

THE IMPACT OF POLITICAL INSTABILITY ON PROJECT IMPLEMENTATION: A CASE OF MARODI-JEH REGION, SOMALILAND

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**A Research Proposal Submitted to the Faculty of Social Sciences of Unity University in
Partial Fulfillment of the Requirements for the Award of a bachelor's degree of Social
Science in Project management**

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DECLARATION

I, Mohamed Abdirahman Ahmed, declared that this is my own original work, and it has not been submitted or presented to any other institution, for a similar or any other award.

Signature.....

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Date: _____

CERTIFICATION

The undersigned certification that he has read and hereby recommends for acceptance by The Unity University a research proposal entitled, The Impact of Political Instability on Project Implementation: A Case of Marodi-Jeh Region Somaliland, in partial fulfillment of the requirements for the award of Bachelor of Social science in Project Planning and Management of the Unity University.

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ABBREVIATIONS AND ACRONYMS

CSC- Civil Service Commission

PMI- Project Management Institute

GoSL- The Government of Somaliland

MDA's- Ministries, Departments & Agencies

LNGO- Local Non-governmental Organizations

USAID- United States Agency for International Development

IGO- intergovernmental Organizations

UNDP- United Nations Development Program

MoU: Memorandum of Understanding

OTI: Office of Transition Initiatives

KEY WORDS

Political instability: Frequent changes in political leadership, unrest, or conflict that disrupt governance.

Project implementation: The process of executing planned activities to achieve project goals.

Public sector: Government institutions and organizations providing services to the public.

Challenges: Problems or obstacles that make project success more difficult.

Mitigation: Strategies or actions taken to reduce negative impacts or risks.

Stakeholders: Individuals or groups with an interest or role in a project's success.

Governance: The system of rules, practices, and processes for directing and managing an organization or country.

Institutional capacity: The ability of organizations to effectively perform their functions and deliver services.

Resilience: The ability to recover quickly from difficulties or adapt to change.

Performance: How well a project or organization achieves its objectives.

ABSTRACT

This research aims to explore the extent to which political instability impacts project implementation in Somaliland, focusing on key factors such as delays, resource allocation, stakeholder coordination, and overall project outcomes. The study will also highlight how political conflicts affect community-based projects, particularly in sectors such as infrastructure, health, and education. By identifying the core challenges, this research seeks to recommend strategies to enhance project delivery in politically unstable environments.

A mixed methods approach will be employed, combining qualitative and quantitative methodologies, the study will analyze how political instability effects on project implementation, conduct surveys, and conduct in-depth interviews with government officials, and project managers. The findings will contribute to a better understanding of the challenges faced projects from political instability in Somaliland and inform the development of targeted interventions and enhance project implementation practices for understanding political instability. This research will also be significant for both academic and practical purposes. It will aim to contribute to the understanding of project management in developing country contexts and offer insights that could enhance the design and management of similar initiatives.

TABLE OF CONTENTS

DECLARATION.....	i
CERTIFICATION.....	ii
COPYRIGHT.....	iii
ACKNOWLEDGEMENT.....	iv
ABBREVIATIONS AND ACRONYMS.....	v
KEY WORDS.....	vi
ABSTRACT.....	vii
TABLE OF CONTENTS	viii
CHAPTER ONE	1
1.1 Introduction	1
1.2 Background of study	1
1.3 Statement of the problem.....	3
1.4 General Objective	3
1.5 Specific Objectives.....	3
1.6 Research questions	4
1.7 Scope of the study	4
1.7.1 Geographical scope.....	4
1.7.2 Content scope	4
1.7.3 Time scope	5
1.7.4 Significance of study.....	5
CHAPTER TWO	6
2.0 Literature Review.....	6
2.1 Political instability on project implementation.....	6
2.2 Political instability influences the performance of public sector projects.....	6
2.3 Challenges faced in politics that affect project implementation in Somaliland.....	7
2.4 mitigation strategies on political instability on projects	8
2.5 Somaliland context	9

2.6 Conceptual framework.....	10
2.7 Research gap	10
CHAPTER THREE	11
3.0 Methodology	11
3.1 Research Design	11
3.2 Population and Sampling.....	11
3.3 Sample size	11
3.4 Data collection instruments	12
3.5 Data collection procedures.....	12
3.6 Data Analysis	13
3.7 Ethical considerations	13
3.8 Plan for interpretation & presentation.....	13
3.9 Plan for Dissemination	14
3.10 Limitations of the study	14
References.....	15
APPENDICES	i
Appendix I: Work plan.....	i
Appendix II: Budget Frame	ii
Appendix III: Questionnaires	iii

CHAPTER ONE

1.1 Introduction

This chapter will focus on the background of the study, problem statement, research objectives, research questions, scope of the study, significance of the study.

1.2 Background of study

Political stability is a cornerstone for effective governance and sustainable development. It fosters an environment conducive to planning, resource allocation, and the successful execution of projects across various sectors. Conversely, political instability can disrupt these processes, leading to project delays, increased costs, and suboptimal outcomes. This study examines the impact of political instability on project implementation within the Marodi-Jeh region of Somaliland, aiming to understand how fluctuations in the political landscape affect development initiatives.

Globally, political instability—characterized by frequent government changes, civil unrest, and weak institutions poses significant challenges to project implementation. Such instability leads to policy unpredictability, regulatory changes, and disruptions that can severely impact both public and private sector projects (Collier et al., 2016).

In 2024, the global business environment faced heightened risks due to political instability. With over 60 countries representing at least 40% of the global population and GDP holding elections, businesses had to navigate a complex landscape of policy uncertainties and market disruptions. This unprecedented election cycle underscored the critical need for companies to monitor and adapt to political developments to maintain operational stability (Kelsall, 2015).

Peru's state oil company, Petroperú, exemplifies the challenges posed by political instability. The company has struggled with substantial debt and operational issues, exacerbated by the country's turbulent political scene, which has seen seven presidents since 2016. This instability has impeded Petroperú's recovery efforts, highlighting how political factors can directly affect project outcomes in the energy sector (Mansfield & Snyder, 2005).

Infrastructure projects are particularly susceptible to political risks, including regulatory changes and legal uncertainties. Investors increasingly incorporate political risk assessments and

mitigation strategies into their decision-making processes to navigate the continually changing global political landscape (Andrews, 2013).

In Africa, the continent's diverse political landscape presents unique challenges to project implementation, with instability often hindering development initiatives. Libya's political volatility has significantly impacted its oil industry. Attempts to shut down the El Sharara oilfield, the country's largest, underscore how political figures use oil as a tool for leverage. Such actions disrupt production and have broader implications for regional stability and international markets (Carment et al., 2014).

The Horn of Africa has experienced rising tensions due to geopolitical rivalries. The signing of a Memorandum of Understanding (**MoU**) between Ethiopia and Somaliland in January (2024), granting Ethiopia access to the Red Sea, has escalated regional frictions. Somalia's opposition to the agreement and the involvement of external actors have further complicated the political landscape, affecting project implementation and regional stability. In response to escalating tensions between Ethiopia and Somalia over infrastructure projects in Somaliland, countries like Kenya and Uganda have stepped in to mediate. These diplomatic efforts aim to prevent further instability that could derail ongoing and future development projects in the region.

In Somaliland, a self-declared independent state since 1991, has often been lauded for its relative peace and democratic processes in the Horn of Africa. Despite lacking international recognition, it has conducted multiple peaceful elections and maintained a stable governance structure.

However, beneath this veneer of stability, challenges persist that threaten the efficacy of project implementation, particularly in regions like Marodi-Jeh. The Marodi-Jeh region, encompassing the capital city Hargeisa, is central to Somaliland's political and economic activities. While the region has experienced periods of stability, it has not been immune to political upheavals. For instance, in 2022, Somaliland faced political instability and violence due to restrictions on political associations. The former president, Muse Bihi Abdi (2017-2024), sought an extension of his expired term and proposed opening new political associations to compete for the three-party slots. The opposition rejected this move, perceiving it as a threat to their existence. Given that clans back political parties, the disagreement quickly escalated into clan violence. A rebel group clashed with security forces, resulting in the deaths of nine police officers and numerous injuries.

This study aims to investigate the impact of political instability on project implementation in Somaliland, exploring the complex interplay of factors contributing to these disparities that hinder project execution and informing strategies to project implementation and improve their success.

1.3 Statement of the problem

This study seeks to address the insufficient understanding of how political instability affects project implementation in Somaliland's public sector, specifically within the Marodi-Jeh region. By doing so, the research aims to identify best practices and provide actionable recommendations for improving the performance of public sector projects in politically unstable environments. If this research is not conducted, the continued lack of effective strategies to mitigate political instability could result in further inefficiencies, wasted resources, and missed opportunities for development within the region. Notably, a study by Mwai (2016) highlighted that political instability significantly affects the performance of development projects in Somaliland, emphasizing the need for comprehensive strategies to manage political risks in project implementation.

Therefore, this study will explore the impact of project implementation practices on public sector projects performance in Somaliland, with the case of Marodi-Jeh region, Somaliland, aiming to provide insights that can identify the negative impact of political instability on project implementation.

1.4 General Objective

To examine the impact of political instability on the implementation of public sector projects in the Marodi-Jeh region of Somaliland.

1.5 Specific Objectives

1. To assess how political instability influences the performance and outcomes of public sector projects in Marodi-Jeh.
2. To identify challenges faced in implementing public sector projects amid political instability in the Marodi-Jeh region.
3. To propose strategies to mitigate the adverse effects of political instability on project implementation in Marodi-Jeh.

1.6 Research questions

1. How does political instability affect the performance and outcomes of public sector projects in the Marodi-Jeh region?
2. Discuss challenges that face politically effect on project implementation in Marodi-jeh region?
3. What strategies can mitigate the adverse effects of political instability on public sector project implementation in Marodi-Jeh?

1.7 Scope of the study

1.7.1 Geographical scope

The research will be conducted in Marodi-jeh, Somaliland. The research will concentrate In Marodi-Jeh region, which plays a pivotal role in implementing Project. The region has witnessed both political instability and periodic instability during elections cycles, governance transitions. Political tensions in Somaliland, including policy shifts, leadership disputes, and administrative changes, often impact project funding, implementation timelines, and stakeholder engagement in public sector initiatives.

By narrowing the case of Marodi-jeh region, projects face significant change in their executions which affect regions progress and growth, the research aims to analyze how political instability impacts on project implementation in key sectors such as infrastructure, education, health and governance. The findings from this study will provide insights that can be generalized to other politically sensitive regions in Somaliland while offering practical recommendations for policymakers and project managers.

1.7.2 Content scope

The content scope of the study will center on the impact of political instability on project implementation focusing in Marodi-jeh region which located the Capital city Hargeisa, Somaliland, this study will investigate the impact of political instability on project implementation in addressing challenges, analyzing political instability factors and providing mitigation strategies. Additionally, the study will explore theories and insights of understanding political instability factors that hinder project execution and offer actionable recommendations to enhance project resilience and performance amidst political challenges.

1.7.3 Time scope

The time scope of the study will be April to June 2025. In April, the focus will be on planning, proposal writing, and preparing materials. The primary research activities will occur in September, including data collection, analysis, and interpretation. By the end of September, the findings will be reported, and the final thesis will be submitted.

1.7.4 Significance of study

This research will be crucial for policymakers, project managers, and development agencies operating in politically unstable regions. It will provide insights into the challenges of project implementation and will offer practical recommendations for improving efficiency despite political uncertainties. The findings will also contribute to the academic literature on governance, political stability, and development.

By addressing the notable lack of empirical research on this topic within Somaliland's unique socio-political context, the study will aim to fill a critical gap. The findings will equip project managers with a nuanced understanding of the impact of political instability on project implementation, and will serve as a foundation for best practices and informed policy development.

In conclusion, this research will offer actionable recommendations to promote resilience and sustainability in project management practices amidst political challenges, thereby contributing to the future socio-economic development of Marodi-Jeh and enhancing public trust in institutions responsible for delivering essential services.

CHAPTER TWO

2.0 Literature Review

This chapter will review the existing literature relevant to the research topic, “The impact of political instability on project implementation: A case of Marodi-Jeh region.” The review is structured to align with the research objectives, focusing on the political instability on project implementation, factors contributing to unstable politics affecting project execution.

2.1 Political instability on project implementation

Most project professionals in the world say political instability is negatively impacting projects they’re working on, according to new data from Association of project Management (APM).

A survey of 1,000 project professionals, undertaken for APM by research company Census world , highlights the potential knock on effects of the turbulent political environment, as 64% of respondents nationwide expect it to negatively impact projects they or their organization is currently undertaking.

The survey was carried out against a backdrop of rapid change and growing political pressures, with the UK’s next Prime Minister still unknown, high inflation, rising energy prices and water restriction in parts of the country.

Respondents from the construction and technology sectors were particularly concerned with 76% of respondents from each industry saying they’re concerned that the UK’s political instability will have a negative impact on projects that they or their organization are currently working on.

2.2 Political instability influences the performance of public sector projects

Political instability significantly hampers public sector project performance, leading to inefficiency, delays, and resource mismanagement. This article examines specific instances where political turmoil has adversely affected public sector initiatives, highlighting the intricate relationship between governance stability and project efficacy.

The Mseilha Dam project in Lebanon exemplifies the detrimental impact of political instability on public infrastructure. Initiated in 2014 with a budget of \$64 million, the dam was intended to hold 6 million cubic meters of water. However, by August 2024, the project was abandoned due to structural issues and environmental concerns. Judge Samaranda Nassar's investigation into the

suspected misappropriation of funds underscores the consequences of inadequate oversight and planning in politically unstable settings.

In Timor-Leste, post-independence political instability has fostered an environment where corruption thrives within the public sector. Notably, in 2012, Minister of Justice Lucia Lobato was convicted for manipulating public tenders and misappropriating funds intended for prison construction projects. Such incidents have undermined public trust and hindered the effective implementation of essential infrastructure projects.

In Pakistan's military has increasingly intervened in the nation's economy, leading initiatives such as the \$720 million canal project aimed at transforming desert land into fertile farmland. While these efforts aim to stabilize the economy, critics argue that the military's expanding economic footprint may prioritize its interests over national needs, potentially undermining democratic institutions and public sector efficacy.

Political decisions in donor countries also influence public sector projects globally. In March 2025, the UK government announced a significant reduction in its overseas aid budget, decreasing it from 0.5% to 0.3% of its gross national income. This £6 billion cut reallocates funds to defense spending and is expected to severely impact global health and humanitarian initiatives. International development groups have condemned the cuts, predicting that halted aid will lead to increased inefficiencies and challenges in public sector projects within recipient countries.

In conclusion, these cases illustrate that political instability, whether through internal corruption, military intervention, or external aid fluctuations, profoundly affects the performance of public sector projects. Stable and transparent governance emerges as a crucial factor in ensuring the successful implementation and sustainability of public initiatives worldwide.

2.3 Challenges faced in politics that affect project implementation in Somaliland

Political challenges in Somaliland present significant obstacles to the successful implementation of development projects. These challenges include frequent delays in electoral processes, weak institutional coordination, and limited political consensus, all of which contribute to policy uncertainty and hinder long-term planning. Additionally, political fragmentation and disputes among parties often lead to changes in leadership and strategic priorities, disrupting project

continuity. The absence of international recognition further compounds these issues by limiting access to foreign funding and technical partnerships necessary for effective project execution. Such political dynamics create an unstable environment that weakens public trust and undermines the efficient delivery of services and infrastructure development (Mwai, 2016).

2.4 mitigation strategies on political instability on projects

Political instability poses significant challenges to the successful implementation of projects, particularly within the public sector. Mitigating these challenges requires a multifaceted approach that addresses governance, community engagement, adaptive project management, strategic communication, and capacity building. Robust governance structures are essential in mitigating the adverse effects of political instability on project implementation. Establishing clear policies and procedures enhances transparency and accountability, reducing opportunities for corruption and mismanagement. For instance, the United Nations Peacebuilding Fund (PBF), established in 2016, aims to extend critical support during the early stages of a peace process, recognizing national ownership and serving as a catalyst to kick-start critical peacebuilding interventions.

Engaging local communities in the decision-making process can enhance project resilience amid political instability. When communities are involved, they develop a sense of ownership, which can lead to sustained support even during turbulent times. For example, in Côte d'Ivoire, the PBF approved emergency funding to support political dialogue, including mediation by international facilitators, between the government, civil society members, opposition political parties, and armed opposition groups. Flexibility in project design and implementation is crucial in unstable political environments. Adaptive project management allows for adjustments in response to changing circumstances, ensuring that projects remain relevant and achievable. In Afghanistan, USAID's Office of Transition Initiatives (OTI) launched the Afghanistan Stabilization Initiative (ASI) in 2015 to support stabilization and reconstruction initiatives by fostering and strengthening conditions that build links between the Government of the Islamic Republic of Afghanistan (GIROA) and local Afghan communities.

Effective communication strategies are vital in countering misinformation and building public trust during periods of political instability. Providing accurate and timely information ensures that stakeholders are well-informed, which can prevent the spread of rumors and reduce

uncertainty. In Libya, USAID/OTI partnered with local media outlets and civil society organizations to support transitional political processes and improve public access to information, thereby fostering a more informed and engaged citizenry.

Investing in the capacity building of local institutions and personnel enhances the resilience of projects against political instability. Training programs that focus on leadership, management, and technical skills equip individuals and organizations to better navigate challenges. In Sri Lanka, USAID/OTI's programs sought to strengthen institutional capabilities and support partnerships between local government and communities to improve service delivery and promote accountability and citizen participation.

Mitigating the impact of political instability on project implementation requires a comprehensive approach that includes strengthening governance, engaging communities, adopting adaptive management practices, ensuring effective communication, and building local capacities. These strategies collectively contribute to the resilience and success of projects in politically unstable environments.

2.5 Somaliland context

Political instability in Somaliland has notably impacted public sector project implementation, leading to policy inconsistencies, resource misallocation, and weakened institutional capacities. For instance, in 2022, political tensions escalated when former President Muse Bihi Abdi sought to extend his term and proposed opening new political associations, moves perceived by the opposition as existential threats. This led to violent clashes, resulting in the deaths of nine police officers and numerous injuries.

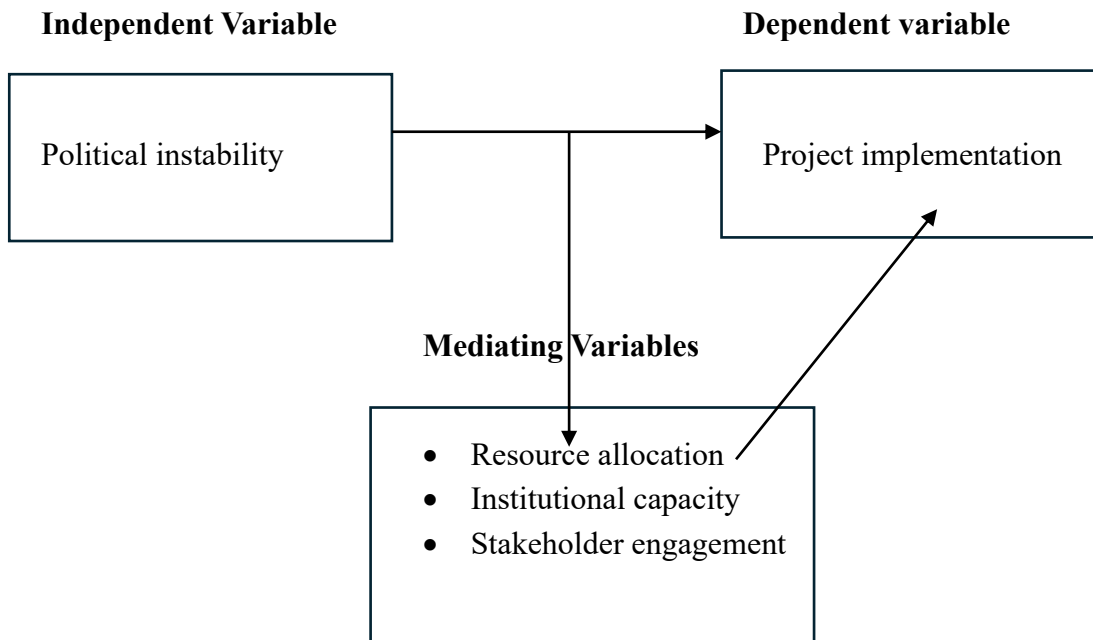
Such instability disrupts strategic management within public institutions, hindering effective service delivery.

Additionally, Somaliland's unrecognized status limits access to international financial institutions, compelling reliance on informal banking systems and diaspora investments, which, while beneficial, are insufficient for large-scale infrastructure projects.

Addressing these challenges requires political reforms to enhance governance, ensure policy continuity, and attract sustainable development funding.

2.6 Conceptual framework

The conceptual framework of this study illustrates the independent, dependent and mediating variables. In this case, the independent variable is political instability, dependent variable is project implementation, and mediating variables are resource allocation, institutional capacity and stakeholder engagement.



2.7 Research gap

The literature reviews the highlights of the significant challenges posed by political instability in project implementation, particularly in public sector projects. While existing research provides valuable insights into the general effects of political instability on governance and economic development, there is a lack of context-specific studies focusing on the Marodi-Jeh region. Political instability can lead to disruptions in project funding, frequent changes in leadership, and policy inconsistencies, all of which hinder the successful implementation of projects. However, limited empirical studies have explored these dynamics in Somaliland. This study aims to fill this gap by examining how political instability affects project implementation in Marodi-Jeh and identifying strategies to mitigate its impact.

CHAPTER THREE

3.0 Methodology

3.1 Research Design

This study will adopt a mixed-methods research design, combining qualitative and quantitative approaches to comprehensively investigate the impact of political instability on project implementation in Somaliland. The quantitative component will involve surveys to collect data on project implementations, demographic characteristics, resource allocations and institutional capacity. The qualitative component will consist of in-depth interviews with project managers, government officials and NGO executives to gain a deeper understanding of the factors influencing project implementation from political instability.

3.2 Population and Sampling

The target population for this study will be 100 respondents who are associated with Marodi-Jeh non-governmental organizations, international non-governmental organizations and governmental organizations, including project managers, coordinators and administrator's personnel involved in the planning, execution, and monitoring of public sector projects. This population will also encompass employees of NGO's, LNGO's and Ministries who are directly impacted by projects.

3.3 Sample size

The sample size will be 80 respondents. To determine the sample size for this study, the Slovin's formula will be applied. Slovin's formula is a widely used method for calculating sample sizes when the population is finite, and a certain margin of error is acceptable. The formula is given by:

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

Where

n= Sample size

N= Target Population

e= Margin of error(0.05)

$$n = \frac{100}{1 + 100(0.05)^2}$$

To solve the equation:

$$n = 50 / 1 + 50(0.0025) = 50 / 1.25 = 80$$

$$n = 80$$

Therefore, with a population size of 100 and a 5% margin of error, the required sample size is **80 respondents**.

Which is distributed as shown in the table below

Representatives	Total population	Sample size
Administrators	10	08
Project managers	30	23
Politicians	25	17
INGO & LNGO workers	35	32
Total =	100	80

3.4 Data collection instruments

A structured questionnaire will be developed to collect quantitative data from project officials the questionnaire will includes section on:

- **Demographic Information:** To gather background details of respondents.
- **Project Performance:** To assess the effectiveness, efficiency, and outcomes of the project.
- **Institutional Capacity:** To evaluate the organization's ability to implement and sustain project activities.

This instrument will utilize closed-ended questions with Likert-scale responses to ensure consistency and ease of analysis.

3.5 Data collection procedures

Semi-structured interviews will be conducted with key stakeholders, including:

- Government officials

- Project managers
- Civil society representatives
- Citizens experienced in projects services

3.6 Data Analysis

Descriptive statistics such as frequencies, means and standard deviations will be used to summarize the quantitative data.

Initially, the collected data will be entered into statistical software such as SPSS (Statistical Package for the Social Sciences) or Excel to organize and prepare it for analysis. This involves checking the data for accuracy, completeness, and any potential errors or inconsistencies.

Descriptive statistics will be used to summarize the basic features of the data. This includes calculating measures such as means, medians, and standard deviations to provide an overview of participants' responses regarding project management practices and their perceived effectiveness. Frequency distributions and percentages will be used to describe the occurrence of specific responses and to understand the overall trends in the data.

3.7 Ethical considerations

Ethical considerations will be strictly followed throughout the research process participants will be informed about the purpose of the study, the potential risks and benefits, as well as their right to withdraw any time.

Confidentiality will be maintained through the use of anonymous and false names for interviews.

Ethical approval will be obtained from the relevant authorities commencing the research.

3.8 Plan for interpretation & presentation

The findings of this study will be interpreted in relation to the research objectives and relevant literature. Quantitative data will be analyzed using descriptive statistics—such as frequencies, percentages, and mean scores—to assess the impact of political instability on project implementation in the Marodi-Jeh region. Qualitative responses will undergo thematic analysis to uncover key insights and explain the “how” and “why” behind the numerical data. The results

will be presented through tables, charts, and narrative summaries to ensure clarity, while stakeholder perspectives will be compared across groups to highlight trends, challenges, and implications for policy and practice.

3.9 Plan for Dissemination

The research findings will be shared through several channels, including presentation at Unity University seminars, distribution of printed reports to key stakeholders, and organizing a workshop in the Marodi-Jeh region to engage government officials, NGOs, and community members. Additionally, the study will be submitted for publication in an academic journal, a policy brief will be prepared for policymakers, and the research will be shared on online academic platforms and through local media to raise public awareness.

3.10 Limitations of the study

This study has several limitations that should be noted. It focuses only on the Marodi-Jeh region, which may limit the ability to generalize the findings to other parts of Somaliland. The sample size of 80 respondents, while sufficient for the study, may not fully capture the range of experiences and views on political instability and project implementation. There is also a risk of respondent bias, as some participants may provide answers they think are expected or avoid sensitive topics. Additionally, political instability itself posed challenges in accessing some stakeholders and gathering comprehensive data. Lastly, time and budget constraints limited the depth of data analysis and the ability to conduct long-term evaluation of project outcomes.

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APPENDICES

Appendix I: Work plan

Activity	March-April	August-September
Topic selection		
Chapter 1		
Chapter 2		
Chapter 3		
Research proposal defense		
Data collection		
Chapter 4		
Chapter 5		
Defense day		

Appendix II: Budget Frame

Activity	Description	Budget
Data collection	Data collection cost and it's transportation	\$100
Questionnaire printing	Printing stationary questionnaires	\$20
Transportation	Transport cost for distance	\$15
Other expenses		\$30
		Total: \$165

Appendix III: Questionnaires

Dear participant,

"THE IMPACT OF POLITICAL INSTABILITY ON PROJECT IMPLEMENTATION: A CASE OF MARODI-JEH REGION, SOMALILAND." Your insights are essential to understanding how political instability affects project implementation.

This questionnaire is designed to explore various aspects of project implementation in the context of political instability, specifically within the Marodi-Jeh region of Somaliland. Your responses will provide valuable insights into how political factors influence project planning, execution, and outcomes. All responses will be kept strictly confidential and will be used solely for academic purposes as part of a research study titled **"The Impact of Political Instability on Project Implementation: A Case of Marodi-Jeh Region."** Participation is entirely voluntary, and you are free to withdraw at any stage without any consequences.

Questionnaire of project managers

Section A: Demographic information

1. Gender

- ☐ Male
- ☐ Female

2. Years of experience in project management

- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 10+ years

Section B: political instability on projects

3. Political instability has delayed project timelines.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

4. Project planning is negatively affected by changes in political leadership.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

Section C: project performance e.g. budget, staffs and risk management

5. Budget and resource allocation are often influenced by political conditions.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

6. Project staff face difficulties coordinating during periods of political tension.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

7. There are effective risk management strategies in place for handling political disruptions.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

Questionnaire for Administrators

Section A: Demographic information

1. Gender

- ☐ Male
- ☐ Female

2. Years of experience in Administrator

- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 10+ years

Section B: political instability and administrative function

3. Political instability disrupts administrative functions related to projects.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

4. Decision-making processes are delayed during political crises.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

5. Project monitoring and evaluation are compromised by political uncertainty.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

6. Administrative support to projects is consistent despite political issues.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

7. Clear guidelines exist for handling political challenges in administration.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

Questionnaire for government officials

Section A: Demographic information

1. Gender

- ☐ Male
- ☐ Female

2. Years of experience in the government

- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 10+ years

Section B: government projects and political

3. Development projects are frequently affected by political transitions.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

4. The government actively works to minimize political impacts on project implementation.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

5. There is adequate policy support for stable project execution.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

6. Collaboration between politicians and project teams is strong during unstable periods.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

7. Political priorities sometimes override development project goals.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

Questionnaire for INGO and LNGO

Section A: Demographic information

1. Gender

- ☐ Male
- ☐ Female

2. Type of Organization

- ☐ LNGO
- ☐ INGO

3. Years of experience in the Organization

- ☐ 1-2 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ 10+ years

4. Position of the Organization

- ☐ Executive director
- ☐ Program manager
- ☐ Admin & finance
- ☐ Coordinator

5. Our project timelines are disrupted due to political instability.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

6. Donors express concern over political risks in our operational areas.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

7. There is strong coordination between NGOs and government during political instability.

- ☐ Strong Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strong Agree

Thank you for your participation!

Dear Participant,

You are invited to participate in a qualitative research study titled "**The Impact of Political Instability on Project Implementation: A Case of Marodi-Jeh Region, Somaliland.**" Your experiences and insights are crucial for understanding how political instability affects the implementation of public sector projects in this region.

This study aims to explore how political instability influences project performance, identify the challenges encountered during project implementation, and propose effective strategies to mitigate these challenges. The interview/focus group questions are designed to encourage open discussion and gather in-depth perspectives on these issues.

Your participation is entirely voluntary, and you are free to decline or withdraw at any point without any negative consequences. All information shared will be treated with the utmost confidentiality and used solely for academic purposes.

Qualitative research questions

1. In your experience, how has political instability affected the success or failure of public sector projects in Marodi-Jeh?
2. What aspects of political instability (e.g., leadership changes, weak institutions, corruption) impact project performance most?
3. How do political tensions or conflicts influence project timelines, budgets, or outcomes in the region?
4. What are the major obstacles you face when implementing projects during periods of political uncertainty?
5. How do local government officials, donors, or stakeholders respond to these challenges?
6. Can you share any examples of a project that was negatively affected by political instability in your region?
7. What approaches or strategies have you seen used to keep projects on track despite political challenges?
8. In your opinion, what policy or institutional reforms could help improve project stability and performance under politically unstable conditions?

Thank you in advance for your valuable contributions to this research!