

## A Somaliland Local Government's Review

**Mustafe Mahamoud Abdillahi PhD** 

Kampala International University School of Humanities and Social Science Management Science in Public Management Orcid id: <https://orcid.org/0009-0004-4743-3695>

*Received 26-12-2024*

*Revised 27-12-2024*

*Accepted 19-01-2025*

*Published 20-01-2025*



*Copyright: ©2025 The Authors. Published by Publisher. This is an open access article under the CC BY-NC-ND license (<https://creativecommons.org/licenses/by-nc-nd/4.0/>).*

### Abstract

Somaliland is an unrecognized nation in the Horn of Africa, despite being recognized internationally as a de jure nation. Its neighbours are Djibouti to the northwest, Somalia to the east, and Ethiopia to the south and west. It is situated on the southern shore of the Gulf of Aden. Its declared area is 176,120 square kilometers or 68,000 square miles, and it will be home to over 6.2 million people by 2024. One way to conceptualize local governments is as an elevated degree of political and administrative division inside a country or state. In general, local administrations carry out their duties by using the authority granted to them by the Somaliland Regions and Districts Self-management Law: Since there are no elected governors in Somaliland, a unitary state, local governments normally occupy the second-highest standing in the administrative hierarchy. This paper aims to address the following subjects: women in Somaliland's local government; challenges faced by Somaliland's local government; strategies for strengthening Somaliland's local government; and the historical background of local government, which integrates global, regional, and local history. This article will provide the audience with a comprehensive overview of the challenges affecting Somaliland's municipal administrations. Lastly, this study will make recommendations.

**Key Word:** Local government history, Structures, Challenges and Strategies

### Overview:

Local government refers to the lowest public administration or governance tiers inside a certain sovereign state. In general, local governments are a state or country's political and administrative divisions, or of a larger political organization. Local governments work within the constraints of higher-level legislative actions and/or presidential decisions. In unitary systems, local government usually sits in the governmental second or third tier; in federal states, it usually sits at the third or fourth level. Meyer (1978: 10) Local government organizations across nations vary greatly, and even

in similar structures, the languages specific to a certain country may change. several local government units are commonly referred to by their assigned names, including counties, districts, cities, townships, boroughs, parishes, municipalities, municipal corporations, shires, villages, and local government areas. differing nations may refer to local governing bodies with drastically differing institutional designs, powers, or objectives under the same term.

A democratic political system's cornerstones should be recognized as local governments since

they serve as a vehicle for informed and responsible citizenship. The true characteristics of local government appear to be closer to Marshall's (1965) definition, which underlines three distinct traits: local election or selection; operating with some autonomy within a nation or state, but within a restricted geographic area.

In this country's unitary democratic system, local government is defined by Meyer (1978: 10) as follows: Local democratic government organizations that are empowered to administer and control the social, cultural, and economic environment of their community as well as to offer some local services. These organizations are endowed with defined, controlled powers of government and revenue sources. Some argue that Meyer's definition is flawed because It views democracy as a requirement for municipal administrations, even though they operate not similarly without democracy that national authorities can a country devoid of democracy. For instance, one could label a government toppled in a coup as dictatorial and anti-democratic. Therefore, one may also refer to a municipal government devoid of democracy.

The newly elected president of Somaliland Dr. Abdirahman Mohamed Abdullahi has been appointed for the first time in Somaliland's history Ministry of Local Government (MOLG). The ministry is in charge of "creating, supervising, and directing the decentralized system of governance's efficient, effective, and sustainable service delivery. The ministry is in charge of coordinating and assisting all local government operations to improve Somaliland's socioeconomic situation." MOLG is a cabinet-level government ministry in Somaliland. The ministry is currently headed by Mr. Hassan Ahmed Ma'alin. The President of the Republic of Somaliland, Dr. Abdirahman Mohamed Abdullahi, bragged that they established the Ministry of Local Governments to enhance decentralization and that citizens can access government services in their locality on 8<sup>th</sup> January 2025 the day that the National Political Parties Registration and Approval Committee of the Republic of Somaliland awarding the party

certificate to the three parties Waddani, Kulmiye, and Kaah, marking ten years of their existence in the country. (Dawan Newspaper 2025) argument shows how the newly elected president is interested in decentralizing the Somaliland community's service delivery. However, there are different challenges surrounding fulfilling this vision and they need to be solved seriously.

### **Methods of Research:**

The approach of this study was based on theoretical conceptualizations that can be found in the literature. During Somaliland's precolonial, postcolonial, and brief existence, the country has been developing post-conflict statutes that have resulted in a complete breakdown of institutional service to the public. This work aims to close a gap in the existing literature that hasn't been fully explored yet.

### **Local Government History Throughout the World:**

The Romans employed regional and municipal governments to rule over conquered territory instead of having to do so directly. Rome possessed A huge empire, but its administration only required a small number of imperial officers. This comparatively minimal ruling administrative control was made possible by the propensity in the modern world to outsource administrative operations to local government and private companies for various services related to governments. The city, which was governed by the assemblies, councils, and magistrates of metropolitan areas and the neighboring rural districts, was particularly significant under this system. These cities may be little Greek poleis, home to a few hundred people, or massive metropolises like Alexandria or Antioch. Their sizes could vary substantially. Notwithstanding these differences, these cities had comparable political structures and differing levels of self-governance, based on the standing of the community. Turchin (2006).

Roman colonies occupied the highest echelon of a hierarchy that included cities with no citizenship rights at all and municipalities, some with full

citizenship rights and some with limited Latin privileges. These rank-based differences were also noteworthy. The last class of cities consists of those that have treaties (*civitates liberae et foederatae*), pay tribute (*civitates*), and are free (*civitates liberae*). Taagepera, R. (1979).

In classical Rome, historically, the Latin word "municipium" was used to refer to a town or city. Peter G. (1987) The local government was a social agreement among the town's residents, or mayors ("duty holders"), according to its etymology. As a collective obligation, the mayors acknowledged their obligations in exchange for the protections and privileges of citizenship. Everyone was a city resident.

The division of municipalities did not exist in the Roman Kingdom; instead, the inhabitants of the city's immediate neighbours were either encouraged or compelled to transfer to Rome's urban framework, where they established themselves as Romans in and of themselves and formed neighborhoods. The concept of municipium, a distinct state under Rome's governance, was developed by the Romans during the Roman Republic as a means of incorporating towns into the city-state, it was necessary to distinguish between various municipal categories and other settlements, such as the colony. During Pliny the Elder's tenure in the Roman army, for example, these divisions began to become less useful in the early Roman Empire. Every town and city inside the empire had the same citizenship privileges as Rome at its height of development. The municipality, which is the lowest at the local government level, is referred to as the "municipium"

Ultimately, the Ottoman Empire became a tyranny, with the Sultan serving as the supreme leader of a centralized administration that had real power over its subjects, officials, and provinces. Wealth and rank were often acquired, but they may also be passed down through families. Aghas and viziers, for example, were considered titles. Military service was associated with several problems. Tricht, F, Van. (2011).

An organized administrative framework had to be established as the Empire expanded. As a result, there was a form of power split that resulted in the creation of two separate military systems ("Central Government") and civil administration ("Provincial System"), with military authorities in charge of higher-ranking executive tasks and civil authority in charge of basic administration and the judiciary. Outside of this framework, there were numerous varieties of vassal and tributary states. The majority of the Ottoman-ruled territories were cited in the sultan's official complete style, which emphasized the empire's status and portrayed it as the "successor-in-law" to subjugated countries by employing various noble titles. Tricht, F, Van. (2011). In the divided empire, a governor was attributed to every vilayet. Vilayet came from vassal kingdom located in central Anatolia. The Anatolian beyliks, a group of pre-existing political entities ruled by the House of Osman, eventually gave rise to the Empire.

The lowest class, which included city people, farmers, and villages, was known as the rayah. It specifically refers to non-Muslim subjects (*zimmi*) in both modern and contemporary usage. Under a distinct concurrent framework, small urban or rural groups known as "kazas," led by a qadi (*kadı*), managed civil and judicial administration. Kazas were created by further dividing *Nahiyas*. The *ulema* were the ones who created the *qadis*, a symbol of the sultan's legal authority. As a check on the military system, the civil system was said to exist because *Beys*, the administrative authorities, needed permission from a qadi before imposing punishment. In a similar vein, *qadis* were forbidden from punishing people personally. *Sharia* and *Kanun* law both state that *qadis* reported directly to the ruler. Peter G and Richard S, (1987)

### **African Local Government History:**

While some African countries have long been offering services through indigenous organizations, most started doing so in the post-colonial era. For instance, in addition to a central government, the ancient Egyptian government was split up into multiple local governments. The prime minister, or vizier, was the most powerful person in the king's

administration. He was the nation's chief justice, who had authority over both initial and appeal cases, in addition to supervising the entire administrative system, the central records office of the state, and his role as the main designer for the king. The viziers served in a general capacity as the supervisors of several significant sectors of administration, comprising agriculture, granaries, public works, treasury, and the army. In addition, there were temples devoted to the state deities and royal graves. (Beyer, 243)

Some of the greatest civilizations in history, such as Rome and Greece, adopted the Egyptian system due to its exceptional quality. A highly developed administrative system is evident from the discovery of hundreds of administrative seal stamps. Many of the stamps found pertain to different official agent activities, engaging the village chief in some grain transactions, along with three hieratic inscriptions. Every one of these measures was overseen by a vast and intricate oversight body (Garcia, 2013). Centralization and control of the government served as the cornerstone for the growth of ancient Egypt. In ancient Egypt, there were two different types of governance: national and municipal governments. The central government was led by the pharaoh. The vizier was in charge of several significant government departments, including the army, treasury, public works, granaries, and agriculture. Furthermore, there were temples devoted to the state deities and the tombs of the rulers. (Beyer, 243) The only thing that could save the worker from starvation was the remote possibility of a grey existence. All other matters were handled by and for the State.

The system that was used in ancient Egypt was known by the term Ptolemys. Since the start of their reign in ancient Egypt, the Ptolemies took up a purposeful strategy to oppose the forces that threatened and toppled the central government. They exploited a political-religious concept that had been the foundation of the Egyptian state from the beginning. The doctrine of central tenet was that only the king possessed unlimited control over all of the nation's material resources, including personal riches. This notion of divine authority

served as the foundation for Ptolemaic governmental, social, and economic policy. They imposed strict adherence to it on the Egyptian feudal system, especially the temples and the priesthood, and provided a detailed sketch of it. (Rodríguez et.al 2011).

The political, social, and economic framework of Ptolemaic Egypt is beginning to come into focus. Nash, for instance, argues that Egypt's collapse after 1100 BCE was partly caused by an erosion in the administrative system's efficacy as a result of the priest-managers adhering to rigid, austere, and religious formalism and was not prepared to change the long-standing administrative practices. (Nash, G.D. 1969) Government spread throughout the country thanks to the building of ceremonial centers and temples that together represented the pharaoh's realm of influence. But the local nobility's backing was a vital, if not always evident, component of the government. Garcia (1995)

### **Somaliland's Local Governments' Historical Background:**

During the Protectorate and short period of independence, Somaliland's local governance was primarily governed by the Local Governance Ordinance of 1953. However, In 1951, the establishment of the first district advisory councils, when town councils were instituted, and they were tasked with collecting local taxes. They faced strong opposition when they were given the power to oversee local services in 1953, most likely as a result of the negative perception of local taxes. The six regions of Somaliland were composed of six major districts. All of the districts were represented in these district councils, excluding the capital city of Hargeisa. A full-time executive officer was appointed to oversee the council's executive authority, according to the guidelines set by the councils and their committees. While some council members were appointed, others were elected. Councils imposed land rentals, fees, and property taxes, or rates. (Somaliland Protectorate 1944-1950).

The position of Akils, or traditional clan heads, who opposed the system because they believed

their customary influence had been diminished, was addressed in the Local Authorities Ordinance of 1950. Still, the changes were implemented piecemeal, beginning with Akils's pay. The Ordinance empowered some Akils to assist the District Commissioner and other officials in maintaining peace and order, enforcing rules and regulations where necessary, and above all pursuing criminal charges against members of the Akils' clans. Although Akil's system has been successful in Somaliland for the last fifteen years, it is not recognized by the national or local government systems. The only time this isn't the case in Somaliland is when the Ministry of Internal Affairs works closely with local officials to keep the peace in the community. The Akils currently use a non-statutory forum called the Sultans' Council. (Somaliland Protectorate 1944-1950).

Law No. 14 of June 14, 1962, established districts and regions within the nation. Ultimately, two of the eight regions that compose the Somali Republic were part of Somaliland: Hargeisa and Burao. The governors in charge of each region were nominated by the interior minister. The Local Administration and Local Council Elections Law (Law No. 19 of 14/08/1963), which outlined the functions and protocols of local district councils, acted as a significant inspiration for the current Somaliland Regions and Districts Law. The first local council election held in compliance with this law was held in November 1963. Its democratic structures abruptly ended in 1969 when the military took control of the local administration.

Somaliland started the process of rebuilding its local democracy after regaining its independence in 1991. Article 22 of the Somaliland National Charter 1993 emphasized the establishment of democratic local councils at the regional and district levels. The 1997 Interim Constitution, which currently outlines the guidelines for local administration in Articles 109 to 112, also reflected this. Before the 2002 Regions and Districts Law, Somaliland's main local government legislation was the 1993 Law on the Organisation of the Ministry of Internal Affairs and the Management of

the Regions and Districts. Somaliland Government (2019).

The principal legislation governing Somaliland's local government is the Regions & Districts Law (Law No: 23/2002), which was substantially amended in 2007 and lastly amended in 2019 while keeping its original name and number. There are now 109 Articles and a schedule in the amended law. Law no 23, formally recognizes the country's division into six regions, each of which consists of several districts. Districts are then created from inside the villages. The Regional Councils are non-elected bodies that are composed of the elected mayors of each region's districts. However, district councils are selected per the Presidential and Local Elections Law's criteria. District councils pick village council members based on recommendations from village elders and other distinguished citizens. Oliver H. (2021).

### **Somaliland's Local Government Structures:**

The administrative framework of local government serves as the basis for formulating and implementing public policies at the local level. In addition to defining the relationships between its various parts, an organization's structure also establishes its power and character. It's critical to differentiate between informal kinetic structures and formal static structures. The static structures can be replaced by an organ and skeleton organizational chart. Conversely, the informal structures that make up complex living things are better understood regarding their functioning compared to their outward attributes. The Chief Executive Officer and staff as administrative authorities and the Council and its committees as legislative authorities will be the instruments of representation and discourse that gonna be considered. Somaliland Law No. 23/2019, Part 5, specified the District Council's functions and structure in Articles 35 - 39.

Article 35 states that the district council is constituted under three sub-articles: the regional administration The local assembly will possess

- a) Executive Committee
- b) Standing Committee and

c) Subcommittees and village committees under the Local Council District

For the convenience of Somaliland's residents and other interested parties, the local administrations are described on this page.

### **I. The Council:**

The council is the main body that represents local government. The degree of representative government in a local unit is determined by two primary factors, one matter to consider is how much a council can represent and respond to the public; another is how much authority the council can set and implement local policy goals (Humes & Martin, 1969: 80-81).

In Somaliland, the number of members of local councils is usually determined by the population of the local government unit. especially Somaliland's regional capitals. Districts B and C each have a specific number of local council members. Legislation No. 23, which governs local governments in Somaliland, establishes the number of local councils in each of the 23 districts where member elections are permitted by law.

### **II. The Executive Committee:**

Due to its tiny size, the council finds it difficult to perform all of the duties expected of it by the local government as a whole. Consequently, a few auxiliary organizations have been set up to support the council in performing its functions. Among these groups is the Executive Committee.

An executive body inside a local government unit, the Executive Committee's main duty is to plan, coordinate, and supervise all or most of the unit's operations. The three main, executive organs are interconnected functions initiation, integration, and interpretation. An executive organ must take the initiative in drafting and implementing laws that are necessary for the efficient operation of local government and that serve the public interest. The second crucial responsibility of an executive branch is to incorporate all local operations into a logical, functioning whole. An executive branch that participates in the continuous procedure for creating policies and execution has a critical duty

when it comes to interpretation. Those who help with implementation must interpret the policy objectives if the obligations are to be meaningfully accomplished (Humes & Martin, 1969: 113-114).

Article 36 of Law 23 highlights the composition of the Executive Committee and specifies The mayor, deputy mayor, and executive secretary of the district make up the three members of the district council's executive committee.

The Somaliland Law of Regions and Districts, Article 42 states the function of the executive committee, and their functions are as follows;

1. Completing the District's daily administrative tasks
2. Keeping an eye on and guaranteeing the efficient operation of District operations
3. Application and application of the District Council's decision.
4. Application of laws, rules, and directives from the government and the District Council's standing committee.
5. Preparing for and carrying out the budget's implementation.
6. carrying out and overseeing development projects.
7. To present to the current Committee, assemble executive summaries. detailing the tasks that have been performed in between meetings and those that still need to be completed.
8. Bringing the government's urgent orders—which cannot wait for the Assembly session—to the committee
  - a) The Council's Executive Committee has the following authority: using costs
  - b) Administration and distribution of urban land positions by the urban land management law, while adhering to the overall layout of the city. Under Regulation 17/2001.
  - c) Submit proposals for tax hikes, decreases, assessments, levies, evaluations of their authority, and additional services provided to

the Interior Ministry for authorization by the House of Representatives.

- d) At the District level, they can reach deals with any interested party while adhering to national laws.
  - e) They can follow the National Contracts Act's procurement process to interact and transact with a company, or individual, and more about their roles.
  - f) They can stand in for any individual or activity that is associated with D/Hose. g) Whenever there is a necessity for the public interest, they can offer personnel, tools, services, and lodging; the Standing Committee and the Interior Minister will approve this while notifying the general auditor.
9. creating the D/Lower Staff Recruitment Council and making recommendations to it for both permanent and temporary employees
  10. Acceptance of the Regional Council members' leaves of absence

### III. Special and Standing Committees of the Council:

It's critical to distinguish between standing and special committees. Ad hoc committees sometimes referred to as special committees, are established with specific goals in mind and are meant to be abolished when those goals are achieved, even though the members of a standing committee are subject to change, the group remains active. Until the committee system of the council is generally reorganized, a standing committee is considered permanent, standing committees have increasingly important responsibilities in the continuous local government process (Laski, 1936: 82).

Most committees address matters about a particular area, category of activity, or aspect of local government administration. The majority of council committees are established to handle matters that affect a certain objective or activity, including land issues, public health, education, or libraries. The organizational frameworks of local government bodies are often reflected in the

assemblages of these committees. This arrangement along so-called vertical lines allows the education standing committee, for example, to work closely with the education department. The decisions made by the committees require the council's approval (Wheare, 1955: 66). A council's leaders have the official authority to govern its committees, and leaders of committees and councils can have a great deal of informal influence on committee decisions.

Somaliland Law 23's Article 37 established the Standing Committee. 1. The District Mayor is a member of the District Constituent Assembly Standing Committee. 2. The District Deputy Mayor. 3. Executive Secretary. 4. The heads of the subcommittees of the District Council.

Article 38 emphasized the creation of subcommittees within local councils. It has one. The three Sub-Committees that local councils in Grade "A" and "B" Districts will have are as follows:

- a) the Committee on Economic and Financial Development, which will support local councils on matters about the economy and finances;
- b) the Committee on Security and Social Affairs, which will support local councils on matters pertaining to social and security issues; and
- c) the Public Works and Roads Committee, which will support the Councils on matters pertaining to public works and roads.

### IV. The Committee of the Village:

Although smaller towns and hamlets are sometimes frequently referred to as villages, a village is a community with a densely populated human population. typically with a few hundred to a few thousand people living there. It is not as big as a town, but it is bigger than a hamlet. Although they are usually found in rural areas, certain urban neighbourhoods are sometimes known as "urban villages." Although transient settlements are possible, permanent villages with fixed residences are more common. A village's residences are also

more closely spaced from one another than a dispersed hamlet's, which are widely dispersed throughout the landscape. Grang S., Dr. (2006)

The village, which is the lowest tier of Somaliland's political ladder, does not select its representatives. The committee of villagers is a community-based group. that enables Somaliland's villagers to engage in self-management, self-education, and self-service, as per Article 39 Law No. 23.

1) The local council authorizes the district chairman to propose members of the Village Administrative Council after consulting with the traders, elders, and village scholars.

Village committees can include up to seven equal members, each of which can be further subdivided into smaller groups.

#### **V. Chief Executive Officer (Secretary-General):**

The chief executive job is essentially the center of attention in a municipal government organization. He or she is in charge of setting up the local government's personnel and representative aspects. As the center of the local government system, the chief executive officer performs this role. He or she works closely with the council to create policies and designates personnel to implement them (Humes & Martin, 1969: 125-126). Oftentimes, he or she helps the executive committee reconcile those two aspects of municipal government.

In addition to spearheading concept development, the CEO is crucial in justifying ideas and mobilizing support for them. He or she is expected by the people and the council to ensure that the ideas are produced with their best interests in mind. For the proposals put forth by the chief executive officer to be adopted, either directly or indirectly, they must receive sufficient backing from the council and the electorate to allow the incumbent to keep their role and the council members that back its reelection (Ridley, 1959: 13). Since local government policy coordinators are the primary point of contact for coordinating the application of policies, they have the resources to look into and after that, make the various technical considerations that influence making decisions in

addition to how each choice will fit into the overall framework of the policy (Humes & Martin, 1969: 127).

A representative organ's decision has no real meaning until it is put into action. This illustrates why the CEO's role as the head of the local labour force is equally important as his or her contribution to the formulation and defense of council and executive committee decisions. Disposition of executive power invariably involves discretion. The level of confidence and collaboration between the local chief executive and other governmental authorities, such as personnel With delegates from more senior units, as well as local and national norms, local unit legislation, and other factors all influence the degree of discretion employed. Within the Regions and Districts Self-management Law, No. 23/2019, Article 48 outlined the executive secretary's whole scope of duties. Article 49 deals with the nomination and removal of the executive secretary, whereas Article 50 details the salary and benefits of the post.

#### **VI. The Staff of Local Governments:**

A local government's personnel are those engaged in formulating and implementing local policy. The bulk of the local staff organization is composed of departments, which are established by local governments with a large workforce. The main objective of most departments' establishment is to manage all matters related to one or more distinct goals or pursuits, or two or more closely related associated goals or pursuits. For example, a city may have departments dealing with security, firefighting, and public safety issues altogether, which would manage all issues pertaining to the security of the people, public safety, and fire. There may be further departments established to handle duties like public works. planning and social affairs. These groups are also known as line departments at times. (Ridley, 1959: 13)

The structure and duties of the district local government administration are heavily stated in The Somaliland Regions and Districts Self-Administrative Law 23 2019 is found in Chapter 8.

Article 71 specifically states the district municipal administration.

- a) The composition of the local administrations in the grades (A), (B), and (C) districts. possess the departments the Department of Administration & Finance that are required for their operations, but they are vacant.
- b) Department of Land and Public Works.
- c) Revenue Agency.
- d) The Social Affairs Department.
- e) Department of Planning.
- f) Additional departments as determined by the local council.

Under each of the departments listed in paragraph 1, there are "Head Units" and sub-sections.

The rank "D" is stated in subarticle 5.

- a) The Department of Administration and Taxation is one of the two "Head of Service" divisions that each district will have.
- b) Services for Social Affairs and Land Department. based on the Ministry of Interior's assessment of income growth and the Growth Economy appropriate to each district's level, the districts will be established.

According to Article 71, Sub-Article 7, each district must designate and possess an internal auditor. The municipal council gives its approval to the Executive Committee.

### Public Service Delivery via Local Government

The Municipal Research and Services Centre (1993) defined service provision as the real act of providing a service, such as street lighting or the removal and pickup of rubbish. In line with this notion, Whitaker (1980) notes that, based on the kind of service being provided, the client is the primary beneficiary and that, in every case, the primary customer change occurs through intervention. Change in health, education, viewpoint on family and society, or social services can only be affected by the person receiving the

services. He or she is a crucial co-producer in the case of a personal shift (Whitaker, 1980). The agent or service provider's only tools for advancing the process are their actions and knowledge. Whitaker continues, "An agent is unable to initiate the necessary changes on their own, even though they may help someone receive services by providing options, encouraging behaviour, presenting techniques, and providing assistance and counsel." When the agent and the citizenry work together, the intended change is accomplished. (Whitaker, 1980).

The public sector should supply the services needed by a society to protect and improve its well-being as a basic obligation of the state and its institutions. To carry out this, government agencies require organizational frameworks and personnel who are appropriately qualified yet need aid in performing their jobs (Whitaker, 1980). Public services are delivered through a network of connections between legislators, service providers (such as bureaucrats, physicians, and educators), and recipients, claim Besley and Ghatak (2007). They contend that analyzing the incentives influencing lawmakers' and service providers' actions is essential to providing services in a way that best meets consumer wants. The authors continue by stating the primary issue in the delivery of public services is identifying and maintaining the different parties' the different parties' obligations. According to Tamrakar (2010), the supply of public services is described by by rule compliance and is influenced by inputs. This is demonstrated by the reality that, relative to the market, formal contractual agreements usually have a very small or nonexistent influence on how public services are delivered (Besley and Ghatak 2007). They conclude that offering public services is founded on four primary

- 1) Offering public services is frequently motivated by a mission, It implies that the organization's goal takes precedence above the typical private sector idea of maximizing profits.
- 2) Public service delivery involves accountability in the political, administrative, and

commercial domains. Control refers to the process of assigning particular people to decide and establish the system of incentives and penalties based on the choices made by agents, even though formal ties are not required for control.

- 3) When competing with private organizations for funding and clients, public organizations might have to band together to survive.
- 4) Providing high-quality public services requires the use of resources for policy assessment when beneficiaries are unable to hold front-line actors directly responsible due to missions that are too feeble or misaligned. (Besley and Ghatak, 2007)

Tamrakar (2010) argues that public services ought to put the needs of its users first, instead of concentrating on what suppliers are prepared to deliver. But the public service delivery systems in most developing countries especially Somaliland are inefficient, costly, labour-intensive, opaque, and clogged with red tape. Tamrakar (2010) asserts that rather than acting as the public's slaves, public servants have typically behaved like masters with little regard for accountability or transparency. But the public today sees the public sector as just another service provider they have to pay taxes for since they are used to the better quality of service provided by the private sector.

Twelve provisions, from Article 73 to Article 86, in the Technical Issues and Social Services chapter of the Somaliland Regions and Districts Self-management Law, No. 23/2019, cover all social and technical services that local governments offer to their citizens. What each article covers is listed here. Technical Agreements, Article 75; Telephone and Electrical Installations, Article 76. Articles 77 and 78: Slaughter and Injuries and Public Transport Articles 79, 80, and 81 deal with sanitation; Article 82 deals with roads; Article 83 deals with emergency entry into pharmacies; Article 84 deals with price cutting; Article 85 delineates business enterprises and their organization; and Article 86 deals with local bodies.

### Electronic Services for Local Government:

"Digitalisation" (Brennen & Kreiss, 2016) is the term used to describe the growing use of cutting-edge digital technologies in government to accomplish various objectives, such as improved service quality, better efficiency, and the realization of democratic aims. Digitalization narratives can be found in policy, the media, and scholarly discourse. Nyhlén and Gidlund (2022) observe that there is infrequent opposition to these tales. Thus, there's a potential that they could support and facilitate the propagation of false narratives and misconceptions about the superiority of technology in the digital realm (Bekkers & Homburg, 2007). Nyhlén and Gidlund (2022, p. 340) assert that digitizing policies become the remedy to every issue.

E-government is becoming more popular as a means of enhancing public opinion of political administration and boosting public confidence in governments (Rodríguez-Domínguez et al., 2011). Therefore, It is anticipated that e-government will significantly influence future developments in public administration and governance. As a result, it will encourage innovation in government procedures, increasing their efficacy and efficiency and opening up new channels for public involvement (Lee, 2010). Its two main goals are to increase public trust in governments and to increase public administration's accessibility to the public.

The Somaliland Local Governments Organisation (ALGASL) website states that e-services covering five categories, including national identity, are offered by local governments in Somaliland to their constituents. Because most consumers are elderly and follow traditional service delivery methods, property concerns, land, businesses, and certifications are all dependent on e-services and cannot operate efficiently without them. These online services could include

1. **National ID card:** Districts support the issuing of national identity cards. They carry out the initial screening and verification process to ensure that only eligible citizens are handed

national ID cards. This duty can now be completed online by the districts, and if you like, you can apply in person.

## 2. Property E-Service

- I. **The process for online property registration and stamp duty payment in Somaliland:** A property can be registered both online and offline. By visiting the Online Property Registration Page, a buyer may finish the application and make the payment online.
- II. **Building Permit:** Building permits and completion certificates are issued by local governments using a set of procedures and guidelines that they have developed. accordance with applicable national laws, regulations, and processes. This allows them to obtain prior approval before starting any developments on the site. The process for online property registration and stamp duty payment in Somaliland. A property can be registered both online and offline. By visiting the Online Property Registration Page, a buyer may finish the application and make the payment online.
- III. **Building Permit:** Local administrations currently devise a series of guidelines and actions for giving Building Licenses and Certificates of Completion by applicable national laws, regulations, and processes. This allows them to obtain prior consent prior to initiating any developments on the land.
- IV. **Property Tax:** As per the appropriate council ordinances and Law No. 23/2019, property taxes are one of the primary sources of income for local administrations in Somaliland. It supports local governments in their efforts to finance crucial municipal and social services.
- V. **Fees for Building Permits:** To obtain prior approval before starting any works on the land, by relevant national legislation, rules, and procedures, local governments have developed a set of guidelines and processes for issuing

completion certificates and building permits.

- VI. **Tax on the sale of real estate:** Districts offer assistance with property transfers and levy taxes in compliance with Law No. 23/2019, as well as their own regulations and related policies and processes.

## 3. Land E-Service

- I. **Online Land Registration:** In general, all land within the districts must be recorded in the documents of the municipal government. One option available to landowners is online property registration. by following the instructions below.
- II. **Land Tax:** According to applicable council ordinances and Law No. 23/2019 one of Somaliland's primary sources of funding for municipal governments is land taxes. It is necessary to pay for public services and the activities of local governments.
- III. **Tax on Land Transfer:** When properties are transferred, districts obey Law No. 23/2019, their bylaws, and related policies and procedures in addition to helping with the land transfer and levying taxes.

## 4. Business E-Service

- I. **Business Registration:** Theoretically, the records of the local government should contain information about every firm that operates inside the districts. Business owners can use the procedures outlined below to register each of their firms individually online.
- II. **Business Tax:** Per According to Law No. 23/2019 and the applicable council ordinances, one of Somaliland's main sources of income for local administrations is company taxes. It is necessary to pay for public services and the activities of local governments.

## 5. Certificates E-Service

- I. **Citizens birth certificate:** the official birth certificate being issued, which will prove the child's nationality, location and date of birth, and ancestry, can be requested by citizens using this service for

newborns. It is necessary to turn in the parents' original documentation.

- II. **Foreign birth certificate:** Using this service, customers can request the issuance of an official certificate for a newborn, which will attest to the child's nationality, birthplace, date, and ancestry. It is necessary to turn in the parents' original documentation.
- III. **Getting a Marriage Certificate Issued:** Marital licenses are issued by the local government authorities. After fulfilling the Sharia prerequisites for marriage, married couples can apply online for certificates.
- IV. **Divorce Certificate:** The issuance of divorce certificates is one of the responsibilities of local governments. Any couple may apply online for a divorce certificate after completing the Sharia divorce processes.
- V. **Issuing of a Death Certificate:** One of the responsibilities of municipal governments is the issuance of death certificates. The surviving family members of the deceased may apply online for the certificates. The GovSomaliland.online website of the responsibilities of municipal governments is the issuance of death certificates. The surviving family members of the deceased may apply online for the certificates. (The GovSomaliland.online website)

If Somaliland's inhabitants are able to use these online services, they are extremely happy. The researcher did note that not all 23 districts with local councils or political representation had access to these services, though. Additionally, empirical research must be done.

### Women in Local Government

Somaliland has held eight functional elections and one constitutional referendum since 2001. The most recent election in the republic, which took place on May 31, 2021, combining local council and parliamentary elections, followed this tradition. During the peaceful election, the opposition parties gained momentum on the incumbent party.

In the elections of 2021, not a single female member of parliament was elected. The problem of women being excluded from politics is not a new one, even though it seems unprecedented right now. Before these elections, there were nine female municipal council members and one female member of parliament. Somaliland is unusual in Africa because it now has the fewest number of women among its 220 elected councilors and none at all among its 82 elected MPs.

This unsatisfactory result happened despite considerable expectation. For many years, the civil society organisations in Somaliland have pushed for party lists to incorporate a thirty percent gender quota to guarantee women's representation in the political sphere. Even though the 2020 electoral law modifications did not include a voluntary quota of six female parliamentary candidates per party, all three parties agreed to it.

When it came time for the election, however, the two biggest parties betrayed even this minimal promise. In particular, "open lists," which denied female candidates equal opportunities to participate, harmed them during the nomination process. The low percentage of female political representation in Somaliland is especially noticeable in light of the high level of female political participation. Not only are women under-represented on local councils, but they are also missing from all 78 Districts with a D ranking and the sub-district chairs in six regional cities. Sonsaf (2021)

### Somaliland Local Governments' Challenges

Somaliland's municipalities are dealing with a serious problem that appears to be deteriorating annually. Since municipal government involves everyone, it is everyone's responsibility to persuade individuals and groups within the community to become interested in local government matters. This will facilitate greater communication between the public and the government.

#### 1. Performance Challenges

A few important reasons why municipalities do poorly are as follows:

- a) Not enough qualified candidates for key positions or insufficient experience in key positions.
- b) penalties for misbehaviour and poor performance.
- c) unsteady direction.
- d) inadequate internal controls, and inadequate safeguards against abuse.
- e) The political leadership's reaction to the root causes of the poor audit results; and the lack of a municipality yearly performance report.

## 2. Local Government Corruption

Understanding the consequences of corruption is nearly as challenging as comprehending its complex and malevolent character. Corruption undermines the capacity of the state to offer superior services in several ways. Fiscal resources are dependent on economic activities, therefore growth's negative repercussions affect the budget by taking away funds that could be utilized to provide services for the less fortunate. Situations in several municipalities in the Somaliland region are severe. The three pillars of Somaliland's government are accountability, transparency, and responsiveness. Throughout its history, Somaliland's local government has continuously faced elevated degrees of malfeasance despite these principles. Local government representatives misuse and abuse public monies without being held accountable. In Somaliland, corruption is a common problem in local government. As a result, those involved in these institutions came up with the English adage "Dry fingers cannot massage," or "Farra aan dufan lahayn waxba ma duugaan."

## 3. Absence of Knowledge, Abilities, Aptitude, and Credentials

Somaliland's municipalities are dealing with a lack of skilled workers statewide. It seems that the adage "a fish starts to rot from the head to the bottom" is most frequently used about the insufficient knowledge, training, and certifications in government. The selection of representatives who possess the necessary competencies and talents is the main reason why communities receive unclean audit reports.

## 4. Accountability in local government

While citizens cannot topple governments by making them observe the law, they may succeed in doing so if they can convince the ruling class that they will face consequences for their past actions. When people can identify when their government is working in their best interests and punish those who are not, governments are said to be "accountable." This guarantees the reelection of those in authority who act for the public good and the election of those who do not lose. Accountability ensues when voters, whom they view as their "citizens," decide to retain the current official in office only in situations where it promotes the interests of the parties. (Democracy, Accountability, and Representation 1999: 40). When the current leader chooses the policies necessary to win reelection, responsibility begins to emerge at this point. People in Somaliland will reelect council members They understand you are dishonest and haven't done a good job serving the community since they are members of the same tribe. This has occurred more than once. In Somaliland, there is no accountability for the local administration.

## 5. Political or cadre deployment

"Cadere deployment" is the global practice of inserting party cadres and supporters inside government agencies. Its foundation is a system in which the political party in power appoints its members (loyalists) to crucial posts without taking into account the necessary education or work experience. This system has serious implications. Because of this attitude, municipalities are becoming tense places to be. Political party divides are so great that they are impacting local government matters and making some of them dysfunctional. Somaliland's capacity to offer services to its residents has suffered greatly as a result of the decrease in accountable, effective, and democratic local governance brought about by factionalism and patronage politics, corruption, bad management, the use of cadres, and political involvement.

## Strategies to Improve Service Delivery

Since the service sector is becoming more and more vital in more and more important in many countries' economy, providing excellent services is viewed as a key plan for survival and success in the current environment of intense global competition. (Parasuraman et al., 1985). Enhancing service delivery's improving service efficacy and efficiency is the primary objective. Provision. According to a 2009 World Bank report, new intelligent service delivery frameworks must be implemented to address the numerous pressing issues that contemporary cities face. This strategy is justified by the reality that cities in the industrialized world are becoming more and more the engines of their national economies. The GDPs of Tokyo, Paris, Zurich, Prague, and Oslo combined, according to the World Bank (2009), make approximately

According to Jooste (2008), contracting utilizing institutions, the market for services, and public values can enhance how well services are rendered and provided. They argue values that ought to be maximized in service delivery are determined via democratic procedures and the choices of stakeholders. Furthermore, The contractual instruments that are accessible for resolving conflicting values are defined by governmental laws and organizational structures. Additionally, the particularities of service markets impact which suppliers and contracting tools are most appropriate for fulfilling stakeholder values (Jooste, 2008). A complicated combination of tactics is needed to guarantee that service staff members maintain customer-focused behaviour and are capable and motivated to provide high-quality services. Employee quality will rise if they are consistently encouraged to prioritize the needs of customers. To cultivate a workforce that prioritizes customer satisfaction and service excellence, organizations must choose the right personnel, give them with the necessary training, assemble the required backup systems, and hang on to the best staff members (Jooste, 2008).

The Economic Commission for Africa (ECA) said in 2003 that a country's public sector plays a crucial

role in its success. It needs to employ measures that will improve output volume and service quality to continue being sustainable, effective, and prosperous in adapting to the changing needs of the public. It highlighted many strategies that African nations should put into practice to increase the effectiveness of the public sector. These tactics, which center on the conditions that must be met to enhance the provision of services by the public sector generally, are based on the notion of a government that is "lean." This necessitates a government that prioritizes, via carefully thought-out laws and regulations, fostering the development of the populace and the business sector while collaborating with all relevant stakeholders. ECA (2003) states that general management of quality, organizational strategy management, training and development, and "Lean's method" are the primary methods for improving service delivery using the Six Sigma methodology. The phrase "Six Sigma" describes techniques and tools for enhancing production procedures. The approach looks for and removes the root causes of flaws and variances in business procedures. The DMAIC stages of Six Sigma are used in Lean Six Sigma. The acronym stands for define, measure, analyze, improve, and control. It refers to the data-driven, five-step process for improving and optimizing George, Michael L. (2002).

## Conclusion:

This paper emphasized the historical background of local governments, (internationally, regionally, and locally); it explained the structure of Somaliland's local government based on the Somaliland constitution and other pieces of literature; and it showed the audience the role of women in the local administrations in Somaliland. The E-services of local government are part of what the researcher presents in this article. This article also provides the audience with a comprehensive overview of the challenges affecting Somaliland's municipal administrations and its strategies to overcome them; finally, this study will make recommendations.

## Recommendations:

The recommendations made in this article specifically center on the following significant subjects:

- The new ministry of local government must improve the service delivery of local governments and the inter-relationship between central and local government
- The Somaliland Regions and Districts Self-management Law, No. 23/2019, has reorganized the goals, duties, roles, and responsibilities of the Local Governments using the designated structures.
- Due to the general similarities in the duties and responsibilities performed by LGs, local government structures have been reorganized, simplified, and rationalized;
- The private-public cooperation has been mainstreamed by the general frameworks that have been offered;
- The job levels have been reorganized and harmonized to demonstrate their varying levels of functionality and obligations;
- The personnel levels and qualifications for individual job listings have been examined To be able to satisfy the needs of service delivery and job criteria. To cut down on unnecessary resource consumption, non-core, unnecessary, and duplicated functions have also been streamlined.
- For local government to carry out its public duties as required by law no. 23 and the constitution, an assessment of its institutional structure is required to ascertain whether it encourages or makes negative contestation more intense; to strengthen people and material resources' capacity;
- And to remove any corrupting element, whether they be non-systematic or systematic.

## References:

1. Abbott, F.F. and A.C. Johnson, *Municipal Administration in the Roman Empire* (Princeton: Princeton U.P., 1926)
2. Bekkers, V., & Homburg, V. (2007). The myths of e-government: Looking beyond the
- assumptions of a new and better government. *The Information Society*, 23(5), 373-382.
3. Besley, T. & Ghatak, M. (2007). Reforming Public Service Delivery. *Journal of African Economies*, Volume 16, AERC Supplement 1, pp. 127–156.
4. Brennen, J.S., & Kreiss, D. (2016). Digitalization. *The international encyclopedia of communication theory and philosophy*, 1-11.
5. Dawan Newspaper (2025) <https://wargeyskadawan.com/2025/01/09/xi-sbiyada-waddani-kulmiye-iyo-kaah-oo-shahaadadda-xisbinimo-guddoomay/>
6. Department of Indigenous Affairs. (1999). Focus Paper on: The Provision of Local Government Services To Aboriginal Communities. Aboriginal Affairs Department, Western Australia, 15 November 1999.
7. Dr Greg Stevenson (2006), "What is a Village?" Archived at the Wayback Machine, *Exploring British Villages*, BBC, 2006, accessed 20 October 2009
8. Economic Commission for Africa. (2003) Development Policy Management Division. Addis Ababa.
9. García, Juan Carlos Moreno, (2013) ed. *Ancient Egyptian Administration*. Brill, 2013.
10. George, Michael L. (2002). *Lean Six Sigma: Combining Six Sigma Quality with Lean Production Speed* (1st ed.). McGraw-Hill Education. ISBN 978-0071385213.
11. Gwayi, M. S., (2010). Masters' Thesis: Service Delivery Challenges: King Sabata Dalindyebo Local Municipality: Mthatha. Nelson Mandela Metropolitan University, South Africa.
12. Humes & Martin, 1969: 96. *The Structure of Local Government* Published by International Union of Local Authorities,
13. Jooste, S. F. (2008). A New Public Sector in Developing Countries. Collaboratory Research on Global Projects, Ortega

14. K. C. Wheare (1955: 39-40) Reviewed Work: *Government by Committee: An Essay on the British Constitution*.
15. Kim, Yöng-jun, "Political ideas of Harold J. Laski." (1961). Masters Theses 1911 - February 2014. 2558. <https://doi.org/10.7275/10682661>
16. Lee, J. (2010). 10 years retrospect on stage models on e-Government. *A qualitative meta-synthesis, Government Information Quarterly*, 27(3), 220-230.
17. M. Rostovtzeff the Journal of Egyptian Archaeology, Vol. 6, No. 3 (Jul. 1920), pp. 161-178
18. Marshall, A. (1965), Financial administration of Local Government. George Allen & Unwin, London. PP 1-5.
19. Meyer, J. (1978) local government law- Volume 1- General principles. Durban, Butterworth.
20. Municipal Research and Services Centre. (1993). Municipal Services Delivery: A Survey of Washington Cities and Towns. Report No. 26. Municipal Research Services Center of Washington.
21. Nash, G.D. (1969) *Perspectives on Administrations: The Vistas of History*. Berkeley: Institute of Governmental Studies,.
22. Nyhlén, S., & Gidlund, K.L. (2022). In conversation with digitalization: Myths, fiction or professional imagining? *Information Polity*, 27(3), 331-341.
23. Oliver H. (2021). "*Maalgelinta Horumarinta Waarta ee Magaalooyinka 4*" (PDF). Retrieved 2023-05-28.
24. Parasuraman, A., Zeithaml, V. & Berry, L. (1985). A Conceptual Model of Service Quality and Its
25. Peter G and Richard S, (1987) *The Roman Empire: Economy, Society and Culture*. London: Duckworth, Pp. viii + 231, 1 map. ISBN 0-7156-2145-9 (cased), 0-7156-2147-5 (paper).
26. Przeworski *et al* 1999. Democracy, Accountability, and Representation. University of Cambridge. Republic of South Africa (RSA) 1996. *Constitution of the Republic of South Africa, 1996*. Pretoria:
27. Ridley, 1959: 13. *The Literature Review A Step by Step* by St(z lib.org)
28. Rodríguez-Domínguez, L., Sánchez, I. M. G., & Álvarez, I. G. (2011). From Emerging to Connected E-Government: The Effects of Socioeconomics and Internal Administration Characteristics. *The International Journal of Digital Accounting Research*, 11, 85 - 109.
29. Sarshar, M. & Moores, J. (2006). Improving service delivery in FM: a case study of a UK hospital facilities directorate. *Journal of Facilities Management*, Volume 4, Issue 4, pp. 271-285.
30. Somaliland Government (2019). "*Xeerka Ismaamulka Gobolladda iyo Degmooyinka, Lr. 23/2019*" (PDF). Retrieved 2023-05-28.
31. Somaliland protectorate (1944-1950). [https://www.faoswalim.org/resources/Land/General\\_Survey\\_Somaliland\\_Protectorate\\_1944-1950.pdf](https://www.faoswalim.org/resources/Land/General_Survey_Somaliland_Protectorate_1944-1950.pdf)
32. Taagepera, R. (1979). "*Size and Duration of Empires: Growth-Decline Curves, 600 B.C. to 600 A.D*". *Social Science History*. 3 (3/4): 125. doi:10.2307/1170959. ISSN 0145-5532. JSTOR 1170959.
33. Tamrakar, R. (2010). Impact of Citizen Charter in Service Delivery: A Case of District Administration Office. Kathmandu
34. Tricht, F, Van. (2011). *The Latin Renovatio of Byzantium: The Empire of Constantinople (1204–1228)*. Brill. pp. 61–82. ISBN 978-9-0042-0323-5. Archived from the original on 6 April 2023. Retrieved 26 April 2023.
35. Turchin, Peter; Adams, Jonathan M.; Hall, Thomas D. (2006). "*East-West Orientation of Historical Empires*" (PDF). *Journal of World-Systems Research*. 12 (2): 222. Archived from the original (PDF) on 17 May 2016. Retrieved 5 February 2016
36. Whitaker, G. P. (1980). Coproduction: Citizen Participation in Service. *Public Administration Review*. Volume 40, Issue 3, pp. 240-246.

37. William C. Beyer, The Civil Service of the Ancient World. Public Administration
38. World Bank. (2009). Systems of Cities

Integrating National and Local Policies.  
Washington D. C.