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**CIVIL SERVICE INSTITUTE**  
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**CHALLENGES FACED STRATEGIC  
MANAGEMENT IN SOMALILAND PUBLIC  
SECTOR INSTITUTIONS**

Department of Research and Community  
Services

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[info@csisomaliland.net](mailto:info@csisomaliland.net)

[csi.govsomaliland.org](http://csi.govsomaliland.org)



# Said Adan Abi

Director, Department of Research and Community Service, Somaliland Civil Service Institute

PhD in Peace Governance & Development (Candidate)

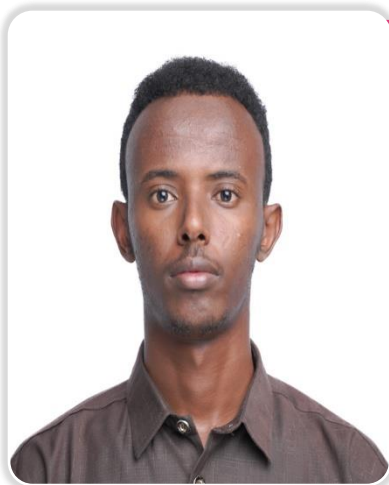
**Said** is an accomplished leader in governance and capacity building, with extensive experience in decentralization and policy development. His work has driven strategic reforms and advanced institutional effectiveness in Somaliland.



# Mohamed Hussein Dahir

Research Assistant Officer, Somaliland Civil Service Institute


MS in Public Sector Management (Candidate)



**Mohamed** is a skilled researcher with expertise in public sector strategy and organizational development. He has contributed to significant studies addressing governance challenges, offering data-driven insights to enhance institutional performance in Somaliland.

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## List of Abbreviation

<b>CSC</b>	Civil Service Commission
<b>HR</b>	Human Resource
<b>CSI</b>	Civil Service Institute
<b>NDP</b>	National Development Plan
<b>MDA</b>	Ministry, Department and Agencies.

## Abstract

*This study examined the challenges encountered in strategic management in Somaliland public sector institutions, specifically the study looked at how strategies are developed, implementation of strategy and its role in organizational performance, obstacles that hinder successful strategy implementation, and the role of evaluation of strategy in institutional success. The study employed a mixed-methods approach involving both quantitative and qualitative research approach. The population for this study was 5,000 employees from 38 public sector institutions in Hargeisa, Somaliland, with a sample size of 374. The primary data was collected through questionnaire distributed to 354 participants using online data collection tools such as Google form where 324 questionnaires were returned successfully, as well as conducting key informant interview with 16 top and senior managers and 15 lower staffs. The quantitative data was analyzed with a descriptive statistics using MS Excel and Statistical Packages for Social Science (SPSS), while the qualitative data gathered through the interview analyzed through content analysis. The findings showed that while there were strategy formulation process in place in Somaliland public sector institutions, they don't have clear and consistent implementation throughout the different levels of employees. The major challenges encountered Somaliland public sector institutions in strategy implementations was as results indicated, insufficient allocation of resource, lack of adequate training of employee on strategy, poor leadership, inflexible and top-down approach as a major challenges in successful implementation of strategy in Somaliland public sector institutions. The research highlighted the vital role of systematic strategy evaluation in enhancing institutional performance, but existing practices in Somaliland public sector institutions deemed inadequate. The results showed that strategy evaluation is limited to senior managers and there is poor stakeholder involvement in strategy evaluation. The study recommends in enhancing involvement of stakeholders during all the faces of strategic management, matching the budget and strategy objectives, improving communication and training, supporting adaptable leadership, and finally, implementing effective monitoring and evaluation mechanism to ensure the strategy objectives achieved to enhance strategic management in Somaliland public sector institutions.*

**Keywords:** Strategic Management, Public Sector, Implementation Challenges, Evaluation Mechanisms, Organizational Performance

## 1. Background

In recent years, the effectiveness and efficiency of both public and private institutions are profoundly affected by the practices of strategic management, which involves the development, implementation, and evaluation of strategy to improve organizational effectiveness and adaptability in the dynamic and challenging setting (Boyne, 2010). Globally, strategic management practices have evolved considerably. Jasper (2012) points out that when applied effectively, these practices can improve greatly the service delivery and institutional performance. Additionally, Boyne (2010) highlights that strategic management has been instrumental in improving the performance of public service delivery in the United States.

In the United Kingdom, Hansen (2016) examined the integration of strategic management practices into public sector institutions, emphasizing that these practices must be tailored to the specific context of different public organizations. Additionally, involving middle managers and external stakeholders in strategic planning has been shown to positively impact organizational performance (Elliott, 2019).

According to Demir (2022), The banking sector in Turkey benefits from well-structured strategic management frameworks, which are vital for achieving financial stability and growth. However, public sector organizations in Turkey face unique challenges in strategic management practices due to bureaucratic structures and implementation issues, as noted by Canpolat (2014). Similarly, in Indonesia, Yuliansyah (2016) found that strategic management greatly influences service firms' performance in navigating the complex political and institutional environment, which necessitates tailored strategies for sector-specific challenges.

In Rwanda, strategic planning has significantly improved the performance of telecommunication companies, highlighting the crucial role of well-defined strategic management in sectoral growth (Joyce, 2022). Moreover, Kasule (2019) points out that public universities in Uganda have seen improved efficiency and effectiveness through strategic human management practices. Conversely, Ahmed (2017) examined the challenges of poor strategic management in Somalia, especially Custom Department in Mogadishu stressing the importance of strategic management practices in addressing these challenges. Furthermore, strategic management practices in NGOs, such as the Shabelle Relief & Development Organization, have showed the substantial impacts on organizational performance through strategic direction, innovation, communication and culture (Ahmed, 2019:201).

In Somaliland, public sector institutions face significant challenges in strategic management, especially in strategy formulation, implementation and evaluation. Despite the development and existent of national development plans (NDPs) like NDP-1, NDP-2 and current NDP-3, there is limited evidence of significant improvements in public service delivery. Melesse (2022) points out that the major challenges faces in strategic management in education sector in Somaliland are lack of standardized policy frameworks, low funding and scarce resource, and impeding effective strategy implementation. Moreover, Melesse (2022) highlights other obstacles like the top-down approach in strategic management, insufficient strategy assessments, and weak leadership might contribute the problems in strategic management in Somaliland education sector.

Due the limited comprehensive studies on this field in Somaliland, the study aimed to fill the significance contextual and knowledge gaps by examining the challenges in strategic management in Somaliland public sector institutions. Specifically, the research focused on examining the process of strategy formulation, implementation and evaluation their impact on organizational performance. Moreover, the researchers sought to pinpoint the critical factors that pose challenges to strategic management in public sector institutions in Somaliland. The researchers aspire to contribute academic literature on strategic management and offer policy recommendations to the government of Somaliland in order to enhance the effectiveness of public sector institutions in Somaliland.

## **2. Research Objectives**

The main objective of this research was to examine the challenges faced in strategic management in Somaliland public sector institutions. The specific objectives of the study were:

1. To analyze the process of strategy formulation within public sector institutions in Somaliland.
2. To examine the role of strategy implementation practices on the performance of public sector institutions in Somaliland.
3. To identify key factors that hinders the success of strategy implementation in public sector institutions in Somaliland.
4. To explore how strategy evaluation contributes to the performance of public sector institutions in Somaliland.

## **3. Research Questions**

1. What is the process of strategy formulation within public sector institutions in Somaliland?

2. How do strategy implementation practices affect the performance of public sector institutions in Somaliland?
3. What are the key factors that hinder the success of strategy implementation in public sector institutions in Somaliland?
4. To what extent does strategy evaluation contribute to the performance of public sector institutions in Somaliland?

#### **4. Scope of the Study**

Geographically, this study was limited to Somaliland, specifically targeting 38 public sector institutions located in Hargeisa, to examine the challenges impeding strategy management. The time scope of the study was conducted between February to April 2024.

#### **5. Significance of the Study**

This study offers considerable benefits for various stakeholders in Somaliland, beginning with the Civil Service Commission, Ministry of Planning, and the Ministry of Finance Development, which could refine strategic and fiscal strategies, respectively, for agile and robust policy development and financial management. Furthermore, the Good Governance Commission, President's Office, and the Somaliland Parliament were positioned to enhance legislative frameworks and governance practices, leading to smoother strategy implementation. Moreover, government institutions were poised to identify and overcome barriers to strategic execution, resulting in improved service delivery. In turn, citizens benefited from more efficient public services, while employees within these institutions experienced a positive shift towards improved work culture and operational efficiency.

Additionally, the academic community gained a valuable resource for further research, deepening the understanding of public sector strategy and implementation. Finally, civil society organizations also saw advantages, as the insights could inform their advocacy and program development efforts, enriching the broader discourse on good governance and public administration in Somaliland.

#### **6. Materials and Methods**

##### **6.1 Research approach**

In this study, the researchers used a combination of qualitative and quantitative research methods. Qualitative methods, such as key informant interview with senior managers and lower staffs, provided a nuanced understanding of the intricates involved in strategic management within

Somaliland’s public sector institutions. Moreover, the quantitative approach enabled broader generalization of the research findings through statistical analysis. This dual approach ensured a robust grasp of the challenges faced in strategic management practices in Somaliland public sector institutions, and the researchers were able to capture both the depth of the individual trends and insightful analysis of the strategic management landscape in Somaliland public sector institutions.

## 6.2 Population

The population for this study consisted of employees from thirty-eight (38) public sector institutions in Hargeisa, Somaliland, with a total of 5,000 employees. These institutions represent a broad section of the public sector institutions, as Hargeisa is the capital city and majority of the government employees work in these institutions.

## 6.3 Sample Size

The sample size for this study was calculated by using Slovin’s formula, taking 5% of margin of error and 95% confidence level, as the population number was available. Slovin’s formula is defined as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

$n$  = sample size

$N$  = total population (5,000)

$e$  = margin of error (0.05)

$$n = \frac{5000}{1 + 5000(0.05)^2}$$

$$n = \frac{5000}{1 + 5000(0.0025)}$$

$$n = \frac{5000}{1 + 12.5}$$

$$n = \frac{5000}{13.5} = 370.37$$

The calculated sample size was 374 respondents. This sample size was deemed sufficient to achieve statistical significance while ensuring the manageability in data collection and analysis.

## 6.4 Sampling Technique

This research employed both probability and non-probability sampling techniques. For the probability sampling technique, the study used stratified sampling making stratum on each institution then employed simple random sampling giving all employees on that institution equal chance to contribute on the research. On the other hand, the study used non-probability sampling,

especially purposive sampling, to select individuals for key informant interviews based on their management level, focusing on top and senior managers, as well as lower staff employee to know their perspectives.

### **6.5 Data Collection Instrument**

Primary data were employed in this research to acquire details on the subject. The primary sources used to collect data were questionnaire, and key informant interview. The researchers distributed 354 questionnaires to middle level employees, and 15 key informant interview were conducted with lower-level staffs and 16 key informant interview with senior managers. Moreover, pilot testing was conducted to ensure that the questionnaire are clear and ready to distribute. This approach was employed to get a rich and varied data set, considering both the quantitative and qualitative insights.

### **6.6 Data Analysis**

To achieve the research objectives, which included reliability analysis, and descriptive analysis quantitative statistical software programs were used. The first step in the entire data analysis process was descriptive analysis. It is used to provide the data in a more understandable and descriptive formats. Measurement of central tendency and measurement of variable (standard deviation) were the two types of descriptive analysis used in this study. The average or mean of the data was measured in this study using a measure of central tendency. A mean score between 1.00 and 1.79 (0% - 35.8%) is considered Very Low, indicating minimal agreement or performance. A score between 1.80 and 2.59 (36% - 51.8%) is classified as Low, suggesting below-average perceptions. Scores from 2.60 to 3.39 (52% - 67.8%) fall into the Moderate category, reflecting an average level of agreement or performance. High scores, ranging from 3.40 to 4.19 (68% - 83.8%), denote above-average performance, while Very High scores between 4.20 and 5.00 (84% - 100%) indicate strong agreement or excellent performance. In this study, the respondent's profile which includes details on gender, age, educational level, work grade level, and work experience is described using descriptive analysis.

Furthermore, in order to determine the internal consistency and reliability of the variables under study a distinctive evaluation of the internal consistency and reliability utilized. Examining the consistency between the pilot and main studies. Cronbach's alpha, also known as reliability coefficients used, with ranges below 0.70 considered weak reliability, ranges from 0.71 to 0.90 considered good reliability, and ranges of 1.00 indicates complete reliability. Additionally, the

study used content analysis to analyze the qualitative data gathered through the key informant interview to identify patterns and themes within the data. This dual approach ensured to comprehensively analyze the data and extract insightful recommendations.

## **6.7 Ethical Considerations**

The study adhered to all relevant ethical guidelines, ensuring confidentiality, informed consent, and the right to withdraw from the study at any stage. Ethical considerations were paramount, safeguarding the rights and well-being of all participants while ensuring the integrity of the research findings.

## **7. Results and Discussion**

### **7.1 Introduction**

This chapter presents the findings and analysis of the research. The chapter begins with an overview of the respondents' demographic information, including sex, age, work grade level, educational level, and work experience. The second part of the chapter focuses on the presentation, interpretation, and analysis of the research questions and objectives. The subsequent sections delve into detailed interpretations and discussions of the research findings, providing a robust analysis of the strategic management challenges faced by public sector institutions in Somaliland.

### **7.2 Response Rate**

The total population considered for the study was 5000, from which a sample size of 374 was utilized. The primary data for this study was collected through questionnaires distributed to 354 civil servant employees in Hargeisa, of which 86.6% (324) valid responses were returned to the researchers, and key informant interviews conducted with 16 officials of top and middle level employees; and 15 key informant interview with lower staffs. The response rate to the above survey is shown in table 1 below.

**Table 1: Response Rate**

<b>Item</b>	<b>Description</b>
Population	5000
Sample Size	374
Questionnaire distributed	354
Questionnaire form that returned back to the researchers	324
Percentage of respondents' feedback	86.6%

### **7.3 Reliability Analysis**

Cronbach's alpha ( $\alpha$ ) is the most common measurement used for the reliability analysis. In this study reliability analysis was used to determine the internal consistency which the same data can be obtain in the same statement more than one.

#### **a) Reliability of Pilot Study**

For the pilot study, a total of 20 questionnaire has been used which was distributed randomly from the sample size to conduct the pilot test. The result of the questionnaire was analyzed using statistical Package for Social Science (SPSS) software.

**Table 2: Reliability for Pilot Study Results**

<b>Research Objectives</b>	<b>Cronbach's Alpha</b>	<b>N-item in scale</b>	<b>Interpretation</b>
Strategy Formulation in Public Sector Institutions	0.74	7	Good
Strategy Implementation Practices and Institutional Performance	0.72	7	Good
Factors Hindering Strategy Implementation	0.87	7	Good
Strategy Evaluation and Institutional Performance	0.83	7	Good

#### **b) Reliability for Actual Study**

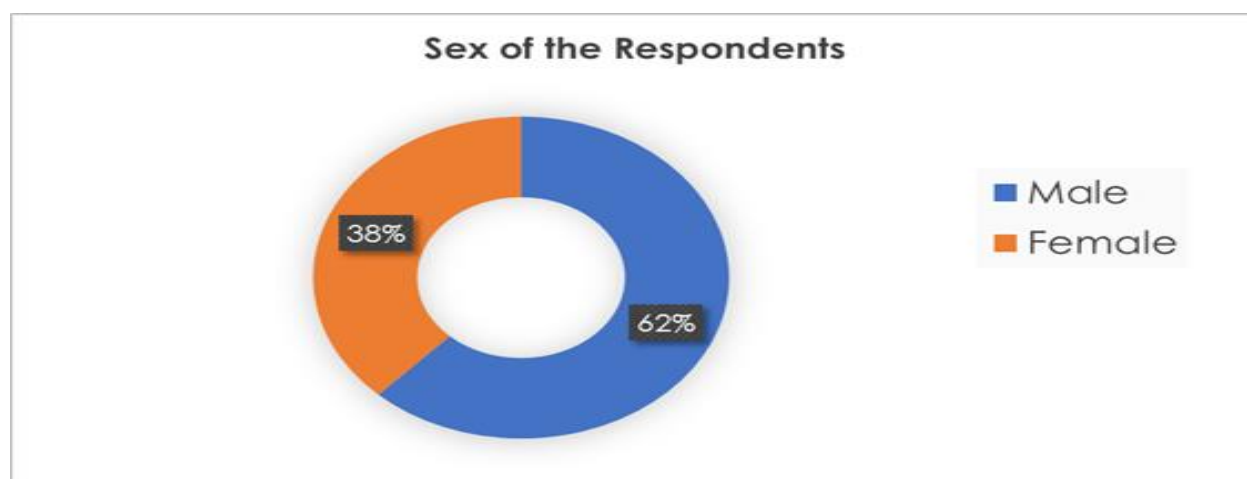
Actual data collection was conducted after the result of pilot study were analyzed and questionnaires were reliable and valid for distribution. Table 3 demonstrates the result of reliability test conducted for the actual study. The respondents were 324 employees represented from the 38 public sector institutions.

**Table 3: Reliability for Actual Study Result**

Research Objectives	Cronbach's Alpha	N-item in scale	Interpretation
Strategy Formulation in Public Sector Institutions	0.88	7	Good
Strategy Implementation Practices and Institutional Performance	0.88	7	Good
Factors Hindering Strategy Implementation	0.86	7	Good
Strategy Evaluation and Institutional Performance	0.87	7	Good

### 7.4 Demographic Analysis

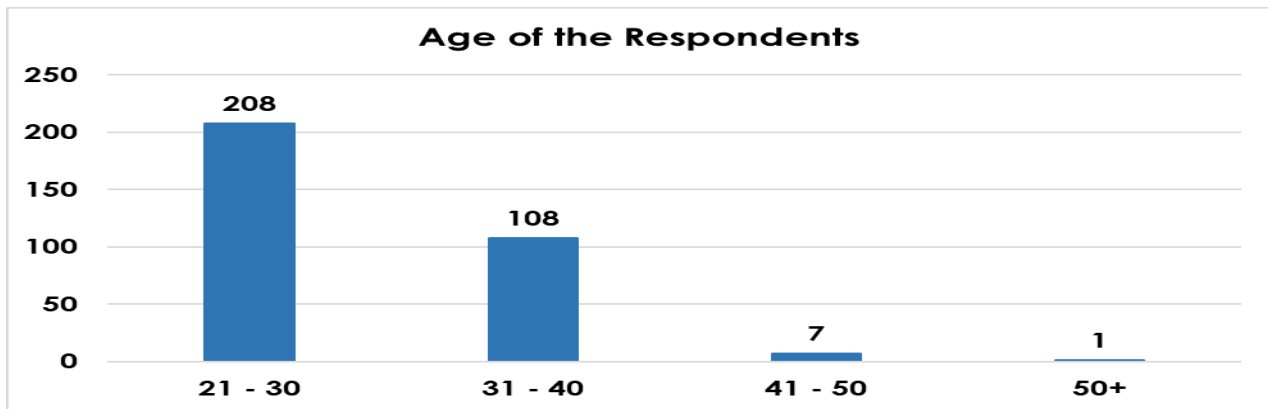
**Figure 1: Sex of the Respondents**



Source: CSI, Research Directorate, 2024

The information presented in Figure 1 illustrates the analysis of sex breakdown of the participants. 201 respondents (62%) were male, and 123 respondents (38%) were female out of the total valid questionnaire of the 324. This shows that there is a greater number of male participants in the study, and possibly mirroring the sex distribution in Somaliland public sector institutions.

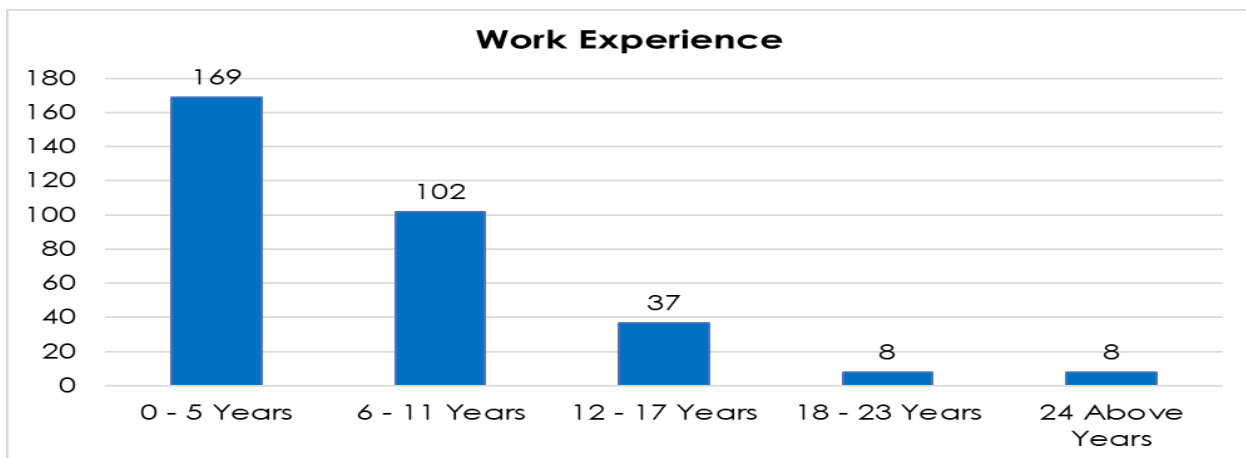
**Figure 2: Age of the Respondents**



**Source: CSI, Research Directorate, 2024**

As per the data shown in Figure 2, the age distribution of the respondents were analyzed. A large number of 208 (64%) of the respondents were between the ages of 21 and 30, while 108 respondents, making up (33%) aged 31 to 40. A small number of participants, 7 (2%) fall within the 41 to 50 age range, with just 1 participant being over 50 years old. The age demographics indicates that the majority of employees in Somaliland public sector institutions are young, potentially affecting the flexibility and innovation in strategic management.

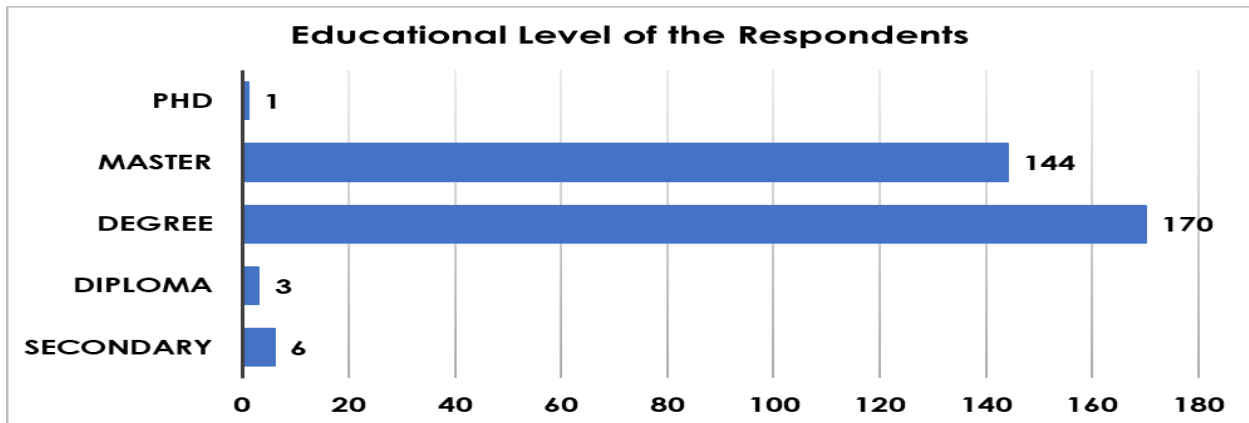
**Figure 3: Work Experience of the Respondents**



**Source: CSI, Research Directorate, 2024**

The information provided in Figure 3 outlines the respondents work experience. The most significant group of employees, totaling 169 respondents (52%) has 0 to 5 years of experience. 102 respondents (31%) have 6 to 11 years of experience, followed by 37 respondents (11%) with a work experience of 12 to 17 years, and 8 respondents (2%) has 18 to 23 years of experience and above. This data presents that the workforce in Somaliland public sector is quite experienced.

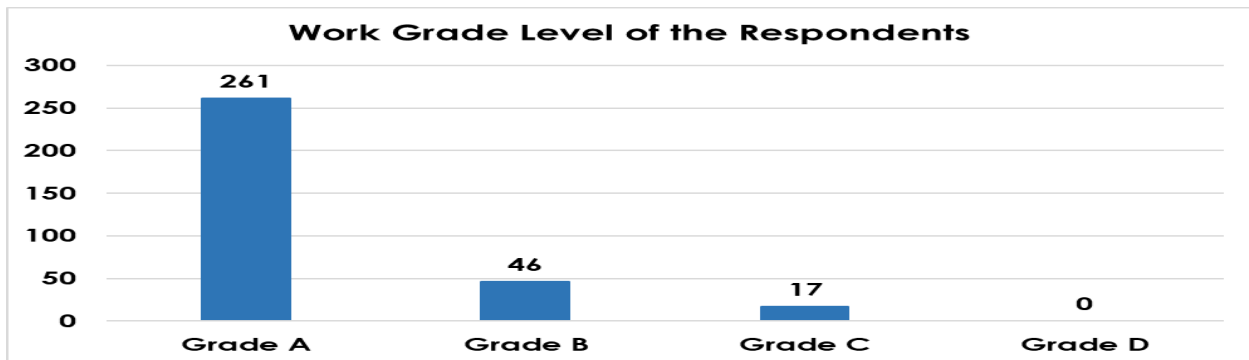
**Figure 4: Educational Level of the Respondents**



**Source: CSI, Research Directorate, 2024**

The information presented in Figure 4 gives a summary of the educational background of the respondents. A significant number totaling 170 respondents (52%) have a bachelor degree, whereas 144 respondents (44%) possess a master’s degree. Furthermore, 6 respondents (2%) have finished secondary school, 3 participants (1%) had diploma, and 1 participant has a PhD. The analysis shows that the majority of the respondents are well-educated, and they may have an impact on their grasp and implementation of strategic management techniques if utilized properly.

**Figure 5: Work Grade Level of the Respondents**



**Source: CSI, Research Directorate, 2024**

As depicted in Figure 5, the analysis of respondents based on their job grade is presented. The vast majority of the respondents 261 (81%), hold a Grade A position, signaling a dense presence of employees in senior roles in the workforce. 46 participants (14%) get under the Grade B, while 17 participants (5%) fell at Grade C. In the questionnaire, the Grade D were not included, as the questionnaire was designed for middle and top-level employees.

## 7.5 Results of the Objectives

### Interpretation Criteria

- **Very Low:** Mean score of 1.00 - 1.79 (0% - 35.8%)
- **Low:** Mean score of 1.80 - 2.59 (36% - 51.8%)
- **Moderate:** Mean score of 2.60 - 3.39 (52% - 67.8%)
- **High:** Mean score of 3.40 - 4.19 (68% - 83.8%)
- **Very High:** Mean score of 4.20 - 5.00 (84% - 100%)

To provide a nuanced understanding of the data, the researchers have established interpretation criteria that categorize the mean scores into five distinct levels: Very Low, Low, Moderate, High, and Very High. These categories correspond to specific ranges of mean scores and their equivalent percentage values. A mean score between 1.00 and 1.79 (0% - 35.8%) is considered Very Low, indicating minimal agreement or performance. A score between 1.80 and 2.59 (36% - 51.8%) is classified as Low, suggesting below-average perceptions. Scores from 2.60 to 3.39 (52% - 67.8%) fall into the Moderate category, reflecting an average level of agreement or performance. High scores, ranging from 3.40 to 4.19 (68% - 83.8%), denote above-average performance, while Very High scores between 4.20 and 5.00 (84% - 100%) indicate strong agreement or excellent performance. These criteria facilitate a structured and clear interpretation of the mean scores, providing a consistent basis for analyzing and discussing the findings.

### **Objective One the Process of Strategy Formulation in Somaliland Public Sector Institutions**

The analysis of objective one, which focuses on strategy formulation in public sector institutions in Somaliland, reveals a moderate level of effectiveness and clarity in the processes involved. The overall mean score for this objective is 2.81 with a standard deviation of 1.82, indicating that while some elements of strategy formulation are somewhat effective, there are significant areas for improvement. The data suggest variability in respondents' perceptions, which is further supported by the interview responses from key informants.

The first question assessed whether strategy formulation processes are well-defined and clear to all employees. The results show that 46 respondents (14%) strongly agreed, 105 respondents (32%) agreed, 29 respondents (9%) were neutral, 56 respondents (17%) disagreed, and 88 respondents (27%) strongly disagreed. The mean score for this item is 2.89, with a standard deviation of 1.46, indicating moderate clarity in strategy formulation processes. This finding suggests that although a significant portion of employees recognize the processes as well-defined, a substantial number

still perceive them as unclear. This is echoed in the interviews, where some participants mentioned that while strategies are aligned with the national development plan, the clarity and involvement of lower-level employees remain limited [“Strategy formulation follows a top-down approach with limited involvement from lower-level employees.” Participant 14].

The second question examined the involvement of various stakeholders in strategy formulation. The data show that 39 respondents (12%) strongly agreed, 89 respondents (27%) agreed, 45 respondents (14%) were neutral, 79 respondents (24%) disagreed, and 72 respondents (22%) strongly disagreed, resulting in a mean of 2.83 and a standard deviation of 1.36. This moderate score highlights a concern that stakeholder involvement is not sufficiently integrated into the strategy formulation process. This finding is consistent with interview responses, where it was noted that in many cases, only top managers are involved in strategy formulation, while other stakeholders, particularly lower-level employees, are often excluded from the process [“Only head of departments and top managers participate in the formulation, leaving out other important stakeholders.” Participant 3].

The third question focused on the regular review and updating of strategic plans within institutions. The results indicate that 46 respondents (14%) strongly agreed, 82 respondents (25%) agreed, 60 respondents (19%) were neutral, 63 respondents (19%) disagreed, and 73 respondents (23%) strongly disagreed. The mean score here is also 2.89, with a standard deviation of 1.38, suggesting that the practice of regularly reviewing and updating strategic plans is moderately observed. This is corroborated by interviews, where participants mentioned that while strategies are aligned with institutional missions, the review process is often inconsistent due to budgetary constraints and lack of comprehensive stakeholder involvement [“The strategy is reviewed, but not as frequently as needed due to budget limitations.” Participant 1].

The alignment of strategy formulation with the institution's mission and vision was the subject of the fourth question. The data show a slightly higher mean of 3.33 and a standard deviation of 1.38, with 73 respondents (23%) strongly agreeing, 108 respondents (33%) agreeing, 52 respondents (16%) being neutral, 36 respondents (11%) disagreeing, and 55 respondents (17%) strongly disagreeing. This suggests that while many institutions are making efforts to align their strategies with their core missions and visions, there is still a considerable gap that needs to be addressed. This finding aligns with the interview responses, which highlight that although alignment exists, it is often superficial and not deeply integrated into the daily operations of the institution [“The

strategy is aligned with the institution's mission, but implementation does not always reflect this alignment." Participant 6].

The fifth question addressed whether employee feedback is considered in the strategy formulation process. The results show that 39 respondents (12%) strongly agreed, 77 respondents (24%) agreed, 45 respondents (14%) were neutral, 74 respondents (23%) disagreed, and 89 respondents (27%) strongly disagreed. The mean score is 2.7 with a standard deviation of 1.4, indicating that employee feedback is moderately considered in the strategy formulation process. This issue of insufficient employee involvement was frequently mentioned in interviews, where it was noted that feedback from lower-level employees is often overlooked, leading to a disconnect between strategic objectives and employee engagement ["Employee feedback is rarely considered, which limits the effectiveness of strategy formulation." Participant 12].

The provision of training on strategic objectives to all relevant employees was assessed in the sixth question. The data indicate a mean of 2.45 and a standard deviation of 2.89, with only 32 respondents (10%) strongly agreeing, 51 respondents (16%) agreeing, 50 respondents (15%) remaining neutral, 88 respondents (27%) disagreeing, and 103 respondents (32%) strongly disagreeing. This low score reflects significant gaps in training, which are essential for effective strategy implementation. The interviews support this finding, with several participants indicating that training is either inadequate or inconsistently provided, which hampers the overall strategy

implementation process [“Training on strategic objectives is not provided consistently, which affects how well employees can contribute to the strategy.” Participant 10].

Lastly, the clarity and effectiveness of communication about strategic plans throughout the institution were evaluated. The results reveal a mean of 2.61 and a standard deviation of 2.89, with 44 respondents (14%) strongly agreeing, 67 respondents (21%) agreeing, 39 respondents (12%) being neutral, 67 respondents (21%) disagreeing, and 107 respondents (33%) strongly disagreeing. This moderate score suggests that communication regarding strategic plans is often unclear and ineffective, which can lead to misunderstandings and misalignment between departments and employees. This issue was also highlighted in the interviews, where several participants noted that communication gaps are a significant barrier to successful strategy implementation [“Communication about strategic plans is often fragmented, leading to confusion and inefficiencies.” Participant 7].

**Table 4: Strategy Formulation in Public Sector Institutions**

Questions	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Std	Interpretation
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Strategy formulation processes in our institution are well-defined and clear to all employees.	46	14%	105	32%	29	9%	56	17%	88	27%	2.89	1.46	Moderate
There is sufficient involvement of various stakeholders in strategy formulation.	39	12%	89	27%	45	14%	79	24%	72	22%	2.83	1.36	Moderate
The institution regularly reviews and updates its strategic plans.	46	14%	82	25%	60	19%	63	19%	73	23%	2.89	1.38	Moderate
Strategy formulation is aligned with the institution's mission and vision.	73	23%	108	33%	52	16%	36	11%	55	17%	3.33	1.38	High

Employee feedback is considered in the strategy formulation process.	39	12%	77	24%	45	14%	74	23%	89	27%	2.7	1.4	Moderate
Training on strategic objectives is provided to all relevant employees.	32	10%	51	16%	50	15%	88	27%	103	32%	2.45	2.89	Moderate
Communication about strategic plans is clear and effective throughout the institution.	44	14%	67	21%	39	12%	67	21	107	33	2.61	2.89	Moderate
<b>Total Average</b>											<b>2.81</b>	<b>1.82</b>	<b>Moderate</b>

Source: CSI, Research Directorate, 2024

## **Objective Two the Role of Strategy Implementation Practices on Performance of Somaliland Public Sector Institutions**

The analysis of objective two, which examines the relationship between strategy implementation practices and institutional performance in Somaliland's public sector, reveals a moderate level of effectiveness in implementation processes. The overall mean score for this objective is 2.80 with a standard deviation of 1.38, indicating that while certain aspects of strategy implementation are functioning adequately, there are significant areas where improvements are needed. The variability in the responses suggests that the effectiveness of strategy implementation is inconsistent across different institutions, a finding that is reinforced by insights from the interview data.

The first question in this objective assessed whether institutions effectively implement their strategic plans. The results show that 38 respondents (12%) strongly agreed, 82 respondents (25%) agreed, 56 respondents (17%) were neutral, 64 respondents (20%) disagreed, and 84 respondents (26%) strongly disagreed. The mean score for this item is 2.77 with a standard deviation of 1.38, indicating a moderate level of effectiveness in the implementation of strategic plans. This suggests that while some institutions are successful in implementing their strategies, a significant portion struggles with execution. This is corroborated by the interview data, where participants highlighted challenges such as inadequate resources and lack of consistent leadership support as barriers to effective implementation [“Despite having strategic plans, the implementation often falters due to limited resources and leadership changes.” Participant 7].

The second question examined whether strategy implementation is closely monitored for progress and adjustments. The data indicate that 44 respondents (14%) strongly agreed, 80 respondents (25%) agreed, 48 respondents (15%) were neutral, 81 respondents (25%) disagreed, and 71 respondents (22%) strongly disagreed. The mean score is 2.83 with a standard deviation of 1.37, suggesting a moderate level of monitoring and adjustment in strategy implementation. This finding is consistent with the interview responses, where it was noted that while some institutions have monitoring systems in place, they are often not robust enough to ensure continuous improvement [“Monitoring is done, but it is not as thorough as it should be, leading to gaps in implementation.” Participant 1, 3].

The third question focused on whether employees understand their role in the implementation of strategic plans. The results show that 42 respondents (13%) strongly agreed, 66 respondents (20%) agreed, 49 respondents (15%) were neutral, 78 respondents (24%) disagreed, and 89 respondents (27%) strongly disagreed, with a mean score of 2.67 and a standard deviation of 1.4. This moderate

score indicates that there is a lack of clarity among employees regarding their roles in strategy implementation. Interview data support this finding, with participants mentioning that insufficient communication and training contribute to employees' lack of understanding of their responsibilities ["Many employees are not fully aware of their role in strategy implementation due to insufficient communication and training." Participant 5, 8].

The adequacy of resource allocation for strategy implementation was the subject of the fourth question. The data show a mean score of 2.6 with a standard deviation of 1.29, with only 31 respondents (10%) strongly agreeing, 57 respondents (18%) agreeing, 69 respondents (21%) being neutral, 85 respondents (26%) disagreeing, and 82 respondents (25%) strongly disagreeing. This moderate score reflects significant concerns regarding the sufficiency of resources allocated for implementing strategies. The interview analysis further illustrates this issue, as participants frequently cited budget constraints and limited resources as major obstacles to successful strategy implementation ["Resource allocation is one of the biggest challenges we face, with budgets often falling short of what is required for effective implementation." Participant 2, 4, 9].

The fifth question explored whether strategy implementation practices have led to improved institutional performance. The results reveal a higher mean score of 3.19 and a standard deviation of 1.44, with 69 respondents (21%) strongly agreeing, 102 respondents (31%) agreeing, 41 respondents (13%) remaining neutral, 46 respondents (14%) disagreeing, and 66 respondents (20%) strongly disagreeing. This suggests that in some cases, effective strategy implementation has indeed contributed to improved institutional performance. This positive outcome is supported by interview responses, where participants mentioned instances where strategic implementation directly enhanced institutional outcomes ["In cases where implementation was strong, we saw significant improvements in performance, demonstrating the importance of following through on strategic plans." Participant 6].

The sixth question addressed the presence of feedback mechanisms to evaluate the effectiveness of strategy implementation. The data indicate a mean score of 2.6 with a standard deviation of 1.35, with 30 respondents (9%) strongly agreeing, 71 respondents (22%) agreeing, 59 respondents (18%) being neutral, 68 respondents (21%) disagreeing, and 96 respondents (30%) strongly disagreeing. This moderate score suggests that feedback mechanisms are either insufficient or ineffective in many institutions, a concern that is echoed in the interviews. Participants noted that while feedback systems exist, they are often not utilized to their full potential, limiting their impact on improving implementation processes ["Feedback mechanisms are in place, but they are not

always effectively used to inform adjustments and improvements in strategy implementation.” Participant 10, 12].

Lastly, the seventh question evaluated whether leadership actively supports and drives strategy implementation. The results show a mean score of 2.96 with a standard deviation of 1.46, with 58 respondents (18%) strongly agreeing, 84 respondents (26%) agreeing, 51 respondents (16%) being neutral, 50 respondents (15%) disagreeing, and 81 respondents (25%) strongly disagreeing. This moderate score indicates that while leadership support is present in some cases, it is not consistently strong across all institutions. The interviews reinforce this finding, with several participants emphasizing that leadership changes and varying levels of commitment significantly affect the success of strategy implementation [“Leadership support is crucial, but frequent changes in leadership often disrupt the implementation process.” Participant 11, 14].

**Table 5: Strategy Implementation Practices and Institutional Performance**

Questions	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Std	Interpretation
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Our institution effectively implements its strategic plans.	38	12%	82	25%	56	17%	64	20%	84	26%	2.77	1.38	Moderate
Strategy implementation is closely monitored for progress and adjustments.	44	14%	80	25%	48	15%	81	25%	71	22%	2.83	1.37	Moderate
Employees understand their role in the implementation of strategic plans.	42	13%	66	20%	49	15%	78	24%	89	27%	2.67	1.4	Moderate
There is adequate resource allocation for strategy implementation.	31	10%	57	18%	69	21%	85	26%	82	25%	2.6	1.29	Moderate

Strategy implementation practices have led to improved institutional performance.	69	21%	102	31%	41	13%	46	14%	66	20%	3.19	1.44	High
Feedback mechanisms are in place to evaluate the effectiveness of strategy implementation.	30	9%	71	22%	59	18%	68	21%	96	30%	2.6	1.35	Moderate
Leadership actively supports and drives strategy implementation.	58	18%	84	26%	51	16%	50	15%	81	25%	2.96	1.46	Moderate
<b>Total Average</b>											<b>2.80</b>	<b>1.38</b>	<b>Moderate</b>

Source: CSI, Research Directorate, 2024

### **Objective Three Key Factors that Hinder the Success of Strategy Implementation in Somaliland Public Sector Institutions**

A significant factor identified is the deficiency in resources, which hinders the effective implementation of strategies. The data indicate that 64 respondents (20%) strongly agreed, 82 respondents (25%) agreed, 56 respondents (17%) were neutral, 57 respondents (18%) disagreed, and 65 respondents (20%) strongly disagreed with this statement, resulting in a mean score of 3.07 and a standard deviation of 1.42. This high level of agreement among respondents highlights the critical nature of resource constraints in the public sector. The interview data corroborate this finding, with participants repeatedly emphasizing the strain that limited resources place on their ability to execute strategic initiatives. As one participant noted, "...The financial constraints we face are substantial, making it nearly impossible to achieve our strategic objectives effectively." (Participant 3, 5, 9). This sentiment is echoed by another respondent who added, "...Our budget is often insufficient to cover even the most basic aspects of our strategic plans, which severely hampers our progress." (Participant 2, 7).

Inadequate strategy evaluation mechanisms also emerged as a significant barrier, with 57 respondents (18%) strongly agreeing, 75 respondents (23%) agreeing, 59 respondents (18%) remaining neutral, 75 respondents (23%) disagreeing, and 58 respondents (18%) strongly disagreeing. The mean score of 2.99 and standard deviation of 1.37 suggest that while the issue is recognized, there is a notable divide in perceptions. The interviews shed light on this disparity, as some participants highlighted the lack of consistent evaluation processes as a critical flaw in the implementation cycle. One participant articulated this issue by stating, "...Without regular evaluation, we are unable to learn from past mistakes or adjust our strategies in a timely manner, leading to repeated inefficiencies." (Participant 4, 11). Another participant added, "...The absence of a robust evaluation framework means that we often proceed with strategies that are no longer relevant or effective." (Participant 8, 10).

The impact of rigid top-down strategy formulation approaches on implementation success was also significant, with 70 respondents (22%) strongly agreeing, 58 respondents (18%) agreeing, 55 respondents (17%) remaining neutral, 70 respondents (22%) disagreeing, and 71 respondents (22%) strongly disagreeing. The mean score of 2.96 and a standard deviation of 1.46 indicate a moderate concern among respondents. The interview responses provide further insight, revealing that top-down approaches often alienate lower-level employees, reducing their engagement and

commitment to the implementation process. One participant expressed frustration with this approach, stating, "...Strategies are often imposed from the top without considering the insights and needs of those who are actually implementing them, leading to a disconnect between the strategy and its execution." (Participant 1, 6, 12). Another participant emphasized the consequences of this disconnect, noting, "...When employees are not involved in the strategy formulation process, they are less motivated to see it through, which ultimately undermines the success of the implementation." (Participant 7, 14).

Ineffective leadership was identified as a demotivating factor, with 67 respondents (21%) strongly agreeing, 46 respondents (14%) agreeing, 59 respondents (18%) remaining neutral, 69 respondents (21%) disagreeing, and 83 respondents (26%) strongly disagreeing. The mean score of 2.83 and a standard deviation of 1.48 indicate a moderate level of concern. Interview data further illustrate the detrimental impact of ineffective leadership on employee morale and strategic outcomes. One participant shared, "...Frequent changes in leadership and the lack of clear direction from leaders create confusion and demotivation among employees, making it difficult to implement strategies effectively." (Participant 2, 11). This sentiment was reinforced by another respondent who stated, "...Leadership that fails to inspire or guide employees can quickly derail even the most well-formulated strategies." (Participant 4, 15).

The analysis also highlighted the issue of insufficient training on strategic plan implementation, with 89 respondents (27%) strongly agreeing, 75 respondents (23%) agreeing, 35 respondents (11%) being neutral, 67 respondents (21%) disagreeing, and 58 respondents (18%) strongly disagreeing. The high mean score of 3.22 and standard deviation of 1.49 reflect the critical need for more comprehensive training programs. This finding is echoed in the interviews, where participants frequently mentioned the lack of adequate training as a major obstacle. One participant explained, "...Training is often overlooked, which leaves employees ill-prepared to implement the strategies effectively." (Participant 5, 10). Another participant pointed out, "...Without proper training, even the best strategies are likely to fail because employees do not have the necessary skills to execute them." (Participant 3, 6).

Communication gaps in conveying strategic plans to employees were also a concern, with 50 respondents (15%) strongly agreeing, 80 respondents (25%) agreeing, 63 respondents (19%) being neutral, 65 respondents (20%) disagreeing, and 66 respondents (20%) strongly disagreeing. The mean score of 2.95 and standard deviation of 1.37 suggest that communication barriers are a

significant issue. Interview data reinforce this finding, with participants highlighting how unclear communication leads to misunderstandings and misalignment in strategy execution. As one participant noted, “...When communication is poor, employees do not fully understand the strategic goals, which leads to inconsistent implementation.” (Participant 7, 12, 13). Another participant added, “...Effective communication is key to ensuring everyone is on the same page, but this is often lacking.” (Participant 8, 11).

Finally, the lack of employee involvement in strategy formulation was identified as a major factor leading to implementation challenges, with 89 respondents (27%) strongly agreeing, 67 respondents (21%) agreeing, 47 respondents (15%) remaining neutral, 59 respondents (18%) disagreeing, and 62 respondents (19%) strongly disagreeing. The high mean score of 3.19 and standard deviation of 1.49 indicate that this issue is a significant concern. Interview responses support this finding, with participants arguing that when employees are excluded from the formulation process, they are less committed to the implementation. One participant emphasized, “...Employees need to feel a sense of ownership over the strategies they are expected to implement, but this is difficult when they are not involved from the start.” (Participant 5, 14). Another participant added, “...Involvement in strategy formulation is crucial for ensuring that employees are motivated and aligned with the strategic goals.” (Participant 2, 9).

**Table 6: Factors Hindering Strategy Implementation**

Questions	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Std	Interpretation
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
There is a deficiency in resources for implementing strategies effectively.	64	20%	82	25%	56	17%	57	18%	65	20%	3.07	1.42	High
Inadequate strategy evaluation mechanisms hinder effective implementation.	57	18%	75	23%	59	18%	75	23%	58	18%	2.99	1.37	Moderate
Rigid top-down strategy formulation approaches negatively impact implementation success.	70	22%	58	18%	55	17%	70	22%	71	22%	2.96	1.46	Moderate
Ineffective leadership demotivates employees from executing strategic plans.	67	21%	46	14%	59	18%	69	21%	83	26%	2.83	1.48	Moderate
There is insufficient training on strategic plan implementation for employees.	89	27%	75	23%	35	11%	67	21%	58	18%	3.22	1.49	High
Communication gaps exist in conveying strategic plans to all employees.	50	15%	80	25%	63	19%	65	20%	66	20%	2.95	1.37	Moderate
Lack of employee involvement in strategy formulation leads to implementation challenges.	89	27%	67	21%	47	15%	59	18%	62	19%	3.19	1.49	High
<b>Total Average</b>											<b>3.03</b>	<b>1.44</b>	<b>Moderate</b>

Source: CSI, Research Directorate, 2024

## **Objective Four the Role of Strategy Evaluation on Institutional Performance of Somaliland Public Sector Institutions**

The analysis of strategy evaluation and its impact on institutional performance reveals that while there are areas where evaluation practices are effectively integrated, several challenges remain. The overall mean score for this objective is 2.94 with a standard deviation of 1.38, indicating a moderate level of implementation and effectiveness in strategy evaluation across public sector institutions. The integration of interview data adds depth to these findings, offering insight into the practical challenges and successes experienced in the strategy evaluation process.

The first question examines whether regular evaluation of strategies is integral to the institution's performance improvement. The data shows that 70 respondents (22%) strongly agreed, 88 respondents (27%) agreed, 54 respondents (17%) were neutral, 52 respondents (16%) disagreed, and 60 respondents (19%) strongly disagreed, resulting in a mean score of 3.17 and a standard deviation of 1.42. This high mean score indicates that regular strategy evaluation is seen as crucial for performance improvement. The interviews support this perspective, with several participants emphasizing the importance of continuous evaluation in maintaining institutional effectiveness. One participant remarked, "...Regular evaluations allow us to identify what's working and what's not, enabling us to make necessary adjustments in real-time." (Participant 3, 6). Another participant highlighted the connection between evaluation and performance, stating, "...Our performance metrics have significantly improved since we started implementing regular strategy evaluations." (Participant 2, 5).

The second question assesses whether institutions have a systematic approach to strategy evaluation. The results indicate that 47 respondents (15%) strongly agreed, 81 respondents (25%) agreed, 57 respondents (18%) were neutral, 75 respondents (23%) disagreed, and 64 respondents (20%) strongly disagreed, with a mean score of 2.91 and a standard deviation of 1.36. This moderate score suggests that while some institutions have established systematic approaches, others lack consistency in their evaluation processes. The interview data reflect this variability, with participants expressing concerns about the lack of a standardized approach. One participant noted, "...While we have an evaluation framework in place, it's not consistently applied across all departments, leading to gaps in our strategy implementation." (Participant 4, 7). Another participant added, "...The absence of a systematic evaluation approach makes it difficult to ensure that all strategic goals are being met effectively." (Participant 8, 10).

The third question explores whether feedback from strategy evaluations is effectively used for future planning. The data reveals that 44 respondents (14%) strongly agreed, 79 respondents (24%) agreed, 59 respondents (18%) were neutral, 72 respondents (22%) disagreed, and 70 respondents (22%) strongly disagreed, resulting in a mean score of 2.86 and a standard deviation of 1.36. This moderate score suggests that while feedback mechanisms are in place, their effectiveness in influencing future planning is limited. Interview responses further illuminate this issue, with participants highlighting the challenges in translating evaluation feedback into actionable plans. One participant explained, "...We collect a lot of feedback during evaluations, but it's not always effectively used in planning for the future. There's a disconnect between evaluation and planning." (Participant 1, 9). Another participant mentioned, "...The feedback often gets lost in bureaucratic processes, preventing us from making timely improvements." (Participant 4, 11).

The fourth question assesses whether employees are aware of the outcomes of strategy evaluations. The results show that 31 respondents (10%) strongly agreed, 65 respondents (20%) agreed, 43 respondents (13%) were neutral, 85 respondents (26%) disagreed, and 100 respondents (31%) strongly disagreed, with a mean score of 2.51 and a standard deviation of 1.36. This low score indicates a significant gap in communication regarding evaluation outcomes. The interviews confirm this finding, with many participants noting that the results of evaluations are not effectively communicated to all employees. One participant stated, "...Most employees are unaware of the outcomes of the evaluations, which limits their ability to align their work with the strategic goals." (Participant 3, 8). Another participant echoed this sentiment, saying, "...The lack of transparency in sharing evaluation results creates a disconnect between the strategy and its implementation on the ground." (Participant 6, 12).

The fifth question evaluates whether strategy evaluations help in identifying areas for performance enhancement. The data indicates that 80 respondents (25%) strongly agreed, 104 respondents (32%) agreed, 37 respondents (11%) were neutral, 53 respondents (16%) disagreed, and 50 respondents (15%) strongly disagreed, with a mean score of 3.34 and a standard deviation of 1.4. This high score reflects a strong belief that evaluations are instrumental in identifying areas for improvement. Interview data reinforce this finding, with participants highlighting the value of evaluations in enhancing performance. One participant noted, "...Through evaluations, we've been able to pinpoint specific areas where we need to improve, which has led to significant

performance gains." (Participant 5, 7). Another participant added, "...Evaluations provide us with a clear roadmap for enhancing our institutional performance." (Participant 2, 14).

The sixth question examines whether there is a clear link between strategy evaluation and institutional learning. The results show that 60 respondents (19%) strongly agreed, 103 respondents (32%) agreed, 42 respondents (13%) were neutral, 64 respondents (20%) disagreed, and 55 respondents (17%) strongly disagreed, with a mean score of 3.15 and a standard deviation of 1.38. This high score indicates that many respondents see a strong connection between evaluation and learning. Interview responses further support this, with participants emphasizing the role of evaluations in driving institutional learning. One participant explained, "...Our evaluations have been crucial in helping us learn from past experiences and improve our future strategies." (Participant 4, 10). Another participant noted, "...By linking evaluation outcomes with learning initiatives, we've been able to foster a culture of continuous improvement." (Participant 8, 15).

Finally, the seventh question assesses whether strategy evaluation practices are transparent and involve relevant stakeholders. The data reveals that 40 respondents (12%) strongly agreed, 61 respondents (19%) agreed, 59 respondents (18%) were neutral, 81 respondents (25%) disagreed, and 83 respondents (26%) strongly disagreed, with a mean score of 2.67 and a standard deviation of 1.36. This moderate score suggests that transparency and stakeholder involvement in evaluation practices are areas requiring improvement. Interview data underscore this issue, with participants expressing concerns about the lack of inclusivity and transparency in the evaluation process. One participant stated, "...Evaluation practices often lack transparency, and key stakeholders are not always involved, which limits the effectiveness of the process." (Participant 6, 9). Another participant added, "...Without involving all relevant stakeholders, the evaluations do not fully capture the insights needed to drive meaningful change." (Participant 7, 12).

**Table 7: Strategy Evaluation and Institutional Performance**

Questions	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Mean	Std	Interpretation
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%			
Regular evaluation of strategies is integral to our institution's performance improvement.	70	22%	88	27%	54	17%	52	16%	60	19%	3.17	1.42	High
Our institution has a systematic approach for strategy evaluation.	47	15%	81	25%	57	18%	75	23%	64	20%	2.91	1.36	Moderate
Feedback from strategy evaluations is effectively used for future planning.	44	14%	79	24%	59	18%	72	22%	70	22%	2.86	1.36	Moderate
Employees are aware of the outcomes of strategy evaluations.	31	10%	65	20%	43	13%	85	26%	100	31%	2.51	1.36	Moderate
Strategy evaluations help in identifying areas for performance enhancement.	80	25%	104	32%	37	11%	53	16%	50	15%	3.34	1.4	High
There is a clear link between strategy evaluation and institutional learning.	60	19%	103	32%	42	13%	64	20%	55	17%	3.15	1.38	High
Strategy evaluation practices are transparent and involve relevant stakeholders.	40	12%	61	19%	59	18%	81	25%	83	26%	2.67	1.36	Moderate
<b>Total Average</b>											<b>2.94</b>	<b>1.38</b>	<b>Moderate</b>

Source: CSI, Research Directorate, 2024

## 7.6 Discussion

This section discusses the findings of the study on strategy formulation, implementation, evaluation, and the factors that hinder these processes in Somaliland's public sector institutions. The findings of the research are compared with insights from existing literature to provide a comprehensive understanding of strategic management practices in public sector contexts.

The first objective of the study was to examine strategy formulation processes. The findings revealed that the clarity of strategy formulation processes within Somaliland's public sector institutions is inconsistent. This indicates that while some employees understand the strategic processes, a significant portion does not, leading to inconsistencies in strategy understanding and implementation. This result aligns with Wang (2021), who argued that a major challenge in public sector strategy formulation is the lack of comprehensive engagement with all stakeholders, which is essential for clarity and consistency. Furthermore, Twum-Darko, Ncedo, and Tengeh (2023) support this argument, emphasizing that stakeholder engagement is critical for effective strategy formulation and implementation. Similarly, Odongo and Datche (2015), highlights that resource constraints and limited stakeholder involvement as significant challenges in strategic planning in public institutions, mirroring our findings that deficiencies in stakeholder engagement and resource allocation are major challenges in Somaliland's public sector strategy formulation.

The second objective of the study focused on analyzing the role of strategy implementation practices on institutional performance in public sector institutions in Somaliland. The findings indicated that while strategy implementation practices in Somaliland public sector institutions shows some positive impacts on institutional performance, there remains significant challenges in areas such as monitoring and evaluation, resource allocation, role clarity, and leadership challenge, highlighting the need for comprehensive improvements. This aligns with Boyne (2010), who asserted that the content and clarity of strategic plans significantly impact their successful implementation. In addition, Poister and Streib (2005) emphasize the importance of critical elements such as leadership, resources, and monitoring mechanisms in municipal government strategy implementation, which our research also suggests are lacking in Somaliland's public sector institutions. Furthermore, Andrews et al. (2009) highlight that the relationship between strategy formulation, content, and performance is crucial, supporting our observation that unclear strategy content leads to poor implementation outcomes.

The third objective findings revealed that key factors that hinder the successful implementation of strategic management in Somaliland public sector institutions are as resource constraints, inadequate evaluation mechanisms, and ineffective leadership. These findings align with Bryson (2011), who identified similar barriers in public and nonprofit organizations, including resource limitations and leadership issues. Furthermore, Jarzabkowski (2004) discusses the practical challenges in strategy implementation, emphasizing the need for adaptive practices and effective leadership. Moreover, Mulgan (2009) also underscores the importance of strategic alignment and the impact of leadership and resource constraints on strategy implementation, reinforcing our findings in Somaliland public sector institutions.

Finally, the findings of the fourth objective explored how strategy evaluation contributes to performance, indicating a recognition of the importance of evaluation but also highlighting gaps in systematic evaluation practices. Moore (1995) argues that strategic management in government can significantly enhance public value through effective evaluation. Similarly, Kusek and Rist (2004) provide a framework for developing results-based monitoring and evaluation systems, crucial for performance improvement but currently underutilized in Somaliland's public sector. Moreover, Behn (2003) emphasizes the need for different performance measures to meet diverse evaluation purposes, aligning with our finding that current evaluation practices lack comprehensiveness and stakeholder involvement.

## **8. Conclusion**

In conclusion, this study has highlighted several critical areas where Somaliland's public sector institutions can improve on their strategic management practices. The findings revealed that while there are established processes for strategy formulation and implementation, significant gaps remain in stakeholder engagement, resource allocation, and evaluation mechanisms. The study underscores the importance of inclusive and transparent strategic planning processes to enhance clarity and consistency across all levels of employees. Moreover, the research emphasizes the need for adequate resources, effective communication, and regular training to support strategy implementation. The challenges identified, such as rigid top-down approaches and ineffective leadership, highlight the need for adaptive and inclusive practices to ensure successful implementation. The study also points out the crucial role of systematic strategy evaluation in driving institutional performance and fostering continuous improvement. Overall, the findings of

this study provide valuable insights into the strategic management practices of Somaliland's public sector institutions and offer practical recommendations for enhancing their effectiveness.

## **8.1 Recommendations**

Based on the findings of this study, several recommendations are proposed to improve strategic management practices in Somaliland's public sector institutions:

- Develop inclusive strategy formulation processes that actively involve employees at all levels, as well as external stakeholders, to ensure alignment and ownership.
- Implement regular stakeholder meetings and feedback sessions to incorporate diverse perspectives into strategic planning.
- Allocate adequate financial and human resources to support the implementation of strategic plans.
- Ensure that resource allocation is aligned with strategic priorities to enhance organizational effectiveness.
- Establish clear communication channels to convey strategic objectives and roles to all employees.
- Provide regular training sessions on strategic plan implementation to equip employees with the necessary skills and knowledge.
- Provide communication training to the employees at all level.
- There is a need for institutional communication strategies in Somaliland public sector institutions.
- Develop systematic evaluation frameworks to regularly assess the progress and impact of strategic plans.
- Utilize evaluation feedback to inform future planning and decision-making processes.
- The public sector institutions of Somaliland should adopt the national MEAL policy.
- The Ministry of Planning and National Development should monitor the strategic plan of Somaliland MDAs.
- The President's Office should establish a Presidential Delivery Unit (PDU) and implement performance contracting in Somaliland to enhance public sector efficiency, accountability, and transparency. The PDU will monitor and evaluate

the implementation of strategic plans and national development goals, ensuring timely and effective project delivery. Performance contracting, drawing from best practices in the Horn of Africa, will hold officials accountable by setting clear, measurable targets aligned with development priorities. Regular monitoring, evaluation, and reporting will foster a culture of accountability and continuous improvement, thereby improving public service delivery and increasing public trust in government institutions.

- The public sector institutions in Somaliland should disseminate the evaluation reports to the public at large through social media, government website and etc.
- There is need to reduce the reshuffle of the top management level in Somaliland public sector institutions. In particular, the director generals should be hired through meritocracy.
- Encourage leadership practices that are flexible and responsive to changing organizational needs.
- Foster a culture of continuous improvement and innovation within the leadership team. The leaders should involve employees on the decision-making process.
- Create platforms for sharing best practices and lessons learned from strategy evaluation.
- Encourage a culture of transparency and accountability in evaluation processes to build trust and enhance institutional learning.
- The public sector institutions of Somaliland should disseminate the strategic plans.

## **8.2 Further Research**

To build on the findings of this study, future researchers could explore the following topics:

1. The impact of leadership styles on strategic plan implementation in public sector institutions in Somaliland.
2. The role of employee motivation and engagement in the success of strategic management practices in public organizations.

## **8.3 Limitations**

This study encountered several significant challenges that impacted the research process. The Somaliland Civil Service Commission, responsible for providing the number of employees in public organizations, denied access to this critical information. Additionally, during the interviews,

several heads of departments refused to participate or allow interviews, further limiting the data collection. Concerns about data privacy led to initial reluctance and refusal by government employees to partake in the study, as they perceived the information about their work as private. Furthermore, many institutions were unwilling to provide key documents, such as their strategic plans, which hindered a comprehensive analysis of the strategy formulation and implementation processes, with fear of top managers. These limitations affected the breadth and depth of the data collected, presenting obstacles to gaining a full understanding of the strategic management challenges in Somaliland's public sector institutions.

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## Appendix A: Questionnaire

Study Title: Challenges Faced Strategic Management in Somaliland Public Sector Institutions

Purpose: This questionnaire aims to understand the challenges and practices in Strategic Management within Somaliland's public sector. Your insights are invaluable to improving efficiency and performance in these institutions.

Consent:

- ✚ Participation is voluntary, and you can withdraw at any time.
- ✚ Responses are confidential and will be used for this study only.
- ✚ Data will be anonymized to protect your identity.

Acknowledgment: By completing this questionnaire, you agree to participate under these conditions and acknowledge the importance of your contribution to the study.

Thank you for your participation.

### Section A: Demographic Information

#### 1. Sex of the Respondents

Sex	Male
	Female

#### 2. Age of the Respondents

<b>Age of the Respondents</b>	21 – 30
	31 – 40
	41 – 50
	51+

#### 3. Educational Level

<b>Educational level</b>	PhD
	Masters
	Degree
	Diploma
	Secondary Certificate
	Others

#### 4. Institution Name

<b>Institution name</b>	
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#### 5. Department/Section

<b>Department/Section</b>	
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## 6. Work Experience

<b>Work experience</b>	
	1 Year
	2 – 4
	5 – 6
	7 – 8
	9+

## 7. Employment Type

<b>Employment type</b>	Permanent
	Contractual
	Temporary

## Section B: Research Objectives

### Objective 1: To analyze the process of strategy formulation within public sector institutions in Somaliland.

No	Question	SD	D	U	A	SA
1	Strategy formulation processes in our institution are well-defined and clear to all employees.					
2	There is sufficient involvement of various stakeholders in strategy formulation.					
3	The institution regularly reviews and updates its strategic plans.					
4	Strategy formulation is aligned with the institution's mission and vision.					
5	Employee feedback is considered in the strategy formulation process.					
6	Training on strategic objectives is provided to all relevant employees.					
7	Communication about strategic plans is clear and effective throughout the institution.					

### Objective 2: To examine the role of strategy implementation practices on the performance of public sector institutions in Somaliland.

No	Question	SD	D	U	A	SA
1	Our institution effectively implements its strategic plans.					
2	Strategy implementation is closely monitored for progress and adjustments.					
3	Employees understand their role in the implementation of strategic plans.					
4	There is adequate resource allocation for strategy implementation.					
5	Strategy implementation practices have led to improved institutional performance.					
6	Feedback mechanisms are in place to evaluate the effectiveness of strategy implementation.					
7	Leadership actively supports and drives strategy implementation.					

**Objective 3: To identify key factors that hinders the success of strategy implementation in public sector institutions in Somaliland.**

No	Question	SD	D	U	A	SA
1	There is a deficiency in resources for implementing strategies effectively.					
2	Inadequate strategy evaluation mechanisms hinder effective implementation.					
3	Rigid top-down strategy formulation approaches negatively impact implementation success.					
4	Ineffective leadership demotivates employees from executing strategic plans.					
5	There is insufficient training on strategic plan implementation for employees.					
6	Communication gaps exist in conveying strategic plans to all employees.					
7	Lack of employee involvement in strategy formulation leads to implementation challenges.					

**Objective 4: To explore how strategy evaluation contributes to the performance of public sector institutions in Somaliland.**

No	Question	SD	D	U	A	SA
1	Regular evaluation of strategies is integral to our institution's performance improvement. Every 2 and Half year or 5-year evaluation.					
2	Our institution has a systematic approach for strategy evaluation.					
3	Feedback from strategy evaluations is effectively used for future planning.					
4	Employees are aware of the outcomes of strategy evaluations.					
5	Strategy evaluations help in identifying areas for performance enhancement.					
6	There is a clear link between strategy evaluation and institutional learning.					
7	Strategy evaluation practices are transparent and involve relevant stakeholders.					

## Appendix B: Key Informant Interview

### Interview for Top Managers

**Preliminary:** Somaliland Civil Service Institute with the mandate and aim to enhance the knowledge, skills, and attitude of civil servants to enable them deliver effective and efficient services to the public, for the last 12 years, it has produced graduates and certified trainees' who have significantly contributed to this cause. Thus, CSI decided to conduct research on challenges faced strategic management in Somaliland public sector in order to find out outstanding quality research that will further improve the strategy performance of the public sector institutions.

Therefore, with the Mission “to deliver high-quality evidence-based researches, ...” this need assessment interview is designed to assess existing challenges in strategic management in Somalilan public sector institutions and support decision makers to take policy recommendations.

#### **Objective:**

- ✓ To analyze the process of strategy formulation within public sector institutions in Somaliland.
- ✓ To examine the role of strategy implementation practices on the performance of public sector institutions in Somaliland.
- ✓ To identify key factors that hinders the success of strategy implementation in public sector institutions in Somaliland.
- ✓ To explore how strategy evaluation contributes to the performance of public sector institutions in Somaliland.

Therefore, to meet this objective you are kindly requested to participate this Key Informant Interview.

#### **Participants' Consent**

Are you willing to participate    1. YES                    2. No

Your answers will be handled with strict **confidentiality**.

Institution Name: \_\_\_\_\_

Your position: \_\_\_\_\_

## Detailed Interview Questions

### **Objective 1: To analyze the process of strategy formulation within public sector institutions in Somaliland.**

1. Does your strategy is aligned with you Somaliland national development plan? If yes, how?
2. Does your institution strategy align with your ministry/agency budget? If yes, how?
3. Are **all staffs/employees** involved in strategy formulation? If yes, how do you ensure their involvement?

### **Objective 2: To examine the role of strategy implementation practices on the performance of public sector institutions in Somaliland.**

1. Does your institution have a defined annual implementation plan for implementing strategies? If yes, can you explain how this plan is executed?
2. Do employees have individual work plan – linked to the annual implementation plan?
3. Are there regular trainings or supports for staff to help with strategy implementation? If yes, what does this involve? in office training – external trainee.
4. Is there a system to monitor the progress of strategy implementation? If yes, how does it work? (quarter report/ semi-annual report and annual report).

### **Objective 3: To identify key factors that hinder the success of strategy implementation in public sector institutions in Somaliland.**

1. What are the main challenges in implementing strategies within your institution? If yes, what are the main challenges?
2. **Financial – leadership – Monitoring and evaluation – and human resource challenges.**

### **Objective 4: To explore how strategy evaluation contributes to the performance of public sector institutions in Somaliland.**

1. Does your institution evaluate its strategic outcomes?
2. Does your institution produce mid-term evaluation report?
3. Do you share the evaluation report to all employees in your organizations? If yes, what method do you use to share with? Like: website of the organization?
4. Does strategy evaluation help in decision-making? If yes, could you provide an instance where evaluation influenced a decision?

**Appendix C: Interview**

**Interview for Lower Employee**

**Specific Objective Questions**

1. Do you participate in making plans at your workplace?

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Do you have individual work plan?

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Do you receive reports on how well the plans work at your workplace?

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