Under effective and efficiency institutions policy Somalia aims to achieve the following governance principles.

- Progressive development of rules and regulations.
- Transparency and accountability
- Sustainable institutions
- Strengthen public administration management
- Greeter domestic revenues
- Gender equality and increased women representation in the public sector.

The strategic plan strengthened the capacity of the federal institutions and the federal member states. For instance, building effective and efficiency institutions at federal levels further strengthening the cooperation between the central government and the state level agencies that has been very weak since the adaptation of federal system. So, strengthening the institutions and government level is vital in decentralizing governance institutions and improving the quality of the people in Somalia. The civil service law of Somalia provides the basic legal frameworks for the management of civil servant and human in Somalia in general. The law also provides rules and regulation guidelines of civil service application at both federal and regional states. The law aims to establish a civil service database in the coming years, the database will cover all various types of public employee and the financial management system. The civil service database, if it is implemented will serve more functions and prove the governance structure of the country. The strengthen of public finance management and accountability policy is an important and critical foundation for good governance promotion and establishing strong institutions that can handle the legitimacy of institutions to implement policies effectively and accountable. The Strengthen public finance management and accountability (PFMA) Policy have three level of priority. These include. Expenditure management and reporting, Domestic revenue generation Financial audit

CHAPTER FOUR

RESEACH METHODOLOGY

Basically, the choice of an appropriate research methodology depends on the nature of the problem at hand and the type of data needed. This chapter contains the research design employed in conducting this research, and description of the research methodology, research population, sampling size, sampling procedure, research instrumentation and data analysis methods & techniques. Moreover, ensuring data quality and ethical consideration of the research are presented.

4.1. Description of the Study Design

The Research study has examined and identified the major challenges of good governance encountered in Somalia. In the first chapter the research provided an overview about the concept of governance and good governance. Chapter two provided a theoretical concept of governance and good governance practices. The third chapter provided an overview of the state of good governance in Somalia and approaches to reforms and policies. This research design chapters aims to address to the elements of research methodology. These include.

1. Research questions
2. Research methodology
3. Data collection
4. Variables
5. Validity and reliability

The main research questions of the study were to find out “what accounts for the success of good governance in Somalia. Additionally, the study was trying to note the impeding factors of good governance practices in Somalia and to conclude the state of good governance in Somalia since 1991. Addressing to answer the research questions and the hypothesis of the study. The researcher employed multiple regression model analysis to explain the relationship between the variables.

4.2. Method

To answer the research questions of the study. The Study employed a quantitative and qualitative research method in order to answer the research questions (Mentioned in chapter one) these research questions are both qualitative and quantitative data by their nature. The main question of the research questions was to find out “what accounts for the success of good governance in Somalia. Additionally, the study was looking to answer the challenges to good governance in Somalia since 1991. So, to answer these questions both quantitative and qualitative are seen an important method to apply. Considering Casley and Kumar (1992) they perceived qualitative method as a situation that the researcher understands more views, attitudes, and opinions about the research problems from the respondent of the studies. It also allows the researcher to collect data from diverse sources and present the findings by using words rather than numerical terms. Whereas the quantitative research method indicates using numbers and statistical methods of answering the research questions and the research problems. The study however employed both methods and presented the results in using percentages, histograms, charts and literature review analysis.

4.3. Data Types and Sources

Data collection is a vital part of most social science research. In this research, data was collected by using primary and secondary data collection sources in which all data relevant to the research questions was gathered and analyzed. The primary source, data was collected from the selected institutions, governmental organization, civil society organizations, political parties, politician and ordinary people in Mogadishu, Somalia through structured questionnaires, and observation as a primary source of information of the research.

In information obtained from secondary source the study, reviewed existing literature on good governance and its relevant issues in visiting the library work, current literatures, such as books, journals, articles, and official documents such as constitutions, policy briefs and other legal instruments, newspapers, working papers and research reports was be reviewed.

4.4. Target population and Sample

Since the foundation of Somali state Mogadishu town was one of the potential areas of investment and it is where most political activities and policy development take place. The overall objective of the study was to find out the facts, opinions, and perceptions, of the target populations towards the variables and the research questions of the research. Such information can be best found by targeting the right population in the study areas. Thus, believing the result of the research will be important in mentioning the challenges of governance and the development of good governance by recommending policy solution the town Mogadishu was purposively selected as a target population. The study targets 10 out of 26 institutions: These institutions are directly involving governance applications and they are in a position to provide the results that researcher is looking to find out. For instance, civil society organizations, political party's administrations are believed to have a better information concerning the research problems and the researcher made them to be part of the target population of the study.

4.5. Sampling Design and Procedures

This study was employed on purposive sampling technique and purposively selected 10 institutions out of 26 institutions found under the study area. The public institutions, local government were selected because of their importance in serving the society. The civil society organization and political parties were also purposively selected to be party of the study because of their involvement of governance and their relation with diverse stakeholders such as international organization is an important way together crucial findings. After identifying the institutions, the researcher collected the data in accordance the number of employee found in each institution. There from each institution sample respondents were selected randomly and the information was gather using through structural questionnaires. the purposive sampling was used because of the different people to whom the researcher focusing by sake of their understanding about the research questions. Purposive sampling technique is a technique that ensures that the researcher to give question those involved in the research problems from the target population.

4.6. Sample size

The sample size of the research consists of 100 respondents selected out of target population from 10 public institutions out of 26 institutions found in the study areas. The public institutions, Civil Society organizations, were purposively selected because of their involvement of research questions and understanding the problem. The sampling size has been chosen according to the intuitions population.

4.7. Instruments of Data Collection

The study was employed questionnaires and document analysis as a tool for collecting data from both primary and secondary sources. The selection of the questionnaire which include both close and open-ended questions has been guided by the nature of the data to be collected, the time available as well as by the objectives of the study. The secondary data which includes the analysis of the information of the world bank, African development bank, government administrative data reports, journal and legal and policy reforms.

4.8. Method of Data Analysis

The collected data was analyzed using statistical package for social science (SPSS) software and frequency analysis techniques with accordance the selected principles of good governance examined in the research. The data also analyzed by using multiple regression model of analysis so that to estimate how the dependent and independent variables of the study relate each other. This model also proves the study hypothesis that governance effectiveness depends on the level of control of corruption, transparency, rule of law and the effective and efficiency of the public institutions. The ordinary least squares OLS was used because this model of analysis was widely accepted to present the relationship between both dependent variables and the independent variables. The research will present the findings by using frequency- histograms, tables, bar chart and pie charts. This method was chosen due to the nature of the data, and to make it easy for interpretation and understandable in the presentation stages.

4.9. Validity & Reliability

To be in command of validity and reliability the researcher made an effort to accomplish validity and reliability coefficients of at least 0.75, therefore the questionnaires and interviews will make sure to be related the facts which are researcher is looking. For that reason, the questionnaire and interviews will be valid accordingly.

4.9.1. Reliability

The data was collected from the selected institutions, which was provided answers to the research questions based on their personal understanding and experience. This was likely differing from person to person. However, to test for reliability the researcher gave two experts to evaluate research instruments and the researcher also made test-retest to ensuring the reliability of the questionnaire. There was no difference the questionnaires are reliable and was distributed to the respondents accordingly.

4.10. Ethical consideration

The ethical issues of this research thesis were the issues that the researcher considered at the time the research was under process, and they are as follows:

- To keep confidentiality.
- To be a free form bias.
- All questionnaires were coded to provide anonymity of the respondent.
- The researchers quoted in the study were recognized through citation and referencing.
- The presentation of the findings will be generalized.

CHAPTER FIVE

FINDINGS AND DISCUSSION OF RESULTS

This chapter presents the findings, analysis and interpretation of data gathered whose main objective is to find out, the expectations and perceptions of the government intuitions, civil servant, civil society organizations, political parties and university students towards the challenges of good governance in Somalia.

The study was primarily initiated to give answers for five research questions and was guided by the research objectives mentioned in chapter one. This chapter, has a part to elaborate the background of respondents followed by analysis and interpretation of responses related to research questions. The analysis and interpretation of data is carried out in two phase the first phase is based on secondary sources and the second one is based on the results of the questionnaires that deals with a quantitative analysis of data.

5.1. PHASE ONE: World Bank

According to the world Bank worldwide report that assesses the six Important dimensional frameworks of good governance. The world Bank discoursed these six dimensions and measured how countries around the world are performing the indicators of good governance as they are as follows:

1. Voice and Accountability
2. Political stability and lack of voice
3. Governance effectiveness
4. Regulatory Quality
5. Rule of Law
6. Control of Corruption

The above listed six aggregate governance indicators indicates that, to what extent a citizen of a country able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media. The six dimensional indicators are based on data collected by the world bank from around the world.

The World Bank survey was aimed at knowing the level of good governance of every country in the world and discussed the below table and to mark Somalis position at the world governance assessment in the last three years.

The estimate of governance (ranges from -2.5 (weak) to 2.5 (strong) governance performance.

Voice and accountability measures to what extent that, the society are able to participate in politics, social and economic opportunities. Voice and accountability also measures freedom of association, free media and the right to political freedom. (Kaufmann, D, Kraay A, and Mastruzzi, M.2008). The next indicator is about the effectiveness of the government Somalia remains low in performing effectiveness since the collapse of the regime in 1991. The government of Somalia has been facing a huge challenge in providing service to the people especially rural areas. In 2011 Somalia faced huge drought and the country declared national disaster over massive drought and security crisis. This indicates the government institution was having financial problems and it is commonly believed that the institutions in Somalia and civil servants was unresponsive, lack of transparency and accountability, corruption and unskilled labor force in the bureaucratic system of the country contributed Somalia to become one of the most corrupt countries in the World.

According to the World Bank one of the most important indicator of good governance is the rule of law. Since the fall of the military regime in 1991 Somalia has not been in apposition to improve rule of law, the constitution and the type of federal system that Somalia will apply to govern the country is still under process. However, Somalia did a peaceful transfer of power in 2012 when Somalia moved to federal government from traditional government led by Sharif Ahmed. In 2017 when Somalia elected a new president after two rounds of voting by the members of parliament the elections of the president was a successful exercise of democracy and good governance preform.

Table 1: Worldwide Governance Indicators: The six Important Dimensional governance (Percentile rank).

(ranges from -2.5 (weak) to 2.5 (strong) governance performance.

Somalia:

No	Six Dimensions	Year 2013	Year 2014	Year 2015	Year 2016
1	Voice and Accountability	-2.17	-2.11	-2.00	-1.83
2	Political Stability and Lack of Violence	-2.76	-2.52	-2.38	-2.33
3	Governance effectiveness	-2.22	-2.45	-2.20	-2.18
4	Regulatory Quality	-2.22	-2.12	-2.15	-2.27
5	Rule of Law	-2.40	-2.35	-2.30	-2.37
6	Control of Corruption	-1.58	-1.66	-1.62	1.67

Source: World Bank, 2016

The above-mentioned table shows that Somalis poor position in the performance of six dimensions of governance indicators in the last three years. Somalia was among the countries performed governance very poorly and also Somalia was listed in many times the most corrupted countries in the world since 1996. The data from the World Bank shows that Somalia in relation to all six indicators of governance Somalia was ranked 190 countries concerning the assessment of good governance and control of corruption.

5.2. African Development Bank.

According to the African Development Bank survey and its own country policy and governance institutional assessment data (2017 that annually assesses the quality of all African countries policy and institutional performance. The data found examines how all African states and institutions are performing the eight dimensions that are very good in ensuring good governance and development. These dimensions include, Government effectiveness, rule of law, accountability, transparency and control of corruption in public sector. In the table below, the researcher lists the variables included in each of the governance indicators. The researcher uses data from 2004 and 2016 to draw the difference in 14 years that Somalia experienced.

- Quality of public administration
- Quality of budgetary and financial institutions
- Efficiency and revenue mobilization.

The study from the African Bank assessed also Regulatory Quality under this dimension, the study explores the following institutions from all African states.

- Regional integration
- Trade policy
- Business regulatory environment

The African Development Bank study also examined rule of law, by specifically looking to:

- Property rights and rule based governance

Finally, the data assessed control of corruption in Africa. The report mainly focused on

- Transparency, Accountability and corruption in public sector.

Considering the indicators of governance mentioned above Somalia performed the worst in the assessment of these indicators. The bellow table indicates Somalis poor position since 2004.

The Data responses are coded on a 6-maximum point scale very good and 1 to minimum scale very poor. Table 2: African Development Bank Country Policy and Institutional Assessments (Africa Development Bank)

Dimensions	Score (Max 6 Min 1) - 2016	2004	Difference since 2004
Quality of public administration	1.0	1.0	Same
Quality of budgetary and financial institutions	1.25	1.0	0.25 increased
Efficiency and revenue mobilization	1.0	1.0	Same
Regional integration	1.0	1.0	Same
Trade policy	1.63	1.0	0.63 increased
Business regulatory environment	1.0	1.0	Same
Property rights and rule based governance	1.13	1.0	0.13 increased
Transparency. Accountability and corruption in public sector.	1.17	1.0	0.17 increased

Source: African Development Bank, 2016.

The above-mentioned table indicates that Somalis poor position at African Bank Policy and Institutional Assessments report. All the eight dimensions investigated by African Bank Somalia performed very bad. The data found indicated that, since 2004 Somalia has not been in a good position in institutional development and good governance practices.

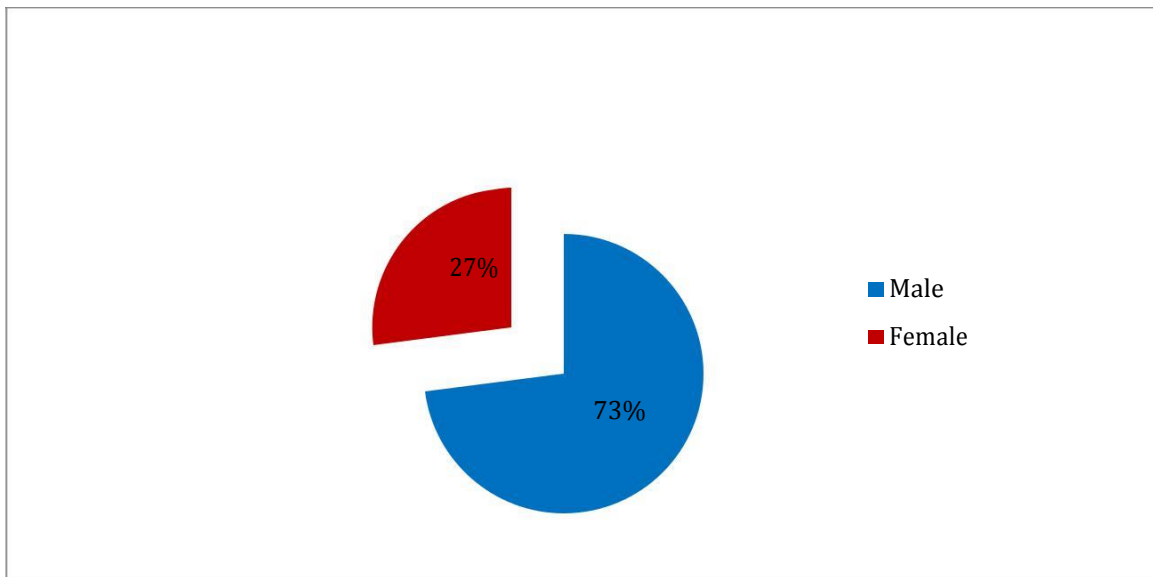
The African Bank report, data was collected from all African States since 2004 Somalia remained same in relation to institutional development except three dimensions that have been improved little bit these include: transparency and accountability from (2004 1 scale to 2016 1.17 scale).

5.3. PHASE TWO: Primary data

5.3.1. Descriptive Statistics

Data was collected using questionnaires and document analysis technique. Questionnaires were coded into five main categories based on the core elements good governance indicators discussed in the study so that to achieve the objective of the study was intended to accomplish.

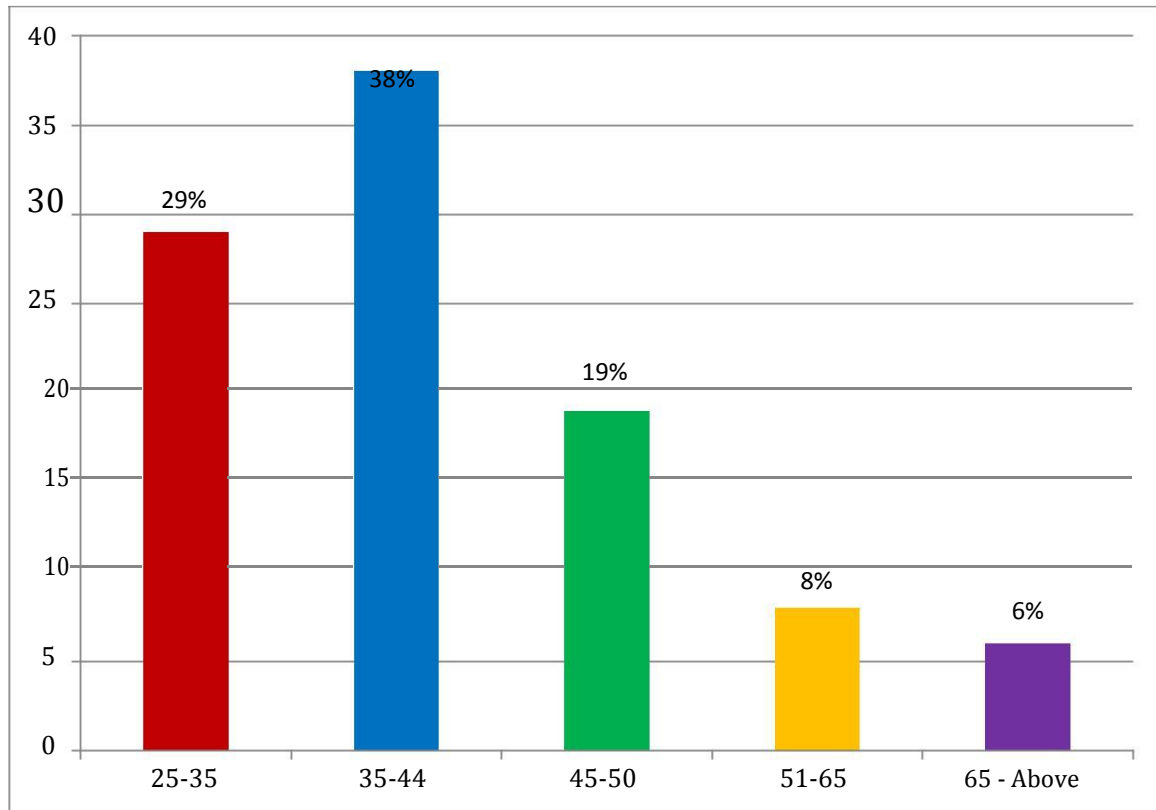
Chart 3: Gender of the respondent



As shown in chart 3 indicates, the respondents of the study included both males and females. The females were (27%) of out of the sample population, whereas (73%) of them are males. Since both men and women are eligible to join public sector but men become the majority and small proportion of women are employed in the public administration. The study found out for instance, that he numbers of females was less than then the males` for two-time in the public institutions workforce.

Age profile of the respondents is one of the most important features in understanding the respondent's views and opinion about the research questions, objective and the problem of investigation.

Chart 4: Respondents age

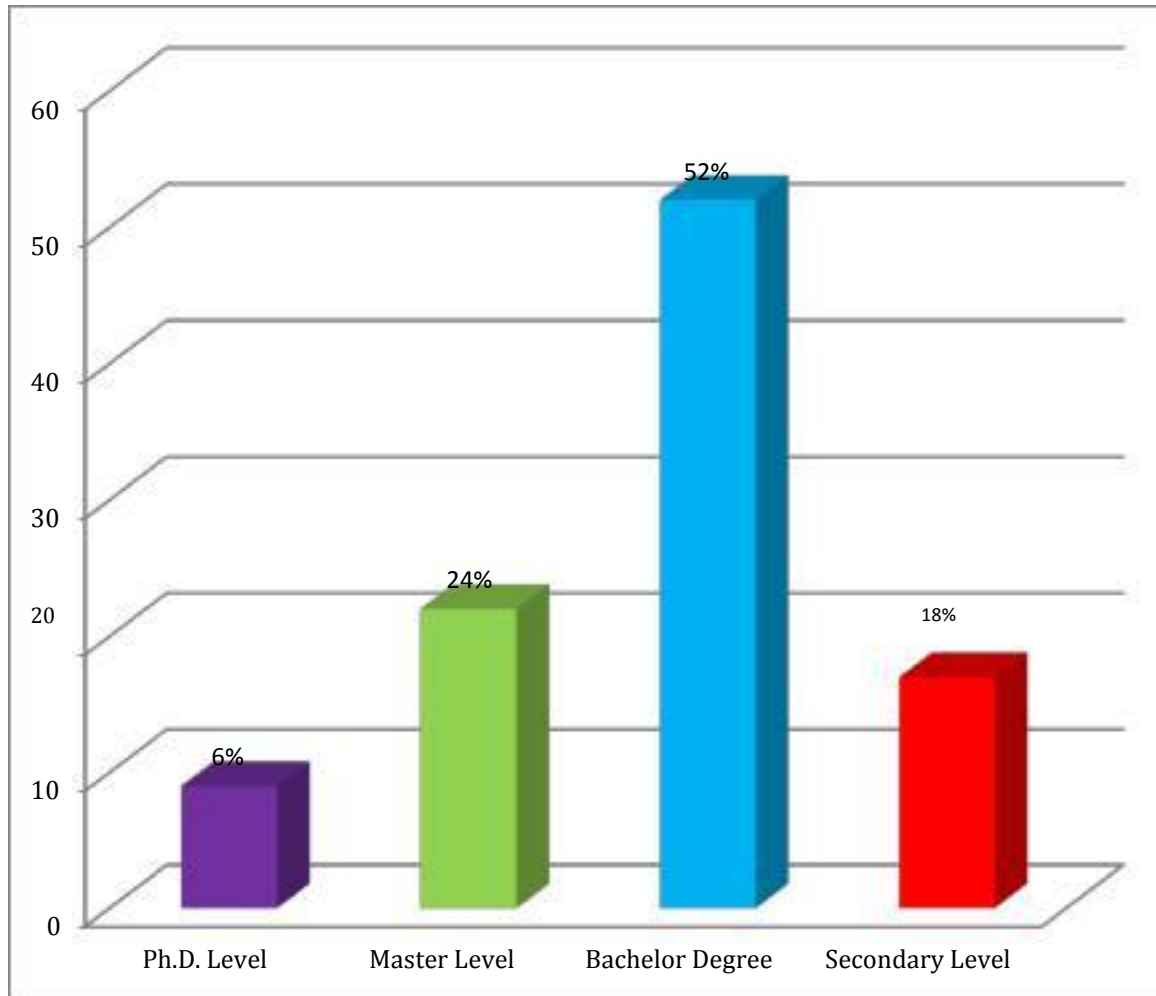


Graph 4 shows that, the profile of respondents in terms of their age categories. There are 100 respondents of subjects who took part in the completion of the thesis questionnaires. The percentage in this chart shows that the allocation of questionnaires to various groups was in no way influenced by bias. Considering the data found (38%) of the respondents aged between 35-44 years old, while only (6%) we're ageing above 65 years old, and (8%) who are in the age range of (51-65) years old. The oldest is between 51 to 65 years old.

The data implies that majority of the respondents are in the age of 35 to 44 years old, thus belonging to both young and adult age group. Therefore, the study discovered that the people who compromise the work in the public institutions are young adults. This indicates a true reflection of the researcher's impartiality in the distribution of questionnaires.

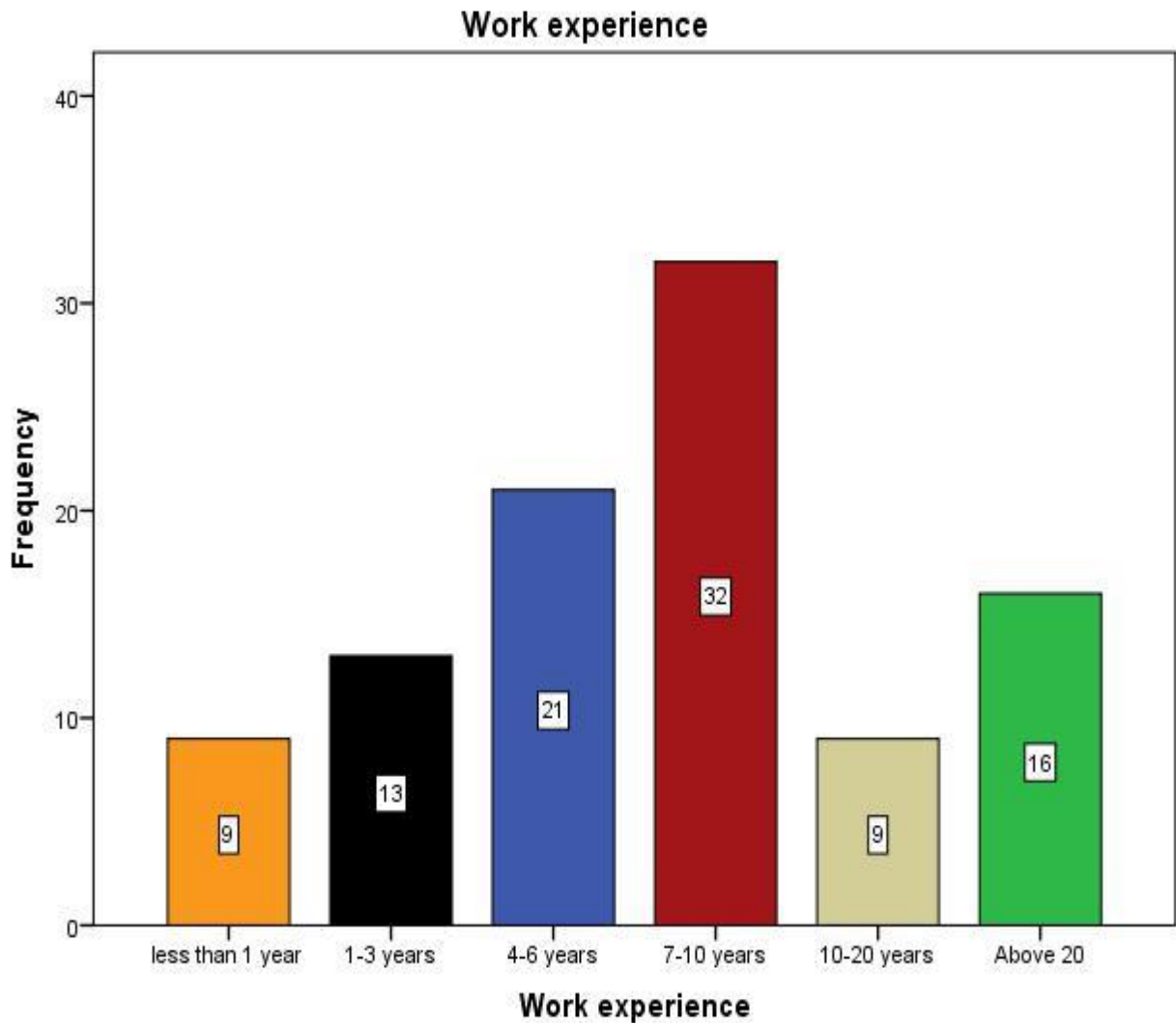
Educational level of the respondents was investigated by the researcher and the data pertaining to education is presented in the below chart 5.

Chart 5: Respondents level of education



The above chart 5 shows that, 52% of the respondents have completed degree level of education, 24% of them have master degree, while 18 % out of the sample pollutions were graduated at secondary schools and only 6% of the respondents have a Ph.D. level of education. Therefore, the study discovered that more than 50 % of civil servant have a first-degree level of education.

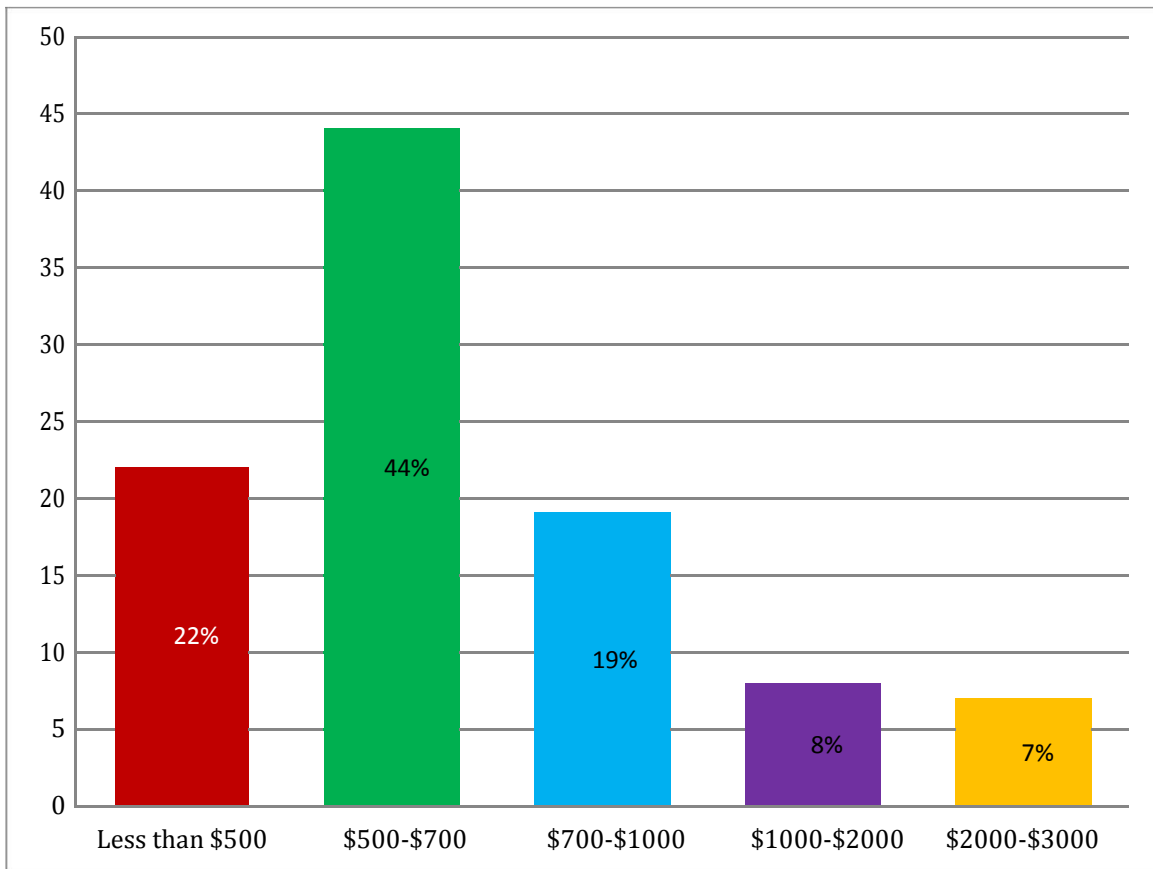
Chart 6: Respondents work of exercise



As the above chart 6 indicates that, 9% of the respondents have between 10-20 years of experience 32% of them were ranked 7-10 years' experience and 21% of them have almost 4-6 years of experience, while 13 % of them were between 1-3 years of experience and above 20-years were only 9%.

The income level of a person plays an important role in shaping the institutional planning and contributing positively to the economic condition both individual and organizational development of the country. The researcher, therefore, attempt to examine the income condition as variable and the data related to income level of the respondents is presented in the below chart 7.

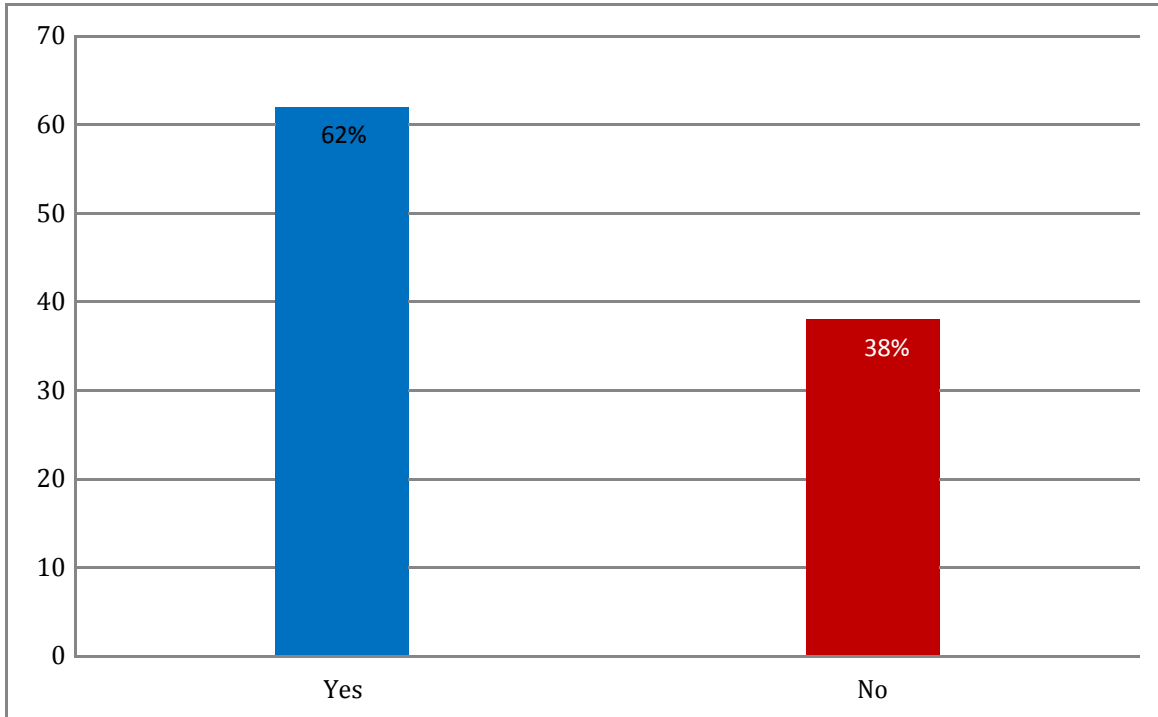
Chart 7: Respondents income level



Considering the above chart 7 examines the income level of the study. (22%) out of 100 respondent their income salary is less than \$ 500 and (44%) of them is between \$ 500 - \$ 700, (19 %) out of 100 respondents their salaries are about \$1000 and the maximum salary is almost of government institutions \$ 3000.

5.4. Understanding the state of good governance in Somalia.

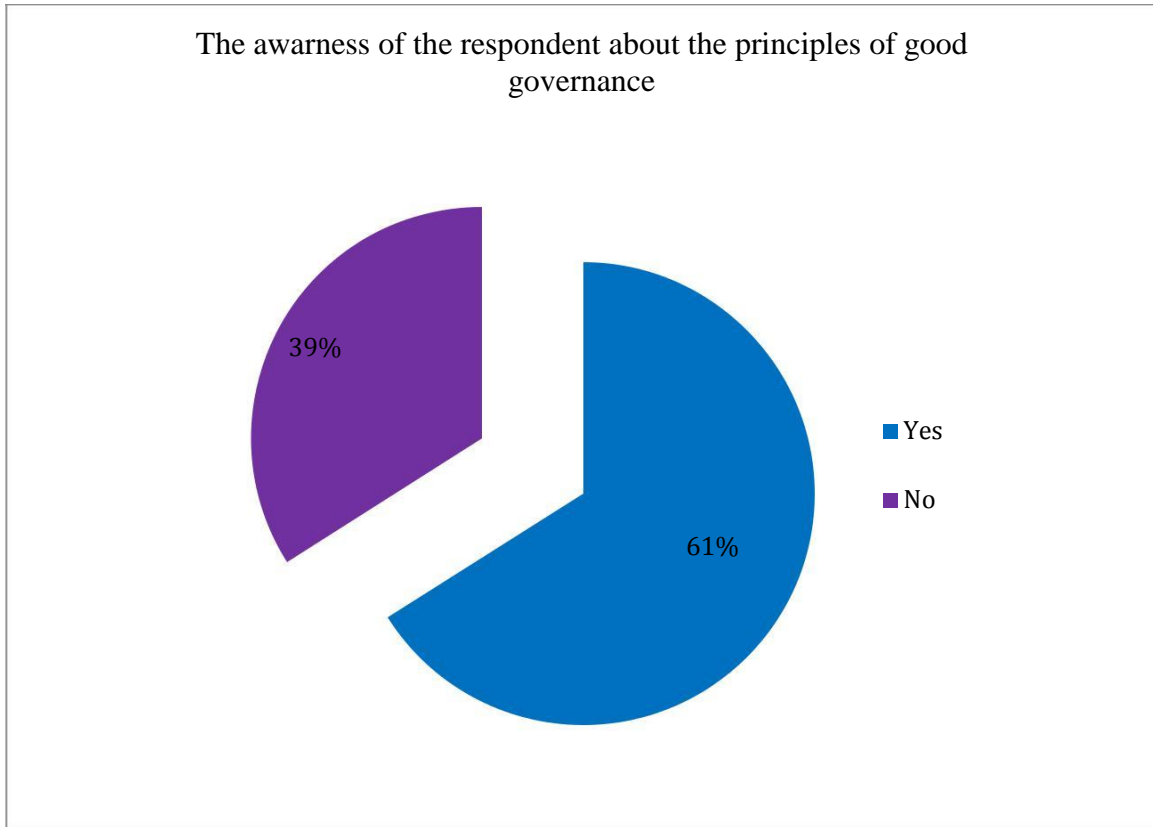
Chart 8: Understanding the perception of the civil servant, civil society organization and the people about the concept of good governance in Somalia.



The above-mentioned graph 8 indicates how much the civil servant and government employees understands the concept and the idea of good governance. In this research thesis, the researcher was trying to answer a research question concerning people’s understanding about the concept of good governance and practices. To answer the research question and prove the hypothesis the researcher conducted primary data. The collected data found that 62% out of the respondents understands what good governance is about and the remaining 38% out of 100 respondents don’t know the idea of good governance and respondents responded No. Therefore, understanding good governance and practicing its principle will enable the public institutions to boost development and impact the lives of the people by implementing policies and programs. Not only effective and efficiency but adopting

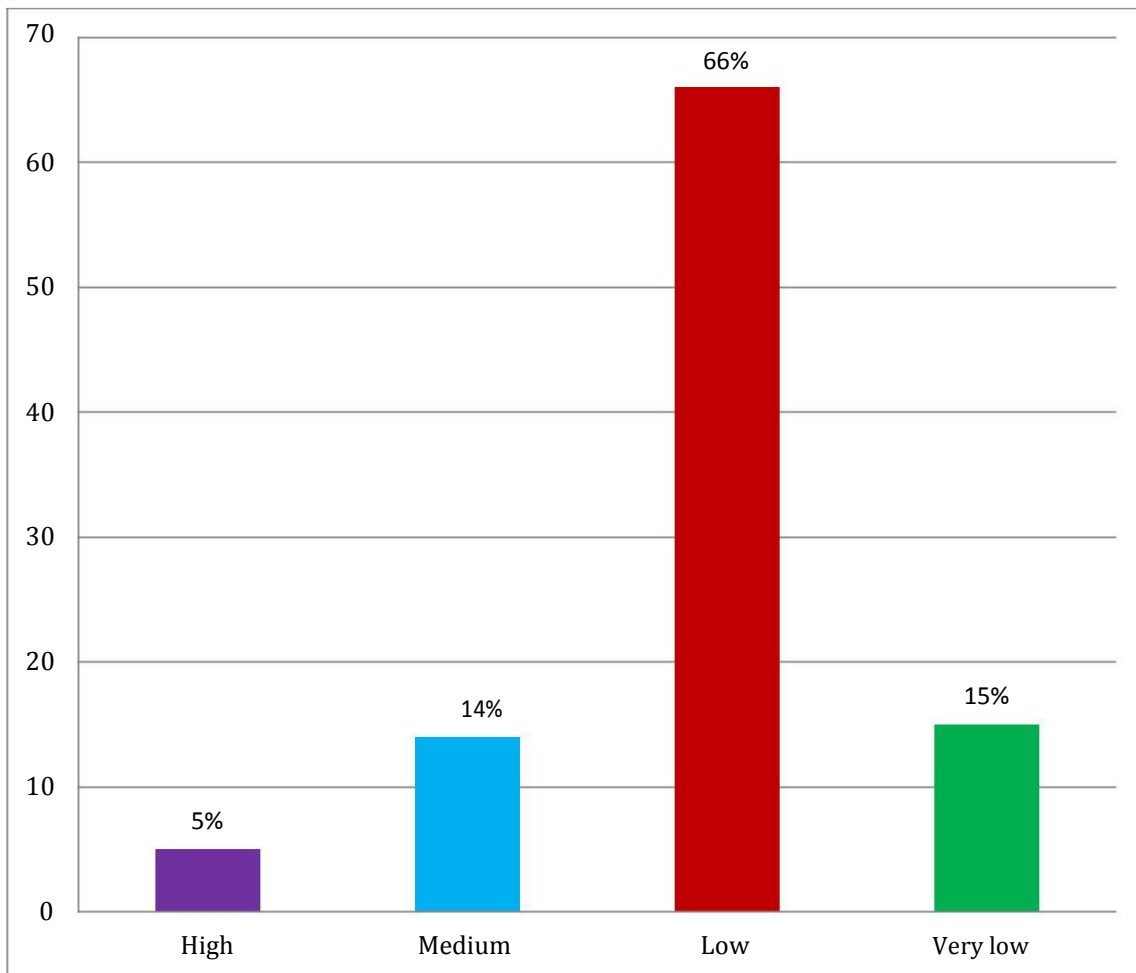
frameworks, mechanism and massive participation to make sure people's demand are taking in to account.

Chart 9: Awareness about the principles associated with good governance.



As chart 9: illustrates that, the respondents of the study response whether they are aware about the principles of good governance or not. The majority (61%) of the respondents respond that they are aware about the principles of good governance. While (39%) of the responded No, and not aware about the principles associated good governance such as participation, rule of law, accountability, transparency, equity and equality, effective and efficiency. These principles associated with good governance the researcher was trying to answer and note Somalis position for each principle by examining the public institutions, civil society organization, political parties and university students. The research noted that Somalia lacks any historical precedence in practicing the principles associated with good governance and consider lack of good governance the most challenging factor that Somalia is facing currently.

Chart 10: Ranking Somalia's Level of good governance.



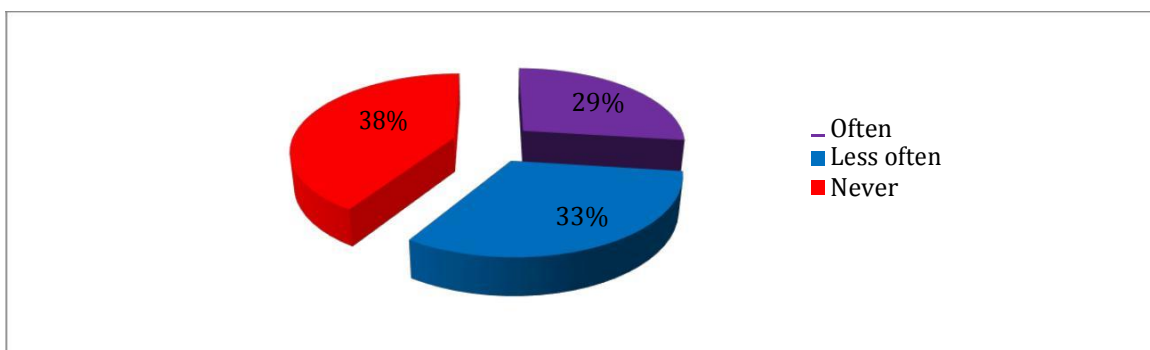
The chart shows that, (66%) out of 100 of the respondents ranked Somalia's level of good governance low. 15% of them however responded very low, while 14% of the respondents ranked the level of good governance in Somalia medium and only 5% of them ranked the level of good governance in Somalia high. Since 1960 when Somalia got its independence from the colonial the country has seriously obstructed the development of good governance practices within the state administration and local administration level. The country has a poor record in terms of performing good governance practices and Somalia to appear in poor positions at the world ranking level of good governance.

5.5. Participation

Participation is an essential element in the promotion of democracy, state development and good governance. States can only become effective and resilient in the long term if their policy-makers, government institutions and local government create an environment where the society can participate actively in government programs and policies that affects the lives of the people. Moreover, participation means that all the people, especially women and minority communities are involved in the social affairs and policy development process on equal manner.

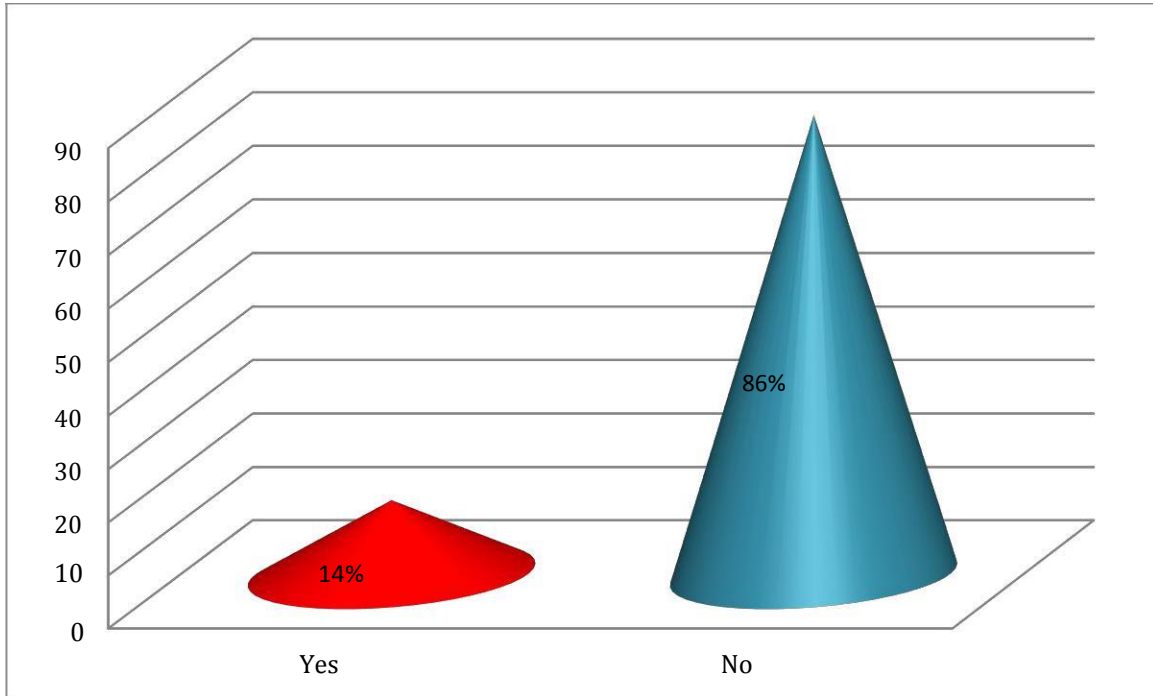
Furthermore, participation means all men and women have a voice in the process of decision making either directly or by representative. This process enables the society to build and organize freedom of association and to eradicate discrimination against minority community, disadvantaged and marginalized groups through broad participation. For instance, adopting constructive participation with the society is an important role of improving good governance. The following charts indicates the responses of civil servant in relation to participation as an important element of good governance. The researcher questioned government officials and civil society organizations regarding participation and is discussed in the following charters.

Chart 11: Participation of the people in the government policies and programs.



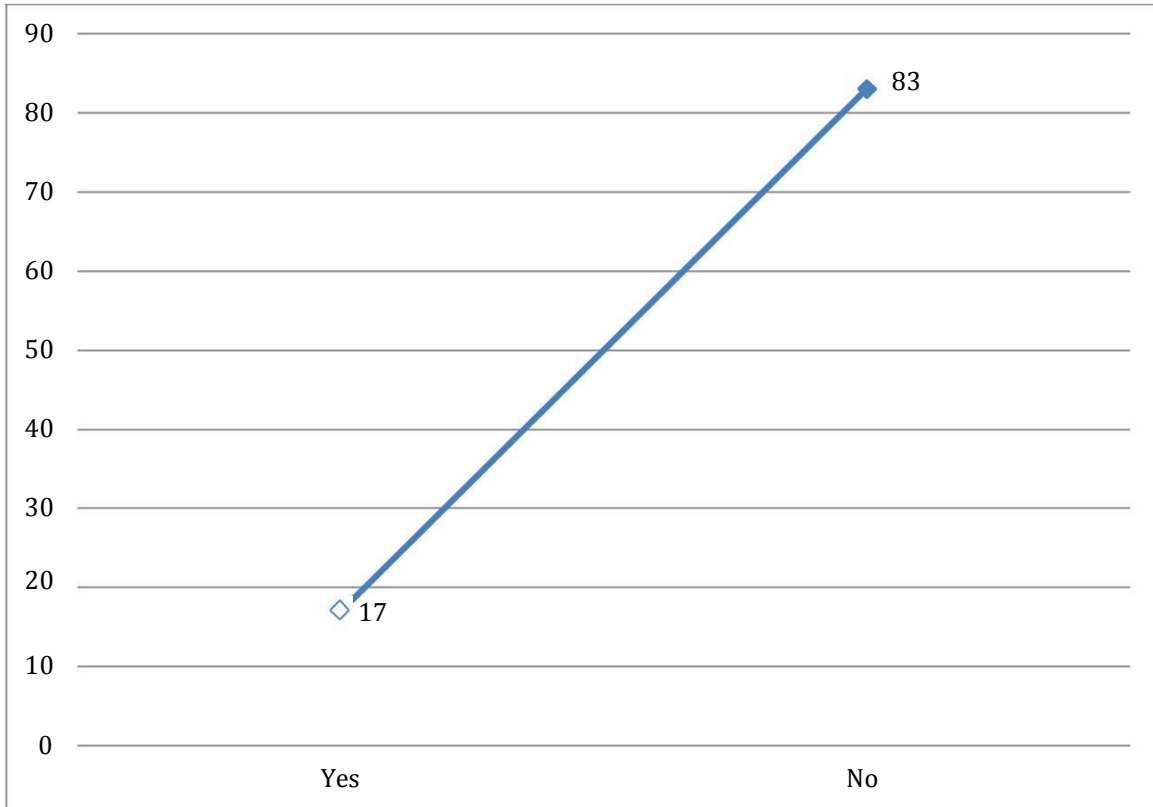
This chart 11 shows that, 38% of the respondents of the study respond that they never participate government programs. While 33 of them revealed less often participation in government programs. While only 29% of them often participate in local and national programs organized by the government intuitions.

Chart 12: The awareness of the people towards if there is a governmental institutional framework, that enables the society to participate the implementation of policies and programs.



The above chart 12 shows that, 86% out of 100 respondents of the study respond that there is no any governmental institutional framework, which enables the society to participate the implementation of policies and government programs in Somalia. While only (14%) of them respond (there is a government institutions which the society can participate in the development and the implementation of policies. The researcher further asked questions regarding whether is there are any governmental organization that enables the society to participate the government programs or if the government prepared community forums that enables the community to discuss their issues. Most of the respondents they are not aware any governmental frame work or public institutions that can encourage the community to participate the decision process.

Chart 13: The efforts taking by the public institutions to consult and offer an opportunity to the people to attend and participate programs, policies or laws before implemented. The result discussed in the bellow charts 13, indicates weather the society and the civil servant ever consulted by the public institutions, the civil society organizations and political parties before the implementation of their programs which may affects the society directly or indirectly.

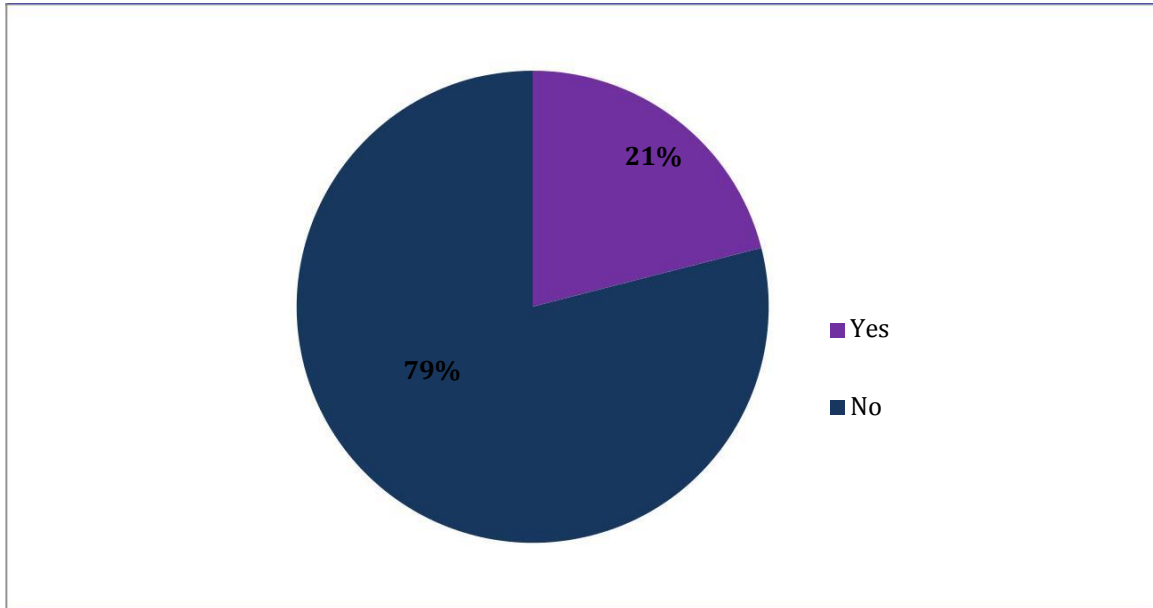


Graph 13 shows the respondents assessment as to ever consulted by public institution before program or policy is implemented?

As shown in the graph 12, only 17% out of 100 respondents consulted by the public institutions before a program or policy is implemented. While the majority 83% of them said no consultation of policy development by the government institutions before the policy is implemented. The population of Somalia had no opportunity to participate in the development policies or not asked to know about their interest towards policies or laws before implemented.

The institutional trainings are very important and positively affects good governance and development. Thus, the study examined weather the society attend a training or orientation program concerning the service they received from the public institutions in Somalia.

Chart 14: Trainings towards the public concerning the service they receive from the government institutions.



This Chart 14 shows that, out of 79% of the respondents respond that they did not attend orientation programs concerning the service they receive from the public institutions. While only 21% of them subjects to have participation before the program or the policy is implemented and got training from public institutions.

Most of the respondents responded that, they did not acquire any trainings, events, workshops or conferences regarding the services they receive from the public institutions. The study also observed that most of the community members are not aware about the rules and regulations of the public institutions especially when they are receiving services from the institutions. And it is important that the public institutions to provide training, events and conferences concerning the services they provide to the public and the rules of the local institutions.

5.6. Effective and Efficiency

The concept of good governance is one of the core elements of good governance and most frequently used indicators of development and good governance measurement. The principle of effective and efficiency of good governance ensures that efficiency and effectiveness in the use of resources management of a nation having not compromise the crucial needs of citizens and to what extent to which limited human and financial resources are applied without unnecessary, waste, delay or corruption. For instance, urban areas are financially sound and cost- effective in their management of revenue resources and expenditures, the administration and delivery of services, and in the enablement, based on comparative advantage, of government, the private sector and communities to contribute formally or informally to the urban economy aimed at achieving efficiency and effectiveness to recognize and enable the specific contribution of the society to the improvement of good governance.

The following questions were investigated regarding effective and efficiency principle of good governance in the second section of the questionnaire. The questions of effective and efficiency are based on the experience of those involved in the research questions and objectives.

The bellow table 3 shows, the principle of effectiveness and efficiency and the responses given by the respondents of the study.

Table3: Effective and Efficiency

Questions of Effectiveness and Efficiency	Category	Frequency	Percentage
1.Trainings that programs effective and efficiency.	No	63	63%
	Yes	37	37%
	Total	100	100%

2.If yes, what kind of training?	Institutional development	17	17%
	Transparent reporting	5	5%
	Accountability control mechanism	9	9%
	Principles of governance	6	6%
		Total	37
3.How of often?	Weekly	-	-
	Monthly	7	7%
	Quarterly	12	12%
	Annually	18	18%
		Total	37%
4.The capacity of the public institutional to implement policies effectively.	No	64	64%
	Yes	36	35%
	Total	100	100%
5.Institution that have any policies promoting good governance like effective and efficiency.	No	76	76%
	Yes	24	24%
	Total	100	100%

6.The extent that the public service institutions in Somalia are independent from the political interference?	Fully independent	6	6%
	Partially dependent	12	12%
	Neutral	30	30%
	Dependent	52	52%
	Total		100

The six questions mentioned in the above table, analyses the respondent's opinions to effective and efficiency in the public sector. In order to find out the public institution in Somalia and their effectiveness the researcher asked six questions as mentioned in the table. The first question was concerning whether the institution provide training programs that promotes effective and efficiency? Concerning the respondent's answers has become Yes. 37% and 63% No. in the second chapter of the thesis the researcher stated that promoting good governance states and public institutions are expected to have training programs to effectively and efficiently promote their staff to current issues on governance and public administration. The second questions were aimed to note if there are institutions providing trainings what kind of trainings and workshops do they provide. As found out and indicated in the table 37% of the respondents respond that they provide training to employee. 17% of the respondents said these trainings focuses on institutional development, 5% of them responded transparency reporting, 9% of them said accountability control mechanism and only 6% of the responded that their training program focus on principles of governance such as accountability and effective and efficiency public service delivery.

The researcher further asked the respondents third question on how of often do they provide trainings? 7% out of 37 respondents respond that they provide trainings monthly. 12% however provide their training program quarterly. And the majority 18% of the respondents answered their trainings scheduled annually. This means institutions have annually training programs which majority of them focuses institutional development followed by accountability.

The fourth question, the researcher asked whether public institutional have the capacity to implement its policies effectively? The respondents have been said about 36% Yes and 64% No they don't have the capacity to implement their policies effectively.

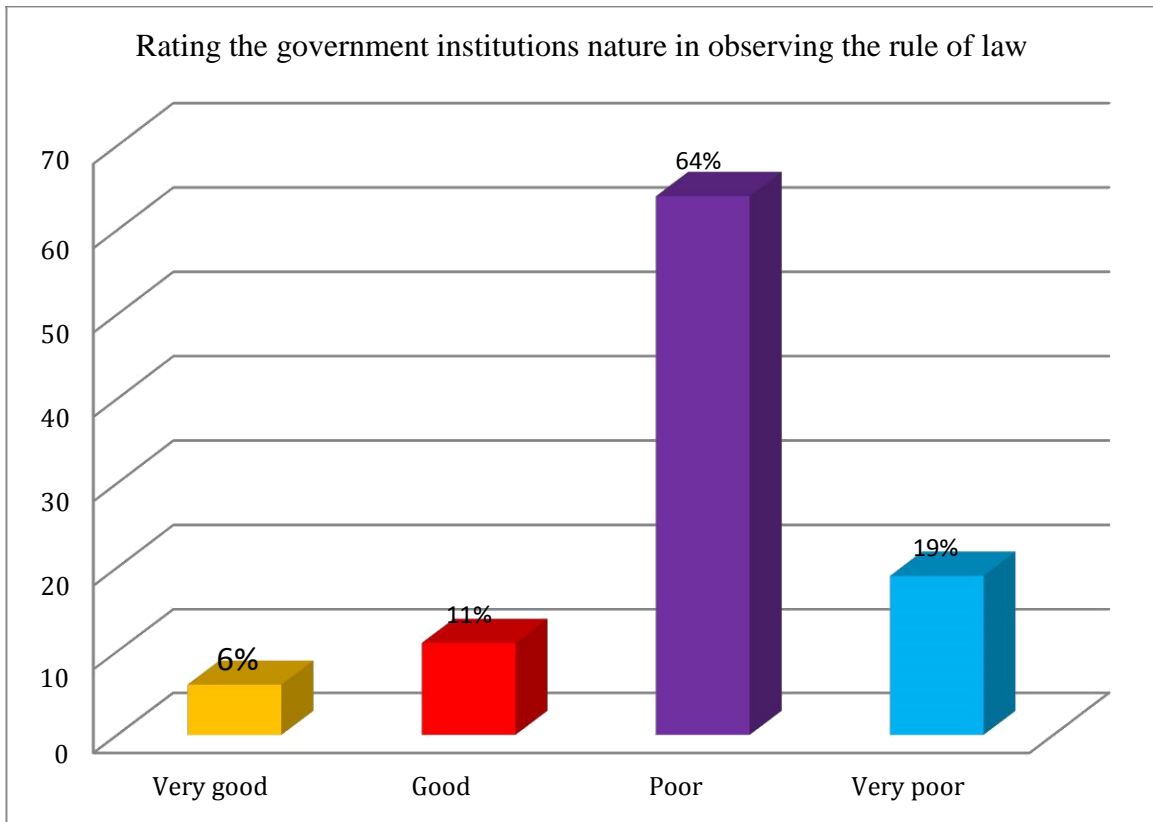
The fifth question under effective and efficiency principle the researcher asked the respondents about whether institution have any policies promoting good governance like effective and efficiency? 76 % Majority of them responded No, meaning they don't have any specific policies promoting good governance. While only 24% of the respondents said Yes and have policies in promoting good governance and in a good position preparing these policies and implementing. The sixth question of effectiveness and efficiency principle examines the extent that the public institutions are independent from political interference. As indicates the above table, the majority (52%) of the sample of the respondents reported that the public services institutions are not independent from political interference, followed by 19% percent by which of the respondents reported that the public institutions are totally dependent to political interest's and political agenda. It can be seen the table also the institutions are not independent openly by developing their own policies and programs and implement accordingly, but rather political interest and regionalizing the institutions resources have been given attention. Therefore, effective and efficiency in Somalia is the main challenging factor in improve good governance and establish strong institutions that can handle its own responsibility and obeying the rule of law.

5.7. Rule of Law

The rule of law, understood as rules that are binding even on the most political powerful actors in given society, has its origins in the religion (Francis Fukuyama 2014). And these days every state needs to have a rule of law based system so that, to impact and satisfy the needs of the people and also treat the citizens equally under the law. The rule of law means that there is actually a set of rules that govern power and restrict power. (Fukuyama 2013).

According to Fukuyama the most important characteristic of the rule of law is that there are rules and regulation, rules that are transparent to everyone and reflect the principles and values to a particular society. Considering Somalia, the rule of law does not have strong Pillars since the people who hold executive position make up the rules as they go long and their interest. And so, the rule of law in Somalia has not been successful. One of the reason is that Somalia have inherited the clan and traditional political system. The clan identity become model to govern the country and balance power based on clan affiliation or what so called “4.5 formula” a formula which the selection of parliament, cabinet and positions of the government is based on. Therefore, the rule of law has a limiting power. There is no a very specific function to the different levels of the government, no separation of power between president, the prime minister and the state presidents of the federal member states this resulted not to use the power effectively so to enforce rules, to provide order, to supply basic goods and services, to boost development and to govern the country according to the rules and the constitution. However, the public acknowledged the problems of clan identity and lack of rule of law. Now the people is asking how best Somalia could eradicate these clan identities and 4.5 formula. And of the solutions with this problem is to Put formal checks and balances into constitutional architecture and to create a centralized institution of the state based on democratic principles.

Chart 15: The respondents of the study rated the government institutions nature in observing the rule of law. The bellow graph 15 illustrates the different opinions and views about the rule of law in Somalia. The researcher draw’s analysis from the experience of the respondents.



This graph 15 shows that, the percentage of number of sample respondents responded to the nature of government institutions in observing the rule of law. The respondents of the study respond that, 64% of out the collected data responded that the institutions are not obeying and observing the rule of law. 19% for instance responded very poor, while only 11% of the respondents revealed that, the institutions are observing and respecting rule of law and about 6% responded very good. Based on the results of the study the majority of the respondents respond institutions are observing rule of law poorly this means laws are not clear and respected.

Chart 16: Discusses whether Institutions in Somalia respect and obey the rule of law, the researcher asked the following questions to the respondents which aims to find out whether the public service institutions are independent to their daily responsibility, policy development process or there is a politically interference in the public administration.

5.8. Accountability

Accountability is a desired feature for any states, and has a long tradition in both political science field, financial institutions, international organizations and charitable organizations. Institutions is being assessed based on accountability and the core elements of good governance. Perhaps accountability is the most important result of trust, confidence, and improves performance. Accountability and transparency have emerged over the past years as a result of political development failures and democratic deficits. In response to this a bureaucratic form of accountability and institutional approaches has emerged in which citizens can hold states to account in ways other than elections and bureaucratic procedures (Peruzzotti and Smulovitz, 2016, Joshi, 2008). Accountability is one of the central elements of good governance. Yet, defining the concept of accountability is hard and even harder to operationalize. Stewart defined accountability as a process involving what he called both 'giving and account, meaning being hold to account. (Stewart, 1994). However, Romzek (1996) emphasizes accountability as a control mechanism and in which Tomas (1998) argued accountability is the potential way of preventing the abuse of power.

Considering John Locke's theory in political science, the superiority of representation of democracy built on the nation that accountability is the only possible when the governed are separated from the governors. (Locke, 1690/1980; cf. Grant and Keohane, 2005). Hence, accountability is associated with the act of discretionary governing, typically understood as the authoritative allocation of resources and exercising control and coordination (Dahl, 1971; Kooiman, 1993; Marsh and Rhodes, 1992; Rosenau and Czempiel, 1992). The researcher measured accountability impacts and various levels of accountability in Somalia. To find out this the thesis conducted a primary data concerning the accountability the questions include weather the people consider the public institutions accountable to them. The analysis of this questions and the perception of the society discussed in the chart p.70.

5.8.1. Transparency

Over the years, transparent and transparency are creeping into the public and into political and policy academic writing. Particularly in the aftermath of Watergate in the 1970s, new laws and administrative rules have given the public greater access to governmental information, increasing the accountability of government institution, civil servants, and politicians for their actions, and making decisions more open (Vaughn 2000). Transparency as a necessary condition for better government quality, greater accountability and a more limited scope for corruption and impunity have become increasingly predominant as an important political and economic development for the countries of the developing world (UN-HABITAT and transparency International, 2004; Islam, 2006; Kaufmann, et al., 2002; Kurtzman, et al., 2004; IMF, 2001; UNODC, 2004; CEPA, 2009).

Vishwanath, Kaufmann and Kaufmann define transparency as the “increased flow of timely and reliable economic, social and political information, which is accessible to all relevant stakeholders”. This definition underlines not only the availability of information, but also its reliability and accessibility to a variety of potential agents. Vishwanath and Kaufmann (1999) and Kaufmann (2002). Nevertheless, transparency is a factor that determines “good governance” and more generally an element that limits its applicability and lead to difficulties in finding good operationalization’s of the term (Grigorescu 2003).

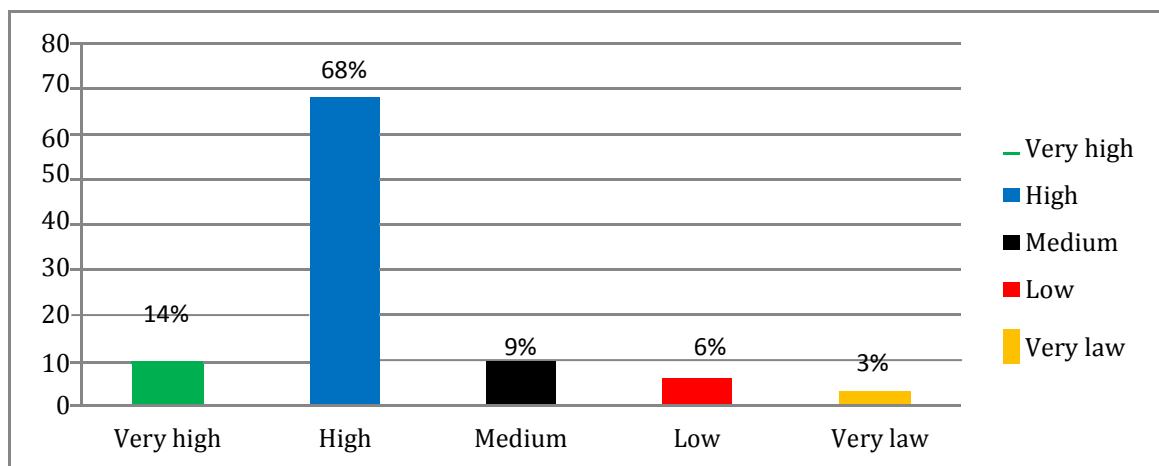
Transparency also facilitates citizens understanding of decision making process by measuring transparency however, it should be taken in to account the three important principal dimensions: which includes, government openness, whistleblower protection and publicity. That is what transparency does like freedom of information, published government audit reports, advertised government positions openly, televised parliamentary debates. The following questions discusses accountability and transparency in Somalia against the above-mentioned examples of transparency in governance and how the respondents of the study responded about this principle.

Table 4: Accountability and transparency in the public institutions in Somalia. illustrating weather the society and the community consider government institutions in Somalia accountable and transparent to the people the below table aims to provide an answer about accountable and transparency.

Variable	Frequency	Percent	Valid Percent	Cumulative
Yes	35	35.0	35.0	35.0
No	65	65.0	65.0	100.0
	100	100.0	100.0	

Table No 4: shows that the public institutions in Somalia are not accountable and transparent to the people. Of the total majority, i.e. 65% of the respondents have reported that public institutions are not transparent and accountable to them. 35% of the respondents reported revealed yes and consider the public institutions are accountable and transparent to the people.

Chart 16: ranking the corruption in public institution in Somalia is important, the research discussed earlier in this chapter Somalis poor position at the transparency international corruption index. The bellow chart examines Somalis view and opinions about the corruption and their response in raking corruption and public institution is illustrated in the bellow chart.



The above graph 17 indicates that respondents of this study rated corruption in the public institutions high. The majority of the respondents 68% of the responded corruption is high. While 14% of them revealed very high. 9 % of the respondents respond corruption is medium and only 9% out of 100 of the respondents rated corruption in public institutions in Somalia low and very low.

The study distributed 100 respondents to the target population, the bellow table discusses the respondents view and opinions over the most corrupted institutions in Somalia.

Table 5: corruption and the public institutions

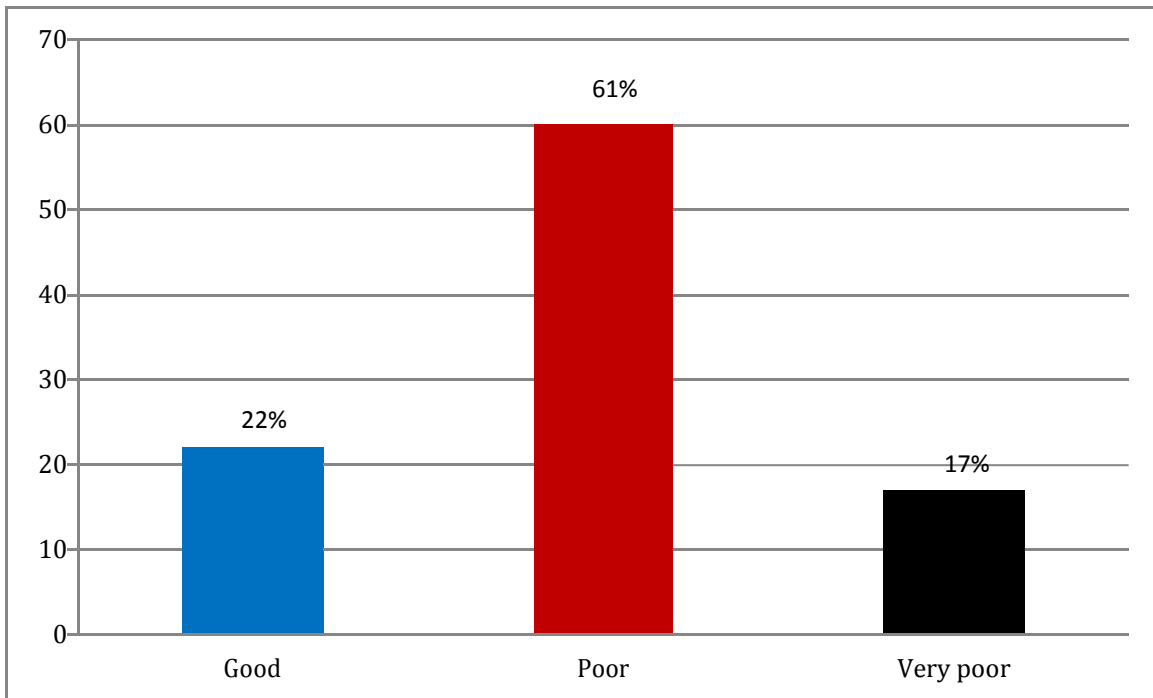
Which institutions are considering the most corrupt institution in Somalia

	Frequency	Percent	Percent	Cumulative Percent
Executive branch	21	21.0	21.0	21.0
Parliament branch	15	18.0	18.0	18.0
Judiciary branch	26	26.0	26.0	26.0
Police	11	10.0	11.0	11.0
Local government	13	13.0	13.0	13.0
Immigration	6	6.0	6.0	6.0
International organizations in Somalia	8	8.0	8.0	100.0
Total	100	100.0	100.0	

This table shows that, 26% majority of the respondents responded that, the judiciary branch is the most corrupt branch of government in Somalia followed by the executive branch

which rated 21%, 15% of the respondents revealed Parliament branch, 8% of the respondents said international organization, followed by local government, and least corrupt institution responded reported is the international organizational and immigration. It is a large number of sample population who responded corruption is very high in Somalia and concluded the judiciary branch is the most corrupt branch of government. It seems corruption is common and without good governance practice made people to tolerate corruption in Somalia.

Chart 17: Transparency and the rules in recruitment process directly influences the development of good governance principles. Rules and regulation are being consider the most important and common way to ensure transparency when hiring public employees. The chart below explores how people ranked, when it comes to the rule and regulation guiding recruitment process.?

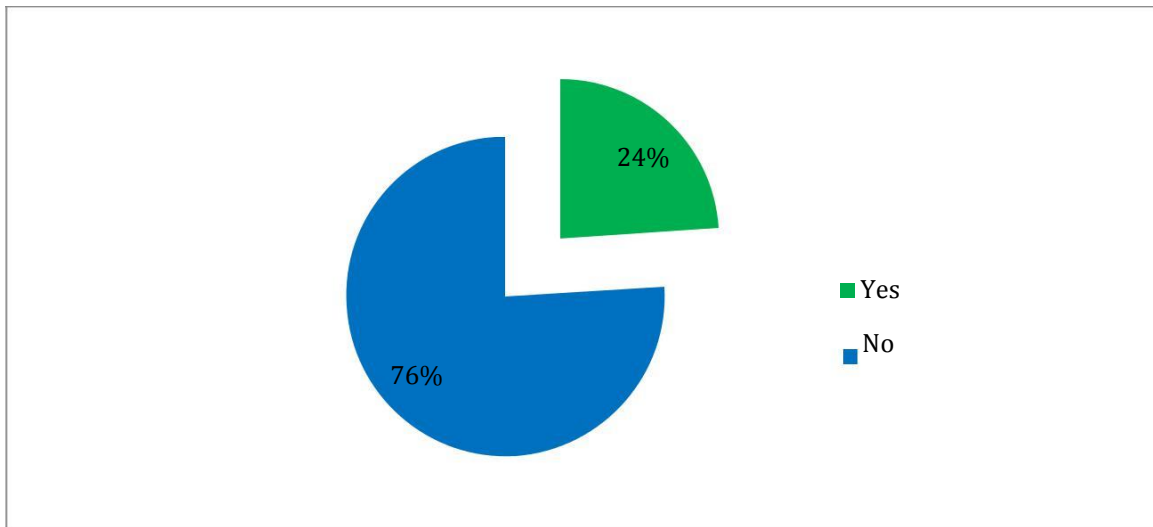


Transparency and transparent are very important building both democratic and good governance process. Transparency is also a core element of governance indicator and it must be adopted in all public institutions. Developing rules and regulation where the society can equally be benefited from the job opportunities of the government and private companies is an important feature to good governance. Therefore, questions about, rules

and regulation in the recruitment process understood that they are not clear and simple. Thus, the above motioned graph 17 shows that, 61% of the respondents responded that the rules and regulation in recruitment process in public institutions in Somalia are not transparent and clear. Therefore, the study provided an answer that rules and regulation in the recruitment are not transparent, and only 22% of them said its good which is bellow 25% of the total respondent.

The review authorities usually they make quick changes in time and service provision is more likely to delay. The study however, tries to find out whether public institutions especially revenue authorities timely and transparently inform society whenever changes in service provision are being made.

Chart 18: The awareness of the revenue authorities during at the time of service changes.

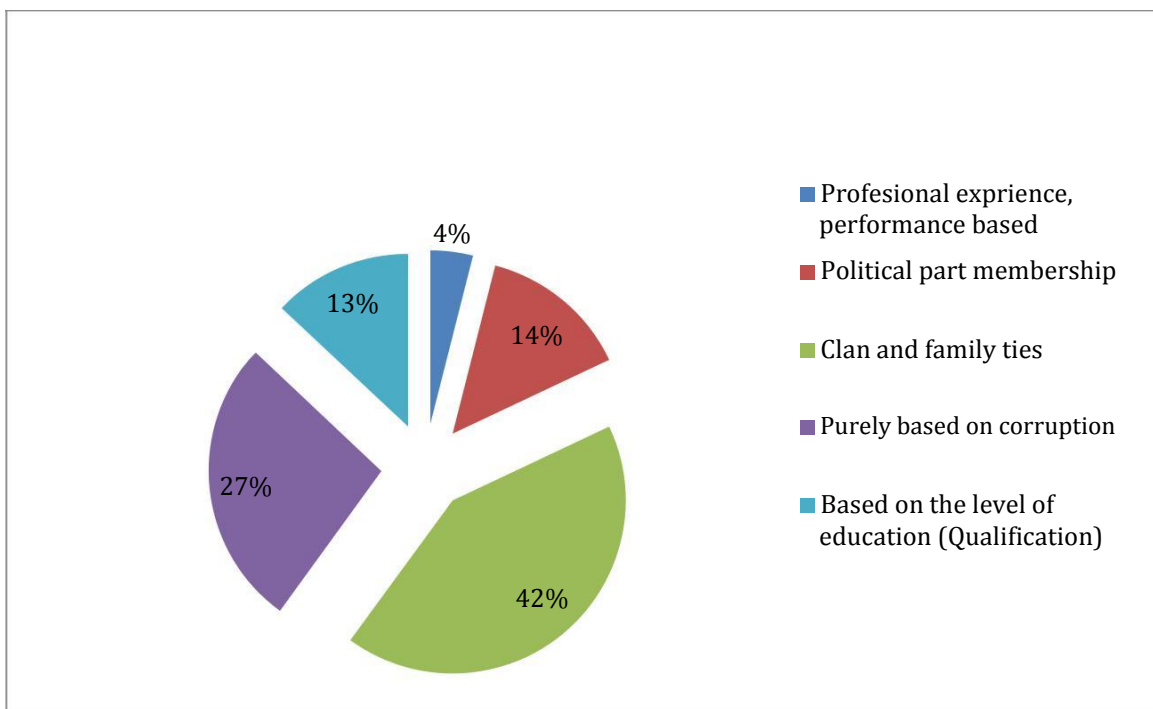


It can be seen from the Chart 18. Which shows weather the revenue authorities timely and transparently inform the society whenever changes in service provision are made. The majority i.e. 76% of the respondents are reported No that they have not timely and transparently informed whenever changes in service provision are made. Only 24% of the respondents are revealed that they have seen information from the public institution (revenue authorities) regarding changes in services. Thus, based on the result on the question, the majority said that public institutions did not inform the societies timely and transparently whenever changes in service provision are made.

5.9. Equity and Equality

According to UN-Habitat, one of the most important element of good governance are equity and equality. All communities access to the resources of the country without discrimination and equal opportunities for all. The following question concerning equity and equality and public institutions in Somalia was collected. The results found are discussed at the bellow graph 20.

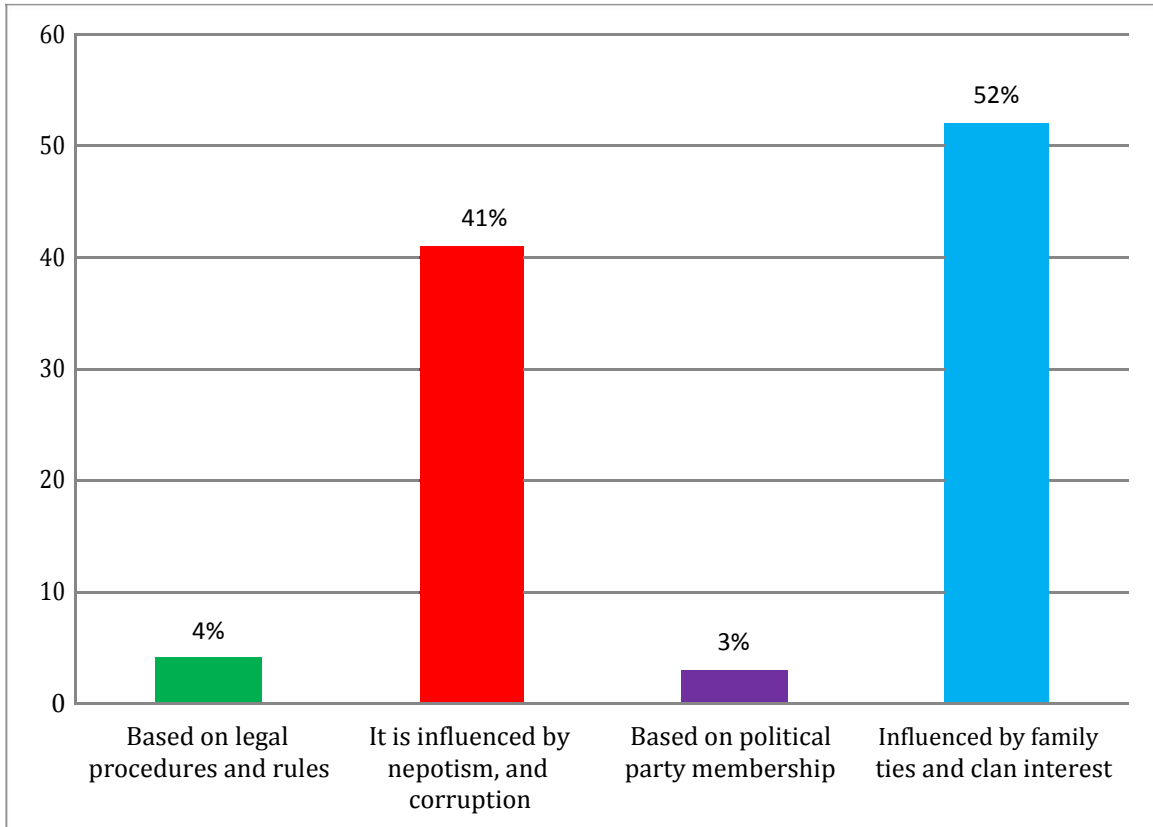
Chart 19: The promotion of employee in the public institutions is promoted based on.



As the above Chart 19 illustrates, 43% of the majority of the respondents respond that, an employee in the public institution in Somalia is promoted based on clan and family ties, 27% of them said the promotion is purely base based on corruption, 14% of the respondents said it is based on political membership, 13% however revealed the promotion of an employee in the public sector is promoted based on the level of education and qualification and 4 of the respondents respond that it is based on professional experience, performance based. Thus, the study discovered from the above graph that, the promotion in the public institutions was conducting based on clan and family ties.

The condition of hiring employees in public institutions should be guided procedures, laws and it must be based on merit so that to make sure equality among the society are respected and institutions implemented an important principle of equity and equality

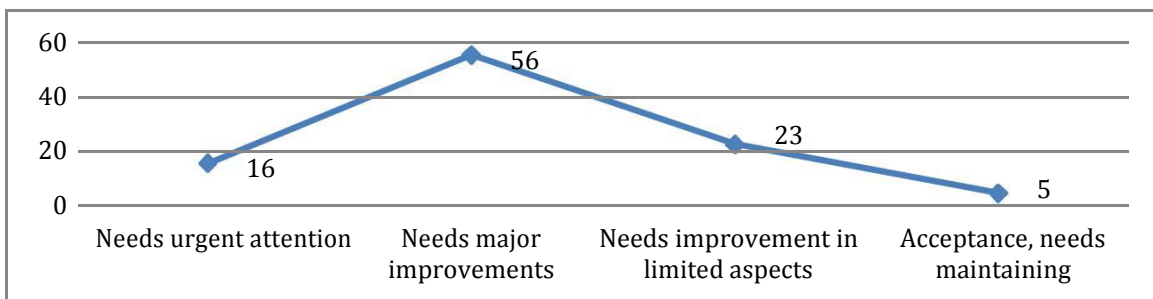
Chart 20: The condition of employee promotion in the public institutions.



As the above graph 20 indicates from the results observed this research, large number of the respondents of 53% said the hiring condition of public institutions in Somalia is based on clan interest and family ties, 41% which is again a large number said the hiring condition is influenced by nepotism, and corruption, 4% a very low number of respondent revealed hiring condition is based on legal procedures and only 3% the study observed that, the condition of hiring employees in the institutions is based on the political party membership. The study also observed that vacancies and announcement are not simple, not clear and easily understood. For instance, vacancies are not transparently and equally advertised by the public institutions. Therefore, the study found out that hiring condition of public institutions and the selection procedures is based on family ties and clan interest.

This study, was primary discussing to answer the main challenges facing god governance applications in Somalia by emphasizing five core principles of good governance and to draw the public institutions position for each principle. The study concluded that the present condition of good governance in Somalia is not satisfactory. Law participation, poor accountability and transparency, corruption, lack of equality, lack of policy reforms and poor capacity to implement laws effectively are negatively affected the development of good governance in Somalia. For instance, the researcher observed higher understanding and awareness about the principles of good governance but, lack of the implementation to the principles of good governance, and the absence of strong institutions are the main hindrance of governance and good governance promotion in Somalia.

Chart 21: The current situation of good governance in Somalia.



As the above chart 21 indicates, 56% of the majority of the respondents said the current situation of good governance in Somalia needs major improvements, 23% of them responded it needs improvements in limit aspects, 16% of them said, the situation of good governance in Somalia needs urgent attention and only 5% out of the total respondents responded that, the good governance in Somalia is acceptance and needs maintaining. However, based on this results Somalia needs to immediately focus on public intuitions/administrative reforms which could be a key factor in improving good governance and to address the challenges mention in the study. So, there is a need to immediate attention for good governance in Somalia to promote the major challenges mentioned in the study. In addition, the results provided that institutions have a limited capacity to promote good governance, so civil society and community based organization and the international organization bring an effort in promoting and establishing culture of good governance practices.

5.10. OLS MULTI REGRESSION MODEL

The dependent variable of the study is the level of good governance effectiveness. The independent variables have four elements so that to measure the correlation between the two. To analyze the relationship between the variables the study applied a multi regression model in order to show how participation, rule of law, transparency and control of corruption influences governance effectiveness. Moreover, the multi regression model shown that there is a strong relationship between transparency and the increase of the governance effectiveness. As shown in the table below 9, regression analysis illustrates that the used model is significantly predicting the principles of good governance practices and the level of good governance in Somalia. The model presented the analysis of variables. $F=11.781$, $P<.5$, R^2 for the model is .385, Adjusted R^2 is .353.

Table 6: Multiple Regression Statistics for Governance Success.

Independent Variables	Coefficients	Standardized Coefficients ¹	t-value	Significance
Participation	.838	.477	3.838	.000
Rule of law	-.304	-.511	-1.132	.281
The independence of public agencies	-.480	-.291	-1.527	.130
Corruption and public institutions	-1.294	-.740	-5.733	.000
Transparency	-.580	-3.21	-3.281	.001

Adjusted R2: .385, N: 100

5.10.1. World bank data on governance: Regression model results

This thesis research has discussed, the core principles of good governance such as rule of law, participation, government effectiveness, transparency and accountability, and the equity and equality. This thesis also reviewed, the six governance indicators of the world bank and assessed the results of the institutional assessment report developed by the African development bank, both these two data offers diverse view on the key issues effecting good governance applications in Africa. The results of the literature presented a positive relationship between higher rule of law, control of corruption, government effectiveness, and the development of good governance applications. Additionally, the literature presented that there is a negative relationship between tribalism, corruption and good governance practices. The result of the literature tested the hypothesis of the research that higher government effectiveness leads to success of governance and progress to the development of the country while, lack of rule of law, poor transparency and accountability leads low level of control of corruption. Therefore, testing the hypothesis of the research, this thesis employs a regression model of analysis.

The primary independent variables in the regression model is that poor control of corruption, clannism, inequality, lack of transparency and accountability, lack of institutional trainings, lack of effectiveness and efficiency, lack of rule of law and the absence of law enforcement negatively impacted Somalia's evolving good governance applications. On the other hand, political instability and violence contributed to the low level of government effectiveness in Somalia. Therefore, both primary and secondary sources indicated that corruption, tribalism, and lack of good governance practices negatively impact the promotion and the development of good governance practices in Somalia. So, in order to answer the research questions and to test the hypothesis of the study, the researcher obtained regression statistics weight of all the variables of the study and the p-values for these weights. In the below table 6 and graph 23 the results of the regression analysis, p-values, standard errors, and the regression weights are displayed.

Hypothesis 1: Countries with more violence and lack of political stability have less governance effectiveness and low level of control of corruption.

5.10.2 The OLS regression models used to analyze the secondary data variables as discussed below.

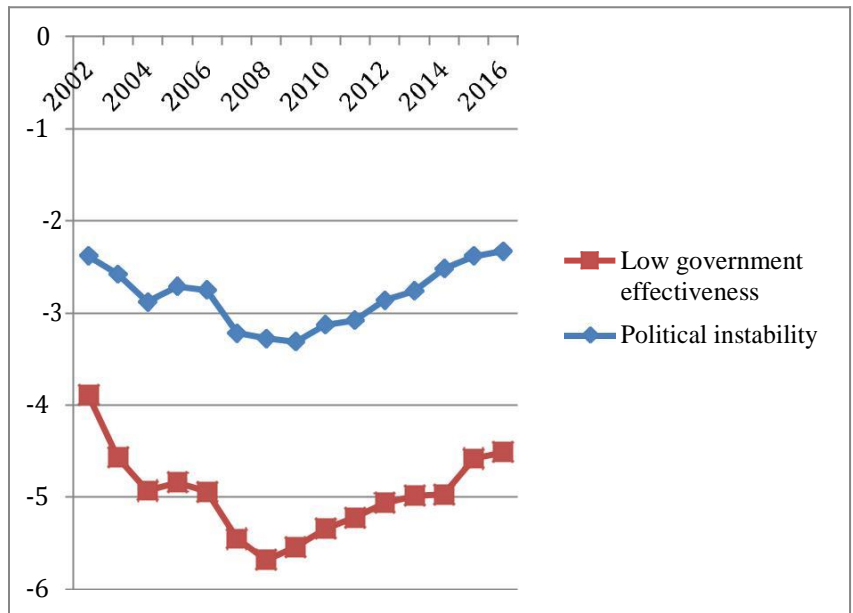
Y1. $n = a + bX + e$ Where; X = Violence and political instability, rule of law.

Y1. n = Governance effectiveness, low control of corruption,

e = Error term

<i>Regression Statistics</i>	
Multiple R	0.389968552
R Square	0.152075472
Adjusted R Square	0.086850508
Standard Error	0.202158905
Observations	15

Table 7: Political Instability and lower government effectiveness. Whereas, Graph 22 draws the correlation between the two variables (political Instability and government effectiveness).



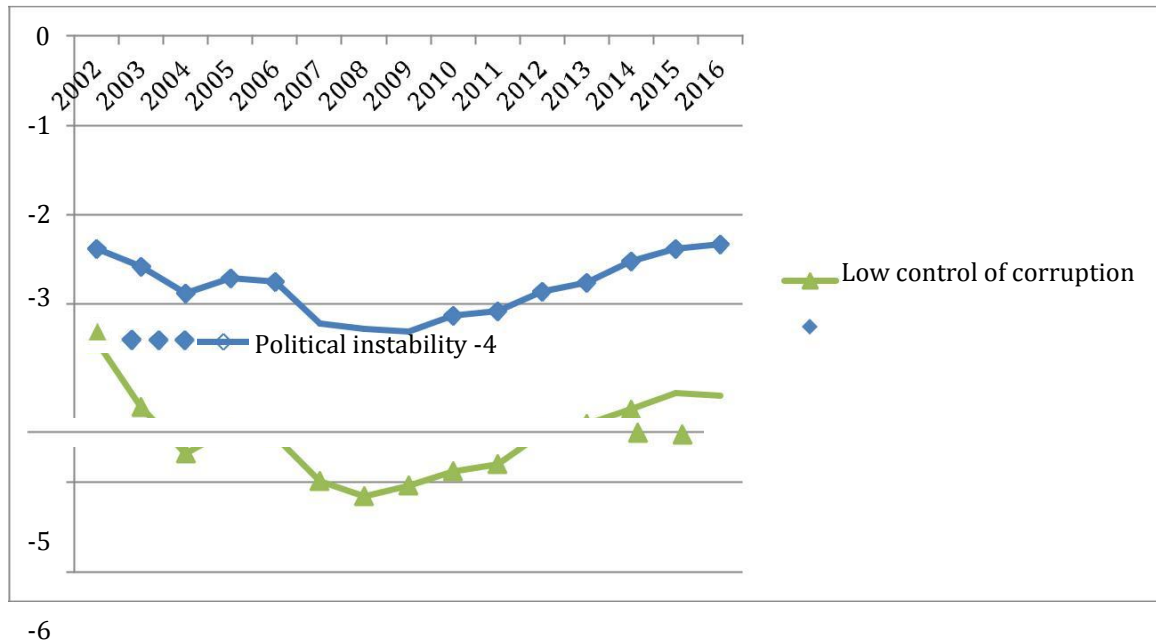
Source world bank data base.

Pearson R2: 0.152, Adjusted R2 =.086, F =2.33 Significance of F = 0.150, a:-1.46, b:0.245., \hat{t} :.971, P V = 0.1610. N:15

Governance effectiveness and accountability is a fundamental requirement of good governance. Thus, governance effectiveness can promote good governance applications

through control of corruption and rising the level of accountability and transparency. In Somalia, the study has found that there is no strong significance correlation between political instability and governance effectiveness.

Graph 23: Political Instability leads to lower level of control of corruption.



Source: World bank database

Pearson R2: 0.3248, Adjusted R2 =0.27286, F =6.233 Significance of F = 0.026, a:1.515, b:2.645, \hat{t} :.971, P <0.5 = 0.02655151. N:15

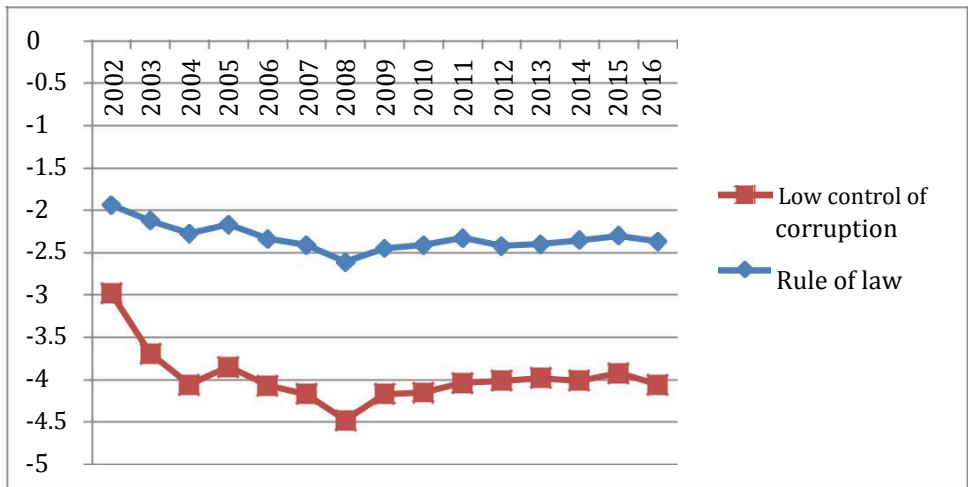
Figure 24 above shows that political instability and violence hindered the public institutions in Somalia to control corruption increase. The political instability and the violence that Somalia experienced in the last 25 years negatively impacted the government and the institutions willing to control of corruption and bring back to the country transparency, accountability and the rule of law. The result above presented that there is a strong positive relationship between the political instability and the control of corruption. Somalia when there is a political instability the country will likely not able to control corruption increase. Meaning the period that there is a political stability in Somalia is the period where Somalia scores higher control of corruption index.

Hypothesis 2: Countries with low levels of rule of law, transparency and accountability scores lower level of control of corruption and bad governance trends.

Table7: Low level of rule of law hinders control of corruption. The result bellow analyses the correlation between the rule of law and the control of corruption. The study hypothesized that countries with low level of rule of law will like to score higher corruption practice and low level of control of corruption. Hence, the result bellow proved the hypothesis of the thesis – that rule of law positively impacts control of corruption and increases transparency.

Graph 24: draws the correlation between the two variables (rule of law and control of corruption).

<i>Regression Statistics</i>	
Multiple R	0.775169876
R Square	0.600888337
Adjusted R Square	0.57018744
Standard Error	0.123101433
Observations	15

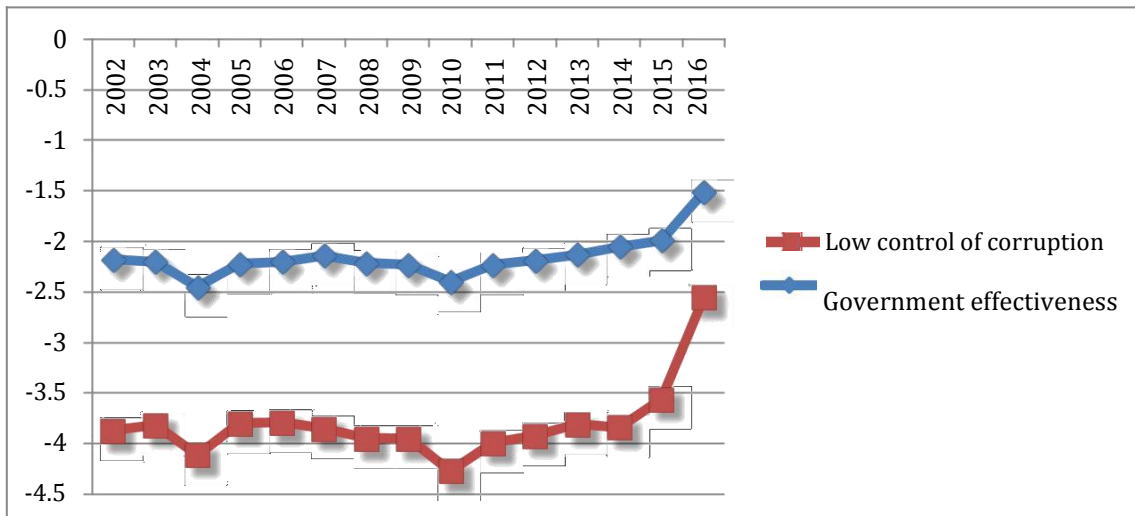


Source: World Bank Database

Pearson R2: 0.60, Adjusted R2 =0.570, F =7.418, Significance of F = .0068, a:1.501194486, b: 0.924847177, \hat{t} :.971, P < .05 = 0.000687. N:15

The result above has shown that rule of boosts in the fight against corruption. However, in Somalia as the results found there is a positive correlation between lack of rule of law and control of corruption. Whenever Somalia score low level of rule of law the country will also likely to score lower level of control of corruption.

Chart 25: Low control of corruption and the government effectiveness.



Source WB and ADB

Pearson R2: .68, Adjusted R2 =.66, F =28.475, Significance of F = .00013, a: -0.6149, b:-.0.933, \hat{I} :.094, P < .05, N:15

The results above shown that lower level of control of corruption hindrance the government effectiveness and the quality of public administration. The governance effectiveness is very important in ensuring good governance principles and boosting the quality of public administrations. The study however, presented, lower level of governance effectiveness contributed to the current bad governance applications in Somalia. The public administrations are also lacking the capacity to implement policy effectively and efficiently. For instance, public administrations are facing political pressure and interference during policy development process. Majority 52% of primary respondents revealed that there is a political pressure and public institutions are not independent. The study offered that majority of public institutions do not have the capacity to implement

policies effectively 64% of the primary data reported. So, rule of law in Somalia have a positive relationship with the quality of public administration. Meaning whenever, rule of law increases the quality of public administration will improve and vice versa.

This thesis is about finding challenges of good governance in Somalia. These challenges of good governance may take a number of forms. According to Skelcher and Jeffares it can be leadership forms, policy development challenges, and how decision are made in local and national institutions. (Chris Skelcher, Stephen Jeffares). A review of literature has argued that good governance in any nation of the world is understood as the absence of practicing corruption and respecting the elements of good governance and rule of law in all its policy developments and decision-making process. (Ikotun, 2004 & Babawale 2007 TAFGN, 2011-2015).

Based on the results found out, several major challenges are standing in the way of implementing the elements of good governance and building effective governance environment in Somalia. These can be elaborated as follows. First and the most critical impediment is that the supremacy of the clan, clan affiliation has paralyzed the rule of law of the country and clannism become one of the greatest weakness Somalia has been facing in decades. Lack of rule of law and the supremacy of the clan created conflicts, injustice, mistrust between the government and the people. The supremacy of the clans has become the bane of Somalia. Clans and sub-clans in Somalia are culturally a consensual identity inherited from patriarchal ancestors and clannism, as a political ideology, determines everything else in the country's political power, resource distribution, expansion of territory and even recruitment to higher positions of the country. (Abdi Dirshe 2013). In addition to that, the clan structure in Somalis they have some powers to claim towards resources, leadership, and power-sharing. Sometimes the clan structures influence the governance system of the country. Therefore, the biggest challenge to good governance that Somalia is facing can be considered clan identity, clannism and how these identities and interests can fit with the good governance and modern state. After clan identity, the study found out corruption as a threat to good governance, for instance, Somalis complex political structure is a contributing factor to the rise of corruption of the country,

this has negatively affected Somalis eager to re-establish democratic values and to exercise good governance principles.

Corruption is not only a problem for Somalia but, is one the biggest challenges facing today in developing countries. Various literature mentioned in chapter two argued that corruption is the main cause for the failure of governance to meet their responsibilities to the societies they lead. In Somalia for instance, corruption is seen to become a norm in every sector and at every level of the government institutions and that Somalia cannot claim to experience good governance. Considering, transparency international's corruption Perception index report and did an analysis looking into the level of corruption around the world. Somalia was listed the most corrupted country in the world (see the below table p.79). Further, the primary data of the study found out 86% of the majority of the respondents of the study ranked Somalis level of corruption high, 14% of them said very high. This indicates Somalis poor position at both secondary and primary data.

The study also tried to explore why corruption is very high in Somalia, the findings proved the hypothesis of the researcher that the researcher argued Somalia is lacking to practice the components of good governance. Corruption in Somalia for example, can be an experienced in everyday life in the government institutions, such as paying bribes to speed of files, bribing electricity and utility services, employee corruption and nepotism in hiring public employee, paying money to get higher government positions. Other reason attribute to this unethical practice of corruption in Somalia is that Somalia has unprincipled and incapable ruling system to control the nation since the fall of the military regime Mohamed Siyad Barre in 1991. That means corruption in Somalia has been witnessed and seen from the lowest public institutions to highest position of the country. It's really very rare to see local or national public institutions in Somalia that are free from corruption and abuse of power. Yet, Somalia has been leading the most corrupted countries in the world for decades considering transparency international Somalia was listed among top corrupted countries in the world in 2016.

Table 8: Transparency International Corruption Perception Index 2016

2016 Rank	Country	Score
1	New Zealand	89
2	Denmark	88
3	Finland	85
3	Norway	85
3	Switzerland	85
6	Singapore	84
5	Sweden	84
8	Canada	82
8	United Kingdom	82
8	Netherlands	82
171	Guinea-Bissau	17
171	Libya	17
175	Sudan	16
175	Yemen	16
177	Afghanistan	15
178	Syria	14
179	South Sudan	12
180	Somalia	9

Source: Corruption Perception Index 2017: Transparency International. Global Score.

The above mention table shows that Somalia's poor position at the Worlds Corruption Perception index 2016. A Somalia nation has for the past decade been ranked as the most corrupt in the world. Weak institution, lack of capacity to implement policies effectively are among the hinders of good governance in Somalia. Institutions consist of formal rules,

informal constraints (norms of behavior, conventions, and self-imposed codes of conduct) and the enforcement characteristics of both. Institutions can be defined the formal and informal rules and regulation governing for the interaction of the human (North 1990). So, how developing countries acquire strong institutions is one of the most important matters facing developing countries today. Considering Somalia, the country did not yet establish strong institutions that can enforce rule of law, collecting tax and revenues, and provide basic needs to the society like education and health services. Normally, Somalia exercise Westminster model of democracy with a prime minister, the bicameral legislature (House of the people, & upper house) and an elite bureaucratic system. However, these formal institutions failed to operate in the manner their designers intended and Somalia to achieve good governance become so difficult and there has been a failure of accountability and transparency of almost all public institutions in Somalia.

The slow progress of civil servant reform also impeded the implementation of good governance in Somalia. Since 1991 governance system of the country is commonly blamed for widespread corruption in the public institutions, the civil servants, military, and the police their salary was substandard and it was not enough to cover their day to day activities. Based on the study observations, civil servants were suffering poor management of their salary, and some of them did not received their salary approximately three to four months. So, this leaded Somalia to face hindrance, and civil servant to lose to focus on the job and responsibility given to them. Moreover, the poor management of the bureaucratic system and the low salary paid to civil servants led to unwillingness by young Somali professionals to work in the public institutions. Many civil servants don't know what activities they are doing and how to do it properly. For instance, 52 % majority of the respondents said, the selection of civil servant is guided by corruption, nepotism, and 41% out of the total sample population said selection of civil servant is based on nepotism and corruption. The researcher further asked another question regarding what the promotion of civil servant is based on? The study found that, majority 42% of the respondent said an employee in the public sector is promoted based on a clan and family ties, while 25% said it based on corruption, 13% said the promotion based on level of qualification and only 4% said based on experience, performance based.

Moreover, lack of civic education, and lack of understanding the concept of good governance is another main challenging factor to good governance in Somalia, there is a growing body of research that found out societies with strong civic education have strong economies and a higher rate of employment. The civic education in Somalia has disappeared during state collapse and clan identity, clannism become the most important factor that defines everyone's position in the society. Lack of knowledge about the rights of the citizen, and their responsibilities in public affairs has destabilized. For instance, the decline of civic education affects the creation of good governance and democratic environment in Somalia. Considering, as the result of the study shows people's participation in government programs and social activities is low both at the national and local level. 33% majority of the respondents said they never participate government policy development process, 29% often participate, and 33% of the said they participate less often. The researcher also asked whether is there any governmental framework or institutions that enables the society to participate in the implementation of policy development and decision-making process. 86% majority of the respondents respond No, and only 14% of them said yes there are institutions and frameworks that enables the society to participate in the decision making and policy implementation.

Lack of adequate and appropriate laws and policies in some areas is also an important factor for challenging the promotion of good governance. Somali is a federal state and each member state has constitution, parliament, and ministers. This resulted that Somalia to misplace producing national rules and policies that impact the lives of all Somalian people in the country and outside Somalia. For instance, there are some areas where the government of Somalia do not control and the rule of law of the country did not yet reach these regions. Additionally, there is a lack of capacity to enforcement rule of law, lack of skills among a civil servant, policymakers in the public institutions that pushed the people to tolerate bad governance and corruption. The rule of law, according to the responses provided by the respondents of the study, it can be concluded good governance in public institutions poor in both observing rule of law and obeying the laws of the institutions.

Nevertheless, the cultural values of Somalia, women are considered to be a house worker, mostly they are responsible cleaning the house, cooking, and taking care of the children. This culture of Somalia is discriminating against women and good governance principles. For example, women are not either having a political representative, participating effectively in the government institutions nor exercising their rights and responsibilities as a citizen. Thus, this social culture and values in Somalia are not promoting the values associated with the principles of good governance. Other challenges that impeded good governance may include centralization of power which gave less space women to have more high positions compared to men.

Poverty is another major challenge of good governance in Somalia, Somalia has been receiving continues funding from the International Community, for example, Britain, Turkey, USA, and International organization to benefit vulnerable communities that have effected great poverty, drought, and civil unrest. Huge amounts of money have been funded programs to Somalia aimed at reducing poverty and promoting good governance many of these programs and projects keep failing, resulting not reaching the desired impacts due to corruption and unstable political environment that Somali experienced in the past. This shows good governance is a sign that a third world country can receive more aid from donors if they improve governance practices. Therefore, to reduce poverty and promote governance Somalia needs to build effective administration system to manage all the resources of the country and lead in accordance the rule of law so that poverty will be reduced and/or eliminated.

According to the result obtained from the primary data, all the institutions surveyed have failed or not achieved good results from the respondents. Thus, participation and effective and efficiency institutions found poor. Based on the research findings there was no institutional frameworks that enabled society to participate in the policy development process and the participation of the society in the public institutions was observed as a poor. The study also found out, that institutions have very poor in consultation of the society before implementing a program or policy. The study also found that interference of

politics in public institutions. Majority of the respondents of the study revealed public institutions are not independent.

CONCLUSION AND RECOMMENDATIONS

The main theme of this study was to examine the major challenges of good governance in Somalia. The study attempted to examine and assess good governance principles and the status of good governance in Somalia since 1991. The study ultimately came up with the following recommendation and conclusions based on the results of the research question and analysis.

For a long period since the formation of Somalia state in 1960 there are several challenges that influence against the establishment of good governance environment in Somalia. Among others the clan identity and clannism has been the basis to political power of the country, federalism process is delayed by a technical and lack of supportive institutions on the ground, weak institutions, corruption as well as political instability. Political and economic conditions of Somali also prevent the development of building good governance.

Citizens strive for many decades to get an independent state. After the independence Somalia has tested democracy in 1960 when Somalia choose democracy as a preferred form of governance in the country. However, that dream did not live longer, and democracy failed when military regime headed in Somalia and governed the country for almost 21 years. Since then, Somalia has been the worst in performing good governance and democracy and there have been major challenges that are impeded the establishment of good governance environment in Somalia including the political challenges, weak institutions and the militant attacks Al-Shabaab Al Qaeda linked group. Therefore, the study found that, practicing good governance in Somalia will be crucial towards increasing trust between the people and the government. But, promoting good governance will be a vital for building sustainable democracy not just within the country but across the Horn of

Africa. The study was basically examining the challenges of good governance and the state of governance in Somalia by evaluating the five elements of good governance (participation, rule of law, effective and efficiency, transparency and accountability and equity and equality).

The study observed that there is a poor achievement in many principles of good governance in Somalia as revealed in chapter four through primary data analysis. For instance, the widespread corruption and the lack of accountability and transparency in the public sector certainly undermined the development of good governance and provision public services. The lack of transparency system has created artificial economy and corrupt institutions, poverty, inequality and droughts, these are the results when lack of accountability and transparency is exercised. Therefore, the current situation of good governance in Somalia needs major improvements and urgent attention if the country is to overcome most of the challenges being faced today. The absence of good governance practices is attributed to the lack of key principles in practice such as: lack of rule of law, law administrative capacity and corruption. The researcher also found out that, Somalia gives little attention for promoting good governance and addressing social and economic problems.

An important principle of good governance is the participation of people in government programs and policy making process which directly affects the quality of life people can achieve. The researcher evaluated the respondents as to ever consulted by public institution before a program or policy is implemented? The result shows that 83% of the respondents answered now and only 17% said yes which means that most government programs are initiated and implemented with very little input from the public.

Besides, questionnaires conducted with civil servant, civil society organization and political parties in Mogadishu provided different opinions and views from the research problems. Most of the respondents however, was negatively affected by the lack of good governance practices and poor performance of public institutions. The community experienced economic and social problems and find difficult in accessing basic needs especially in rural areas. The study found out that, there is a need to decentralize

government institutions to provide public service at national and regional levels and governance institutions must be decentralized strengthen to realize that development.

In the study, the research has identified and discussed all important issues that challenge good governance practices. The study made answers based on the principles of good governance evaluated in the thesis such as participation, rule of law, effective and efficiency, transparency, accountability, equity, and equality. This study was concluded that Somalia should focus on building appropriate institutions that can strengthened the principles mentioned above. The study also noted that existing governance structure can be ineffective if they are not complemented the principles associated with good governance practices.

Recommendations

1. The recommendations given is that Somalia, should focus on building a set of governance capabilities that are described as good governance principles. These should be including human rights laws, adherence to the rule of law, anti-corruption regulations, and improving government accountability and transparency through implementation of e -governance tools. In this sense, the government's public service will improve thus, public institutions will be accountable to the people. In the meanwhile, the federal government should emphasize an analytical framework that can be applied to the different institutions of the country both federal level and state level to help analyze their current situations, identify potential areas for improvement, and assess their relative feasibility and steps needed to promote governance. Without this analytical framework, any reform attempt is most likely to flounder for lack of shared understanding of the underlying problems and of the feasible reforms. Civil society organizations should play a significant role in achieving this process and demand to the government entities to take it seriously in emphasizing and setting up these procedures. Perhaps, after examining and underlying the potential weaknesses of Somalia's good governance and fixing these challenges with scientific and systemic solutions Somalia can go forward to

develop its administrative structure and successfully implement policies that are in accordance with good governance.

2. Civil society organizations and federal member states in Somalia are among the most relevant stakeholders that can promote good governance. Thus, they must be given a place in this process. They need to also play a more significant role in creating policies that positively affect the society because federal member states, civil societies and community based organizations represent the society directly or indirectly.
3. Civil society organizations ought to work devolve their activities to cover a wider geographical stretch to contribute to state regions in sharing knowledge, providing vital experiences through seminars, workshops, and events.
4. Since, the formation of the Somali state in 1960 the clan identity has been the basis of political power. Now, the people acknowledged the problem they made before 60 years and the public is asking how to overcome these problems. This research recommends: that the government of Somalia to avoid relying on clan identities and clannism to hold political power and to consolidate their power. Ones clan identity should not be his or her political identity but instead people should align themselves with leaders who will be able to unite the country and lead the way in reclaiming Somali's lost glory. The society needs to develop a political culture that ensure political power is earned through merit and through the will of the people in accordance to democratic values and principles.
5. One of the findings of the study was that, around 26% of the civil servants was not aware about the concept of good governance. Therefore, the study recommends in order for good governance to be prevalence in public institutions, the civil servants and government employees need to be given trainings, workshops and seminars all about good governance principles, communications skills, administrative disciplines and time management.
6. The most important factors of good governance are equity and equality, therefore, women, youth, the disadvantaged and minority communities should be trained as part of the society so that they can be productive and contribute to the development

- of Somalia and its institutions. In this direction, the country needs to adopt a form of proportional representation that will ensure a place for these special groups is protected by the law.
7. Rule of law is one of the most important elements of good governance and the highest law in any country and it is accepted in all government spheres, stakeholders and the societies to be under the law. Particularly government institutions need to respect and obey the rule of law of the country. In the findings, of the study 56% of the respondents rated the government institutions nature of observing rule of law poor. While, 18% rated very poor. This means that institutions in most of their activities are not obeying the rule of law, bureaucratic delays and most policies have been developed while the society has not been consulted. Therefore, the study recommends the institutions in Somalia to obey the rule of law and administrative reforms should be done accordingly. We recommend that the office of Ombudsman be established to facilitate an avenue where citizens and whistleblowers can report abuse, also independent oversight authorities that can monitor the actions of the police and other government agencies need to be established.
 8. The public institutions in Somalia should carry out an assessment aimed at knowing the importance of public satisfaction and formally implement their needs and be quick in giving solutions. This means that key departments should be required to adopt strategic plans that clearly stipulate the short and long-term goals of their organizations and how they intend to provide services to the public.
 9. There is a need to implement effective monitoring and evaluation to identify the key problems of bad governance practices in Somalia at both federal state level and regional state levels. This monitoring and evaluation procedure may help administrative officials, civil society organizations and policy makers to identify challenges associated with implementation of projects.
 10. Somalia government, together with federal member states, civil society organizations, should develop and formulate ways of sharing national resources in a transparently and equitably manner. We recommend that regions with the least

physical and economic infrastructure, higher poverty levels, vulnerable to natural disasters as well as highly populated areas be considered for more funding.

11. Federal government of Somalia and regional states must adopt and practice good governance principles across all administrative and public institutions. Practicing principles of good governance will allow all public sector to enhance good governance and promote public service delivery in Somalia.
12. The recruitment process of civil servant should be based on examination. The researcher also recommends that Somalia should establish an independent institution to make sure the process of merit.
13. To affect the political development process, it is necessary that Somali federal government and regional institutions to embody a transparency, accountability and legitimacy of state affairs. Citizens should be able to easily access documents relating to government revenue collection and expenditure.

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APPENDIX

THE ASSESSMENT OF THE CHALLENGES OF GOOD GOVERNANCE IN SOMALIA

Questionnaire:

Dear Respondent,

My name is Abdifattah Abdi Hared a citizen of Somalia and currently a graduate student in Turkey at Ankara Yildirim Beyazit University, Department of Political Science and Public Administration. I am conducting my master's thesis on the challenges of good governance in Somalia and would appreciate your sincere contribution towards this important topic. Below are a few questions I need your help filling to facilitate the research. Thank you in advance.

Section one: Personal information

1. Gender of the respondent

1. Male
2. Female

2. Age of the respondent

1. 25-35
2. 35-44
3. 45-50

- 4. 51-65
- 5. 66- Above

3. Educational level.

- 1. Secondary level
- 2. Bachelor Degree
- 3. Master Degree
- 4. Ph.D.

4. Work experience:

- 1. Less than one
- 2. 1-3
- 3. 4-6
- 4. 7-10
- 5. 10- 20
- 6. above 20

5. Income Level

- 1. Less than 500\$
- 2. 500 – 700 \$
- 3. 700 – 1000\$
- 4. 1000 – 2000\$
- 5. 2000 – 3000\$
- 6. above 300 \$

6. Organization name

- 1. Abbreviated letters _____
- 2. Full name

7. What is your current occupational status?

.....
.....
.....
.....

Section Two Data Information

8. Do you know about good governance?

- 1. Yes
- 2. No

9. Are you aware of the principles of good governance? (Such as rule of, participation, accountability, and transparency)

- 1. Yes
- 2. No

10. How do you do rank Somalia's level of good governance?

- 1. Very High
- 2. High
- 3. Medium
-
- 5. Very Low

Questions on Participation

11. How often do you participate government programs?

- 1. Often
- 2. Less Often

Questions on Effectiveness and Efficiency

16. Does your institution provide training that promotes effective and efficiency?

- 1. Yes
- 2. No

17. If yes, what kind of training

- 1. Institutional development
- 2. Transparent reporting
- 3. Accountability control mechanism
- 4. Principles of governance

18. If yes, How often?

- 5. Other please, specify _____

19. Does your Institution have the capacity to implement its policies effectively?

- 1. Yes
- 2. No

20. If no, what are the Challenges?

21. Does your institution have any policies promoting good governance like effective and efficiency?

1. Yes
2. No

22. Rate the government institution's nature of observing the rule of law?

1. Perfect
2. Very Good
3. Good
4. Poor
5. Very Poor

23. To what extent do you think that the public services institutions are independent from political interference?

1. Fully Independent
2. Partially independent
3. Neutral
4. Dependent
5. Totally dependent

Questions on Accountability and Transparency

1. Do you consider public institutions accountable and transparent to the people?

2. Yes
3. No

24. How do you rate corruption in public institutions in Somalia?

1. Very high
2. High

- 3. Medium
- 4. Low
- 5. Very Low

25. Which institutions do you consider the most corrupt institution in Somalia?

- 1. Executive Branch
- 2. Parliament Branch
- 3. Judiciary Branch
- 4. Police
- 5. Local Government
- 6. Immigration
- 7. International Organization in Somalia

26. How transparent is the rules and regulations in the recruitment process in public institutions in Somalia?

- A. Perfect
- B. Very good
- C. Good
- D. Poor
- E. Very Poor

27. Does the institution (revenue authorities) timely and transparently inform society whenever changes in service provision are made?

- A. Yes
- B. No

Questions on Equity and Equality

28. An employee in the Public institution is promoted based on?

- A. Professional experience, performance .
- B. Political Party Membership
- D. Purely based on corruption
- E. Based on the level of education (Qualification)

29. What is the condition of hiring employees in your institution?

- A. Based on legal procedures and rules.
- B. It is influenced by nepotism and bribery
- C. Based on Political party membership
- D. Influenced by family ties and clan interest

30. What do you think the current situation of good governance in Somalia is?

- 1. Needs urgent attention
- 2. Needs major improvement
- 3. Needs improvement in limited aspects
- 4. Acceptance, needs maintainin

