

Challenges Faced on Strategic Management in Somaliland Public Sector Institutions

Said Adan Abi¹; Mohamed Hussein Daahir²

Somaliland Civil Service Institute (CSI)

Department of Research and Community Services Hargeisa, Somaliland

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.

I. INTRODUCTION

In recent years, the effectiveness and efficiency of both public and private institutions have been significantly impacted by strategic management practices, which involve the development, implementation, and evaluation of strategies to enhance organizational effectiveness in dynamic environments

[5]. Globally, strategic management practices have evolved considerably, and when applied effectively, they can greatly improve service delivery and institutional performance [11]. Strategic management has also played a key role in enhancing the performance of public service delivery in the United States [5].

In the United Kingdom, the integration of strategic management practices into public sector institutions has been shown to require tailoring to the specific contexts of different organizations [10]. Moreover, the involvement of middle managers and external stakeholders in strategic planning has been found to positively impact organizational performance [9].

The banking sector in Turkey benefits from well-structured strategic management frameworks, which are essential for financial stability and growth [8]. However, public sector organizations in Turkey face unique challenges in implementing strategic management due to bureaucratic structures [7]. In Indonesia, the influence of strategic management on service firms' performance highlights the need for tailored strategies to address sector-specific challenges [23].

In Rwanda, strategic planning has contributed to the growth of telecommunication companies by ensuring well-defined management practices [13]. Similarly, public universities in Uganda have improved their efficiency through strategic human resource management practices [14]. However, in Somalia, particularly in the Customs Department in Mogadishu, poor strategic management practices have posed significant challenges [1]. Strategic management practices in NGOs, such as the Shabelle Relief & Development Organization, have demonstrated substantial impacts on organizational performance through strategic

direction, innovation, and communication [2].

In Somaliland, public sector institutions face significant challenges in strategic management, particularly in strategy formulation, implementation, and evaluation. Despite the existence of national development plans (NDPs), including NDP-1, NDP-2, and the current NDP-3, there is limited evidence of improvements in public service delivery. In the education sector, challenges include a lack of standardized policy frameworks, low funding, and scarce resources, which hinder effective strategy implementation [16]. Additionally, a top-down approach, insufficient strategy assessments, and weak leadership contribute to the issues in strategic management within Somaliland's education sector [16].

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.

A. 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:

- 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.

B. Research Questions

- What is the process of strategy formulation within public sector institutions in Somaliland?
- How do strategy implementation practices affect the performance of public sector institutions in Somaliland?
- What are the key factors that hinder the success of strategy implementation in public sector institutions in Somaliland?
- To what extent does strategy evaluation contribute to the performance of public sector institutions in Somaliland?

C. Research Scope

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 was between February to April 2024.

D. 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.

II. MATERIAL AND METHODS

A. 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.

B. Population, Sample Size and Sampling Technique

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. 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.

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)

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

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

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

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

Therefore, the calculated sample size was 370 respondents. This sample size was deemed sufficient to achieve statistical significance while ensuring the manageability in data collection and analysis. The researcher 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.

C. 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.

D. Data Analysis Technique

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.

E. 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.

III. RESULTS AND DISCUSSIONS

A. 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.

B. Response Rate

The total population considered for the study was 5000, from which a sample size of 370 was utilized. The primary data for this study was collected through questionnaires distributed to 354 civil servant employees, 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 interview with lower

staffs. The response rate to the above survey is shown in table 1 below.

Table 1: Response Rate

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

a. The percentage of respondents' feedback was calculated based on the total number of returned questionnaires divided by the number distributed.

C. Reliability Analysis

Cronbach's alpha (α) 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 obtained in the same statement more than one.

➤ 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

Research Objectives	Cronbach's Alpha	N- item	Interpretation
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 measured by Cronbach's Alpha; values above 0.7 indicate "Good" reliability.

➤ 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	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

c. reliability measured by Cronbach's Alpha; values above 0.7 indicate "Good" reliability.

D. Demographic Characteristics

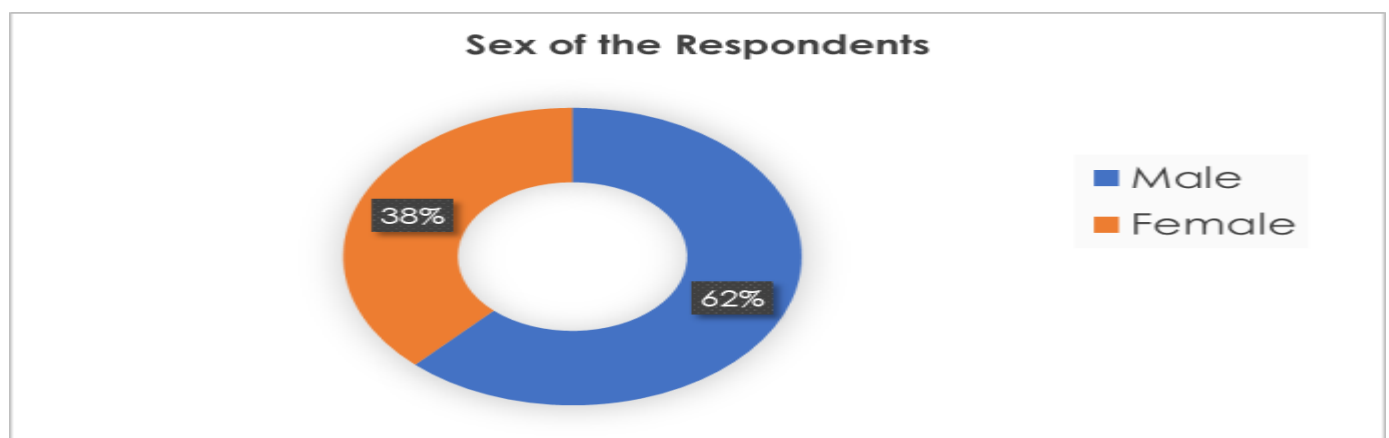


Fig 1: Sex of the Respondents

The information presented in Fig. 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.

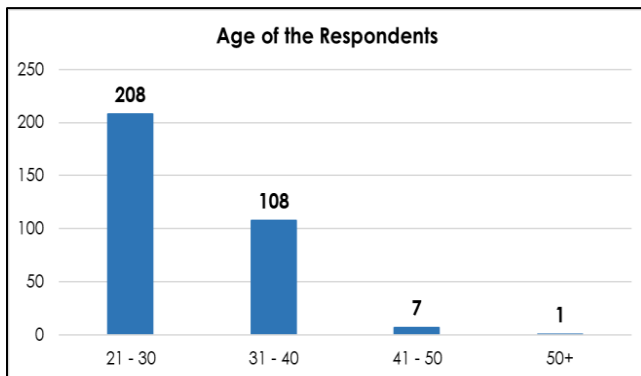


Fig 2: Age of the Respondents

As per the data shown in Fig. 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.

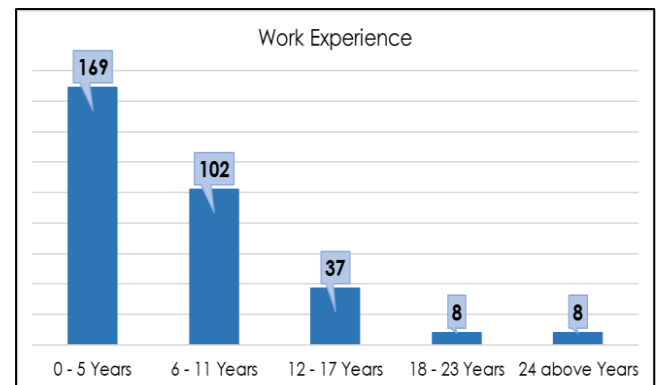


Fig 3: Work Experience of the Respondents

Fig. 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.

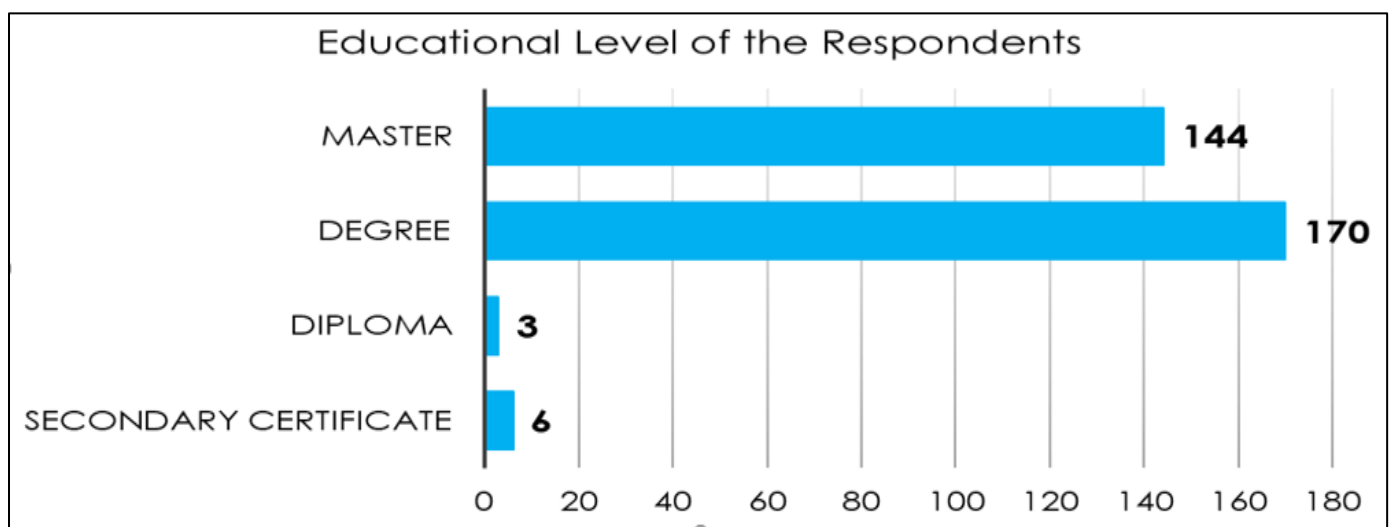


Fig. 4. Educational Level of the Respondents

Fig. 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.

E. 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.

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
Total Average											2.81	1.82	Moderate

The above table (Table IV) shows the analysis of strategy formulation in Somaliland's public sector institutions, with a mean score of 2.81 and a standard deviation of 1.82, indicating moderate effectiveness in the strategy formulation process. In terms of clarity, 46 respondents (14%) strongly agreed that strategy formulation processes are well-defined, while 105 respondents (32%) agreed. However, a significant number of respondents, 88 (27%), strongly disagreed, highlighting the lack of consistency in strategy clarity. The involvement of stakeholders was another critical area, with 39 respondents (12%) strongly agreeing and 89 respondents (27%) agreeing, while 79 respondents (24%)

disagreed, showing that stakeholder engagement is insufficient in many institutions.

Regular review and updating of strategic plans also received a mean score of 2.89, with 46 respondents (14%) strongly agreeing and 82 respondents (25%) agreeing, suggesting moderate consistency in this practice. Despite some alignment with institutional missions and visions, as indicated by 73 respondents (23%) strongly agreeing, the overall process of strategy formulation still faces challenges, particularly in employee feedback and training.

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
Total Average											2.80	1.38	Moderate

The above table (Table V) focuses on strategy implementation practices and their impact on institutional performance, with a mean score of 2.80 and a standard deviation of 1.38, reflecting moderate success in the implementation process. While 38 respondents (12%) strongly agreed and 82 respondents (25%) agreed that institutions effectively implement their strategic plans, 84 respondents (26%) strongly disagreed, revealing a notable inconsistency in the implementation process across institutions. The monitoring of strategy implementation was another area of concern, with 44 respondents (14%) strongly agreeing and 80 respondents (25%) agreeing that it is effectively monitored, while 71 respondents (22%) strongly

disagreed. Clarity regarding employees' roles in the implementation process was also lacking, with only 42 respondents (13%) strongly agreeing and 66 respondents (20%) agreeing, but 89 respondents (27%) strongly disagreed, pointing to communication gaps. Resource allocation, a critical factor for implementation success, scored low, with 31 respondents (10%) strongly agreeing and 57 respondents (18%) agreeing, while 82 respondents (25%) strongly disagreed, indicating that resource shortages are a significant barrier. However, some institutions reported improved performance from strategy implementation, with 69 respondents (21%) strongly agreeing and 102 respondents (31%) agreeing, reflecting pockets of success.

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
Total Average											3.03	1.44	Moderate

The above table (Table VI) highlights the key factors hindering strategy implementation, with a mean score of 3.03 and a standard deviation of 1.44. Resource constraints emerged as a major challenge, with 64 respondents (20%) strongly agreeing and 82 respondents (25%) agreeing that a lack of resources severely hinders strategy execution, while 65 respondents (20%) strongly disagreed. The absence of adequate evaluation mechanisms was another significant factor, with 57 respondents (18%) strongly agreeing and 75 respondents (23%) agreeing, though 58 respondents (18%) strongly disagreed, indicating variability in evaluation processes. Rigid top-down strategy formulation approaches were seen as a moderate concern, with 70 respondents (22%)

strongly agreeing and 58 respondents (18%) agreeing, but 71 respondents (22%) strongly disagreed, reflecting dissatisfaction with the lack of inclusiveness in strategy development. Ineffective leadership was another key issue, with 67 respondents (21%) strongly agreeing and 46 respondents (14%) agreeing, but 83 respondents (26%) strongly disagreed, highlighting how leadership gaps undermine strategy implementation. Insufficient training on strategic plan implementation was also a critical barrier, with 89 respondents (27%) strongly agreeing and 75 respondents (23%) agreeing, indicating the pressing need for more comprehensive training programs.

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
Total Average											2.94	1.38	Moderate

The above table (Table VII) analyzes the role of strategy evaluation on institutional performance, with a mean score of 2.94 and a standard deviation of 1.38. Regular evaluation of strategies is seen as integral to institutional performance improvement, as indicated by 70 respondents (22%) strongly agreeing and 88 respondents (27%) agreeing, though 60 respondents (19%) strongly disagreed, showing that evaluation practices are not uniformly applied. Systematic approaches to evaluation were rated moderately, with 47 respondents (15%) strongly agreeing and 81 respondents (25%) agreeing, while 75 respondents (23%) disagreed, indicating that systematic evaluation processes are not consistently in place. The effectiveness of using feedback from evaluations for future planning scored 2.86, with 44 respondents (14%) strongly agreeing and 79 respondents (24%) agreeing, but 72 respondents (22%) disagreed, suggesting that feedback mechanisms are in place but often underutilized. Communication of evaluation outcomes is a

significant gap, as only 31 respondents (10%) strongly agreed and 65 respondents (20%) agreed that employees are aware of evaluation results, while 100 respondents (31%) strongly disagreed. Despite these challenges, strategy evaluations are recognized as important for identifying areas for performance enhancement, with 80 respondents (25%) strongly agreeing and 104 respondents (32%) agreeing. The link between evaluation and institutional learning also received support, with 60 respondents (19%) strongly agreeing and 103 respondents (32%) agreeing, although gaps in transparency and stakeholder involvement remain, as reflected in the 2.67 mean score for these aspects.

F. 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 the argument 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 [21]. Furthermore, it has been emphasized that stakeholder engagement is critical for effective strategy formulation and implementation [20]. Similarly, it has been highlighted that resource constraints and limited stakeholder involvement are 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 [19].

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 show some positive impacts on institutional performance, there remain significant challenges in areas such as monitoring and evaluation, resource allocation, role clarity, and leadership challenges, highlighting the need for comprehensive improvements. This aligns with the assertion that the content and clarity of strategic plans significantly impact their successful implementation [5]. In addition, the importance of critical elements such as leadership, resources, and monitoring mechanisms in municipal government strategy implementation has been emphasized, which our research also suggests are lacking in Somaliland's public sector institutions [20]. Furthermore, the relationship between strategy formulation, content, and performance is crucial, supporting our observation that unclear strategy content leads to poor implementation outcomes [3].

The third objective findings revealed that key factors that hinder the successful implementation of strategic management in Somaliland public sector institutions are resource constraints, inadequate evaluation mechanisms, and ineffective leadership. These findings align with the identification of similar barriers in public and nonprofit organizations, including resource limitations and leadership issues [6]. Furthermore, the practical challenges in strategy implementation have been discussed, emphasizing the need for adaptive practices and effective leadership [11]. Moreover, it has been underscored that strategic alignment and the impact of leadership and resource constraints on strategy implementation are crucial, reinforcing our findings in Somaliland public sector institutions [18].

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. It has been argued that strategic management in government can significantly enhance public value through effective evaluation [17]. Similarly, a framework for developing results-based monitoring and evaluation systems, crucial for performance improvement but currently underutilized in Somaliland's public sector, has been provided [15]. Moreover, the need for different performance measures to meet diverse evaluation purposes has been emphasized, aligning with our finding that current evaluation practices lack comprehensiveness and stakeholder involvement [4].

IV. 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.

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.

FURTHER RESEARCHS

➤ *To Build on the Findings of this Study, Future Researchers could Explore the Following Topics:*

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

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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