Roles of Public Governance on Conflict Management in Somalia

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ABSTRACT

The conflicts in Somalia seem to be intractable. Despite the many peace processes, it has not been resolved. Somalia had no effective government since 1991. A transitional government backed by Ethiopian troops threw out Islamists from the capital, Mogadishu, in December 2006, but since then Islamist insurgents have carried out almost daily attacks. The effects of these conflicts have been evident with about 20,000 people fleeing fighting in Mogadishu each month. If this trend continues, the government of Somalia will keep performing poorly due to poor conflict management styles they are employing. This study investigated the Roles of governance on conflict management in Mogadishu, Somalia. The study was guided by the following specific objectives that is, accountability affects on conflict management, adherence to rule of law and adherence to code of ethics in conflict management in Mogadishu. This study took descriptive research design. The target population of this study was 300 management staff in Mogadishu administration where a sample size of 60 managers was chosen. 100% of the respondents responded, this implies that all of the respondents managed to respond to the researcher. Most of the respondents 55% were male. Few respondents were female 45%. This implies that the majority of the respondents were men due to societal beliefs that they are more hardworking than women and thus capable in governance issues on conflict management. The study found out that there is significant relationship between governance and conflict management in Mogadishu was accepted. The study also revealed that the adjusted R2 is .453. This implies that there is significant relationship between the governance and conflict management in Mogadishu was accepted meaning there is a relationship. The study concludes that the availability of information is critical to good governance. Access to information and the promotion of procedural rights provide an enabling framework where accountability and improved delivery could enhance institutional changes.

1. Introduction

Since the beginning of creation, people have different perspectives on life and its problems, each one of human being has his/her unique history and character, people differ in sex, way of life, experience, view, value, and so many other characteristics, not surprisingly, therefore when people meet and work with others, we find that they often have a different perspective on different things. The history of conflict is remarkably comprehensive. Above all, a search for wars between 1955 and 1957 reveals 17 ongoing conflicts, from the global (the Cold War) to the local level (the Balochistan conflict between the government of Pakistan and Blaloch nationalists) to the idiosyncratic, like the 335 year's War, which was fought between the Netherlands and the Isles of Sicily and legally extended by the absence of a peace treaty from 1651 to 1986, is simultaneously one of the world's longest wars and one with the least casualties (Amason,1996). A new era of conflict begun in Somalia in 1923 with the arrival of the Italian colony of the first governor appointed by Mussolini, newly in power as Italy's fascist dictator, a vigorous policy was adopted to develop and extend Italian imperial interests, culminating in the defeat and annexation of Ethiopia in 1936 (Thomas, 1974).

At independence in 1960, the British and Italian territories united and became the Somali Republic. As a result of colonialism, different Somali territories had different experiences of governance and public administrations (Lewis, 1995). The administrative approaches of the Italian and British colonial officers were in large part defined by the administrative structure of their mother countries and also by their economic interest. However, the Italian legal system and public sector delivery system was adopted, while common features of Somali customary law continued to be applied alongside British legal system and Islamic Sharia law. At this time, Public administration was centrally organized and public goods delivered through municipal and local authority at local level (Lewis, 1995).

The first and second post-independence Somali administrations were civilian and operated a laisez-faire economy, with small and promising public sector supported by a large informal private sector. These administrations pursued a diligent skills development program for indigenous Somalis to take over roles hitherto held by the British and Italian transitional authorities. During this period, public sector activities focused on the development of regulatory frameworks for efficient resource mobilization and sector specific guidelines for civil servants. (Lewis, 1995).

The country underwent a dramatic change in its governance structure and public administration in 1969 following the military coup that brought Siyad Barre to power. The Military Junta abolished the National Assembly and replaced it with a Supreme Revolutionary Council (SRC) comprising of Siyad Barre as the head of State, senior military and police officers as heads of government departments (Kozan, 1997). This resulted into conflict, which went on up-to-date.

Contextual Perspectives

Somalia's history of conflict reveals an intriguing paradox namely; many of the factors that drive armed conflict have also played a role in managing, ending, or preventing war. For instance, clannism and clan cleavages are a source of conflict used to divide Somalis, fuel endemic clashes over resources and power, used to mobilize militia, and make broad-based reconciliation very difficult to achieve. Most of Somalia's armed clashes since 1991 have been fought in the name of clan, often as a result of political leaders manipulating clannism for their own purposes (Africa Watch , 2010). Yet traditional clan elders are a primary source of conflict mediation, clan-based customary law serves as the basis for negotiated settlements, and clan-based blood-payment groups serve as a deterrent to armed violence. Likewise, the central state is conventionally viewed as a potential source of rule of law and peaceful allocation of resources, but, at times in Somalia's past, it was a source of violence and predation.

Economic interests, too, have had an ambiguous relationship with conflict in Somalia. In some places, war economies have emerged that perpetuate violence and lawlessness, while in other instances business interests have been a driving force for peace, stability, and rule of law. Understanding under what circumstances these and other variables serve as escalators or de-escalators of violence or both are the subtle challenge conflict analysis faces in the Somali context (Ahmed, 2004).

In the late 1980s and 1990s, the political conflict in Somalia degenerated into a governmental crisis which eventually led to a general militarized social conflict throughout the clan faction network. The institutionalized principles of clan equality and representation in politics constituted a conceptual framework and basis for power sharing and government crisis management but failed to resolve the intense socio-political conflicts of the decade (Nuruddin, 2000). The Somali government used the framework, although in a limited way, to promote representative democracy, crises management and conflict resolution. In the larger regional context, the pattern of refugee displacement and the dynamics of the spillover of the armed conflicts from Somalia to the neighboring countries of Djibouti, Ethiopia and Kenya have on the contrary, revealed the strength of cultural solidarity as a factor of social integration in Africa. The Somali-speaking communities in these countries played active roles in not only receiving but also helping the refugees to integrate into their host communities. (SNM, 1981-1991)

Both at national and regional levels, the generalization potential of the civil war revealed the mobilizing capacity of cultural over civic values. The exclusive affirmation of clan identity and the clan-based political system were obstacles to the promotion of civic citizenship based on human rights and democratic principles. At a military level, the creation of clan armies by political faction leaders greatly undermined the military institution and led to its collapse. Under these circumstances, human rights, tolerance and coexistence principles central to violence prevention, conflict resolution, political stability, peace and development, were greatly undermined (Daniel, 1992)

The ensuing civil war in Somalia developed over several years. It was caused by a combination of several factors both local and international and involved many different actors. At the national level, several years of continued frustration over basic human needs caused unrest: children could not go to school because education was not free; the sick could not be cared for sufficiently because there were no facilities; populations from famine affected areas (from 1972) could not be fed because there was not enough food in spite of the provisions made by international humanitarian NGOs; and social and political aspirations could not be achieved because the political framework was not democratic. In addition, the ineffective economic policies of the government worsened economic difficulties, causing extreme poverty, intense government crises characterized by constant reshuffles of cabinet ministers and the loss of state authority; a politicized army, and coups and counter coups d'Etat which were attempts to change government and social fracture. Consequently, between 1972 and 1989 the population became poorer and gradually desperate. The very difficult living conditions became an incentive for young men to join faction armies opposed to the government in office. A culture of violence and crime emerged as a strategy for ensuring livelihood (Tom, 1998).

The conflicts in Somalia seem to be intractable. Despite the many peace process, it has not been resolved. Somalia has had no effective government since 1991. A transitional government backed by Ethiopian troops threw out Islamists from the capital, Mogadishu, in December 2006, but since then Islamist insurgents have carried out almost daily attacks.

In January 2007, the African Union (AU) approved sending a peacekeeping mission to Somalia (AMISOM), paving the way for some 8,000 troops to enter but leaving the origin of those forces unclear. As of late 2008, a 2,400-strong peacekeeping force, made up of some 1,600 Ugandan troops and 800 troops from Burundi, had deployed to Mogadishu. The UN Secretary-General Ban Ki-moon called for the UN Security Council to consider sending 27,000 peacekeepers to Somalia to replace the AU peacekeeping force (Nchi, 18 November 2011).

In October 2011, hundreds of Kenyan troops entered Somalia, escalating their efforts to fight the Al-Shabaab militant group, which it accused of kidnappings and raiding Kenyan coastal resorts and refugee camps. The group soon threatened reprisals against Kenya and witnesses reported seeing Al-Shabab fighters move toward the areas invaded. The operation was initially called "miguided", "ill-thought out" and "the biggest security gamble Kenya has taken since independence" (Nchi, 2011)

The effects of these conflicts have been evident with about 20,000 people fleeing fighting in Mogadishu each month. More than two million Somalis rely on food aid to survive (International Crisis Group Africa Report, 2012). If this trend continues, the government of Somalia will keep performing poorly due to poor conflict management styles they are employing. This study was to investigate to establish the role of governance and the causes of poor conflict managements in Mogadishu local government, Somalia.

Objectives of the Study

The specific objectives of the study were

1. To find out the roles of public accountability on conflict management in Mogadishu
2. To determine the role of adherence to rule of law on conflict management in Mogadishu.
3. To examine the role of adherence to code of ethics in conflict Management in Mogadishu.

2. Literature Review
Theoretical Review

This study employed public choice theory by (Shughart II, 2008). The theory states that political decision-making may result in outcomes that conflict with the preferences of the general public. While good government tends to be a pure public good for the mass of voters, there may be many advocacy groups that have strong incentives for lobbying the government to implement specific policies that would benefit them, potentially at the expense of the general public. This in turn would cause government ineffectiveness due to lack of accountability of the people holding public positions since the rule of law would have been abused hence raising political instability that may call for the appropriate conflict management strategies.

From such results it is sometimes asserted that public choice theory has an anti-state tilt. But there is ideological diversity among public choice theorists. Mancur Olson for example was an advocate of a strong state and instead opposed political interest group lobbying (Olson, 1971). More generally, James Buchanan has suggested that public choice theory be interpreted as "politics without romance," a critical approach to a pervasive earlier notion of idealized politics set against market failure. As such it is more a correction of the earlier scientific record, almost requiring certain pragmatism in comparing alternative politicized institutional structures (Buchanan, 2003)

Public Governance Theory

One of the most popular methodological discussions in the context of nowadays stage of governance is related to the question about impact on strategic planning in public sector. The strategic nature of new public governance is defined by modern state financial-economic possibilities, quality characteristics of all resources coordination, inter-sectoral interaction of effective new planning, supply of information technologies for all kinds and levels of organizations, organizational behavior and the levels of governors and managers competency. All the listed circumstances and conditions for effective strategic new public governance institutionalization in the activity of public structures can be linked into scientific - systemic determinants. G. Mulgan and M. Potuček define plethora of accents in the strategic nature projections of new public governance as stable government, political support, creation of structures of strategic policy formation incremental character of policy implementation (Potuček, 2004, p. 32-59).

Theory of Governance

(Stoker, 1998, p. 26, quoting from Goodin, 1996, p. 39-43). theory of governance to the more prescriptive notions of New Public Management. Stoker notes that within governance there is a concerted emphasis on new tools and techniques to steer and guide. The language is taken directly from reinventing themes. The dilemma of governance in this context is that there is a broader concern with the very real potential for leadership failure, differences among key partners in time horizons and goal priorities, and social conflicts, all of which can result in governance failure. Stoker draws on Good in as he suggests that design challenges of public institutions can be addressed in part by "revisability, robustness, sensitivity to motivational complexity, public defendability, and variability to encourage experimentation"

The spread of the NPM, from the late 1970s onward, saw the growth of a new discourse of PAM. In its most extreme form, this asserted the superiority of private sector managerial techniques over those of PA and with the assumption that the application of such techniques to public services would automatically lead to improvements in the efficiency and effectiveness of these services (Thatcher 1995).

The key elements of the NPM can be summarized as: . an attention to lessons from private-sector management; the growth both of hands-on 'management' – in its own right and not as offshoot of professionalism – and of 'arm's length' organizations where policy implementation is organizationally distanced from the policy makers (as opposed to the 'inter-personal' distancing of the policy – administration split within PA); a focus upon entrepreneurial leadership within public service organizations; an emphasis on inputs and output control and evaluation and upon performance management and audit; the disaggregation of public services to their most basic units and a focus on their cost management; and the growth of use of markets, competition and contracts for resource allocation and service delivery within public services.

Conceptual framework

A conceptual framework is a structure that tries to explain the relationship between variables in the study and shows the relationship by use of diagrams, it is a hypothesized model identifying the concepts under study and their relationship (Mugenda & Mugenda, 2003). The occurrence or change of independent variables will result in change in the dependent variable. The conceptual framework model in the study hypothesizes the governance in the regional administration is the function of, accountability, Rule of Law, and Code of ethics. These variables and their relationship are illustrated in the following conceptual frame work.
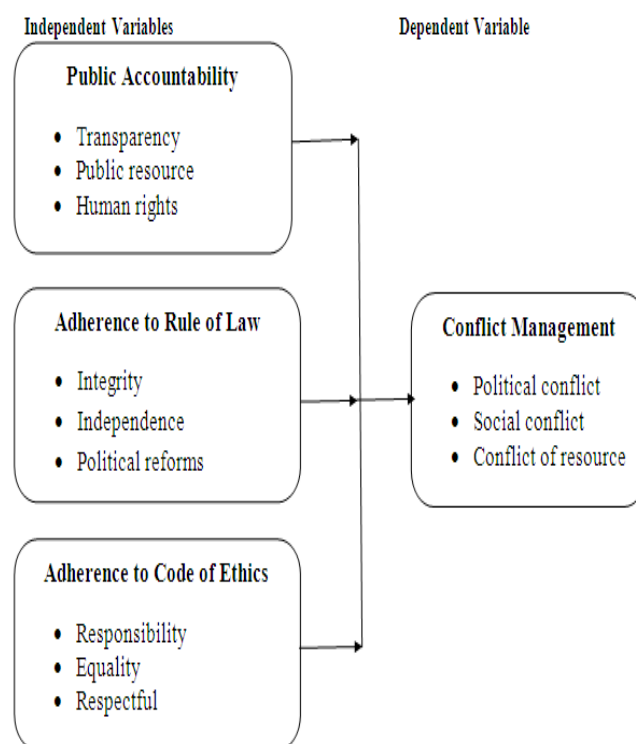

Figure 2.1. Conceptual framework.

Public Accountability

In governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving (Bovens, 2008). As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private (corporate) worlds. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report explain and be answerable for resulting consequences.

In governance, accountability has expanded beyond the basic definition of "being called to account for one's actions" (Mulgan, 2000). It is frequently described as an account-giving relationship between individuals, e.g. "A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct" (Sinclair, 2005). Accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability.

Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization. Central to the principle of accountability is information sharing and transparency which should be promoted by governance structures (Romm .A., 2001). Hence, accountability is hard to achieve especially in the absence of access to information. Public accountability is founded on two pillars. The first pillar is related to accountability by the executive and the second pillar is based on institutional change. According to Williams (2006), accountability can be classified in four categories. These are public, financial, horizontal and vertical. Horizontal accountability is the relationship between the executive, legislature and the judiciary. Vertical accountability is whereby one actor reports to another subject to the interpretation of constitutional provisions. Informal checks on these relationships are reinforced by the civil society and the donor community.

Public Adherence to Rule of Law

The rule of law is the legal principle that law should govern a nation, and not arbitrary decisions by individual government officials. It primarily refers to the influence and authority of law within society, particularly as a constraint upon behavior, including behavior of government officials (Bingham, 2010). (Bingham, 2010). Rule of law implies that every citizen is subject to the law, including law makers themselves. In this sense, it stands in contrast to an autocracy, collective leadership, dictatorship, or oligarchy where the rulers are held above the law (which is not necessary by definition but which is typical). Lack of the rule of law can be found in democracies and dictatorships, and can happen because of neglect or ignorance of the law, corruption, or lack of corrective mechanisms for administrative abuse, such as an independent judiciary with a rule-of-law culture, a practical right to petition for redress of grievances, or elections (Levinson, 2006).

According to (Tamanaha, 2004), laws, regulations and codes of conduct should be fair and enforced impartially, particularly the laws on human rights. One of the effective ways of tackling weak governance is to look at the disconnection between institutions within the broader governance environment including the scope of operation of the society in general. The availability of information is critical to good governance. Access to information and the promotion of procedural rights provide an enabling framework where accountability and improved delivery could enhance institutional changes. Information is critical for the leaders and their constituents to be informed of their problems as well as the solutions.

Public Adherence to code of ethics

The Code of Ethics offers a set of values, principles, and standards to guide decision making and conduct when ethical issues arise. It does not provide a set of rules that prescribe how society should act in all situations. Specific applications of the Code must take into account the context in which it is being considered and the possibility of conflicts among the Code's values, principles, and standards. Ethical responsibilities flow from all human relationships, from the personal and familial to the social and professional (Social, 2015).

Ethical decision making is a process. There are many instances in social work where simple answers are not available to resolve complex ethical issues. Conflict management team should take into consideration all the values, principles, and standards in this Code that are relevant to any situation in which ethical judgment is warranted. Social workers' decisions and actions should be consistent with the spirit as well as the letter of the Code of Ethics (Social, 2015).

Code of ethics is important in the initial stages of conflict management. It seems as a code of ethics neglected until now. Mediation is non-adversarial alternative to dispute resolution. Mediation is not a forum for misbehavior. Failure of mediation may lead to adjudication; hence mediation must work under the framework of appropriate code of ethics and Law. Mediation is flexible (Gibson, 2011). Adherence of code of ethics in negotiation has been neglected. Often when people talk about what is ethical they immediately talk about what they feel people should do and how we can persuade them to come round to our way of thinking. However, this sort of discussion presumes certain conventions of what is right and wrong without looking at the theories behind these connotations of rights and wrong (Gibson, 2011). Negotiation, and mediation, occurs between people. It will vary with the disposition and traits of the parties involved. The ethical beliefs will color perceptions and approaches to bargaining and results of the mediation. In all cases a mediator needs to pay attention to the values that the parties express. Mediation must be dedicated to the principle that all disputants have a right to negotiate.

The following dimensions of ethics in conflict management to be considered and adhered during conflict management process, Self-determination, Impartiality, Conflicts of interest, Competence, Confidentiality, Quality of the process, Advertising and solicitation and Fees (Gibson, 2011).

3. Methodology

This study used descriptive design. The target population of this study was Mogadishu local government while the study population was 300 Management staff, that is, top levels managers, middle level managers and low level managers working the 17th districts consisted of Mogadishu city. This population was chosen since the people in the management was the ones involving the day to day running of the regional

administration and thus was well conversant with the information required in the study.

4. Research Findings and Discussions

Findings on Role of Accountability on Conflict Management in Mogadishu

Table 4.3. Accountability on conflict management in Mogadishu.

	N	Mean	Std. Deviation
Public servants are afraid to take risks	60	2.48	1.172
We respect human rights	60	2.00	.902
Public officials are accountable	60	2.05	.872
There is transparency of government policy	60	2.35	1.071
There is freedom of assembly & demonstration	60	2.02	.930
Valid N (list wise)	60		

According to the above table, it is indicated that that the mean of public servants are afraid to take risk is 2.48, we respect human rights at 2.00, public officials are accountable at 2.05, there is transparency of government policymaking at 2.35 and the remaining there is freedom of assembly and demonstration at 2.02. The standard deviation of public servants are afraid to take risk is at 1.172, we respect human rights at standard deviation of 0.902, public officials are accountable at standard deviation of 0.872, there is transparency of government policymaking at standard deviation of 1.071, there is freedom of assembly and demonstration at standard deviation of 0.930.

According the studies done previously in governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving (Bovens, 2008). As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private (corporate) worlds. In leadership roles, accountability is the acknowledgment and assumption of responsibility for actions, products, decisions, and policies including the administration, governance, and implementation within the scope of the role or employment position and encompassing the obligation to report, explain and be answerable for resulting consequences.

In governance, accountability has expanded beyond the basic definition of "being called to account for one's actions" (Mulgan, 2000). It is frequently described as an account-giving relationship between individuals, e.g. "A is accountable to B when A is obliged to inform B about A's (past or future) actions and decisions, to justify them, and to suffer punishment in the case of eventual misconduct" (Sinclair, 2005). Accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability.

Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization. Central to the principle of accountability is information sharing and transparency which should be promoted by governance structures (Romm .A., 2001). Hence, accountability is hard to achieve especially in the absence of access to information. Public accountability is founded on two pillars. The first pillar is related to accountability by the executive and the second pillar is based on institutional change. According to Williams (2006), accountability can be classified in four categories. These are public, financial, horizontal and vertical. Horizontal accountability is the relationship between the executive,

legislature and the judiciary. Vertical accountability is whereby one actor reports to another subject to the interpretation of constitutional provisions. Informal checks on these relationships are reinforced by the civil society and the donor community.

Findings on Role of Adherence to Rule of law on Conflict management in Mogadishu

Table 4.4. Adherence to Rule of Law.

	N	Mean	Std. Deviation
There is integrity of judiciary	60	2.65	1.117
Prosecutors are independent of political direction and control	60	2.17	.924
Petty crime violent crime organized crime still exist	60	2.27	1.133
The police force is accountable and protects citizens	60	2.92	1.225
The public is confident in the police force	60	2.73	1.133
Valid N (list wise)	60		

The table above indicates that 2.65 was mean for there is integrity of judiciary, prosecutors are independent of political direction and control at mean of 2.17, petty crime, violent crime and organized crime still exist in the region at mean of 2.27, the police force is accountable and protects citizens at mean of 2.92, the public is confidence in the police force at mean of 2.73, the standard deviation of there is integrity of judiciary is 1.117, prosecutors are independent of political direction and control at standard deviation of 0.924, petty crime, violent crime and organized crime still exist in the region at standard deviation of 1.133, the police force is accountable and protects citizens at standard deviation of 1.225 and the public is confidence in the police force at standard deviation of 1.133.

According to (Bingham, 2010) the rule of law is the legal principle that law should govern a nation, and not arbitrary decisions by individual government officials. It primarily refers to the influence and authority of law within society, particularly as a constraint upon behavior, including behavior of government officials (Bingham, 2010). (Bingham, 2010). Rule of law implies that every citizen is subject to the law, including law makers themselves. In this sense, it stands in contrast to an autocracy, collective leadership, dictatorship, or oligarchy where the rulers are held above the law (which is not necessary by definition but which is typical). Lack of the rule of law can be found in democracies and dictatorships, and can happen because of neglect or ignorance of the law, corruption, or lack of corrective mechanisms for administrative abuse, such as an independent judiciary with a rule-of-law culture, a practical right to petition for redress of grievances, or elections (Levinson, 2006).

According to (Tamanaha, 2004), laws, regulations and codes of conduct should be fair and enforced impartially, particularly the laws on human rights. One of the effective ways of tackling weak governance is to look at the disconnection between institutions within the broader governance environment including the scope of operation of the society in general. The availability of information is critical to good governance. Access to information and the promotion of procedural rights provide an enabling framework where accountability and improved delivery could enhance institutional changes. Information is critical for the leaders and their constituents to be informed of their problems as well as the solutions.

Findings on Role of Adherence to Code of Ethics on Conflict management in Mogadishu

Table 4.5. Adherence to Code of Ethics.

	N	Mean	Std. Deviation
We have a written code of ethics	60	2.25	.836
There is free and fair recruitment process in the region	60	2.12	.804
There is inequality among staff and managers	60	2.20	1.117
The level of respect and exercise of code of ethics is high	60	2.65	.971
Violation of Code of ethics does not happen	60	2.55	.982
Valid N (list wise)	60		

The above table reveals that we have a written code of ethics is at mean of 2.2.5, there is a free and fair recruitment process in the region at mean of 2.12, there is inequality among staff and managers at mean of 2.20, the level of respect and exercise of code of ethics is high at mean of 2.65, violation of code of ethics does not happen at mean of 2.55. However the standard deviation of we have a written code of ethics is 0.836, there is free and fair recruitment process in the region at standard deviation of 0.804, there is inequality among staff and managers at standard deviation of 1.117, the level of respect and exercise of code of ethics is high at standard deviation of 0.971 and violation of code of ethics does not happen at standard deviation of 0.982.

According to (Gibson, 2011) the Code of Ethics offers a set of values, principles, and standards to guide decision making and conduct when ethical issues arise. It does not provide a set of rules that prescribe how society should act in all situations. Specific applications of the Code must take into account the context in which it is being considered and the possibility of conflicts among the Code's values, principles, and standards. Ethical responsibilities flow from all human relationships, from the personal and familial to the social and professional (Social, 2015).

Ethical decision making is a process. There are many instances in social work where simple answers are not available to resolve complex ethical issues. Conflict management team should take into consideration all the values, principles, and standards in this Code that are relevant to any situation in which ethical judgment is warranted. Social workers' decisions and actions should be consistent with the spirit as well as the letter of the Code of Ethics (Social, 2015).

Code of ethics is important in the initial stages of conflict management. It seems as a code of ethics neglected until now. Mediation is non-adversarial alternative to dispute resolution. Mediation is not a forum for misbehavior. Failure of mediation may lead to adjudication; hence mediation must work under the framework of appropriate code of ethics and Law. Mediation is flexible (Gibson, 2011). Adherence of code of ethics in negotiation has been neglected. Often when people talk about what is ethical they immediately talk about what they feel people should do and how we can persuade them to come round to our way of thinking. However, this sort of discussion presumes certain conventions of what is right and wrong without looking at the theories behind these connotations of rights and wrong (Gibson, 2011). Negotiation, and mediation, occurs between people. It will vary with the disposition and traits of the parties involved. The ethical beliefs will color perceptions and approaches to bargaining and results of the mediation. In all cases a mediator needs to pay attention to the values that the parties express. Mediation must be dedicated to the principle that all disputants have a right to negotiate.

The following dimensions of ethics in conflict management to be considered and adhered during conflict management process, Self-determination, Impartiality, Conflicts of interest, Competence, Confidentiality, Quality of the process, Advertising and solicitation and Fees (Gibson, 2011).

Regression Analysis

4.6.1 Model Summary

Table 4.6. Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852[a]	.727	.453	6.626

a. Predictors: (Constant), Conflict management

The table above indicates that Model Summary. The R value represents the simple correlation and is 0.852 which indicates a high degree of correlation. The R2 value (the "R Square" column) indicates how much of the total variation in the dependent variable, Conflict Management, can be explained by the independent variable, Governance. In this case, 72.7% can be explained, which is very large.

The next table is the ANOVA table, which reports how well the regression equation fits the data (i.e., predicts the dependent variable) and is shown below:

ANOVA

Table 4.7. ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.761	3	116.761	2.659	.001[a]
	Residual	43.905	56	43.905		
	Total	160.667	50			

a. Predictors: (Constant), Governance

b. Dependent Variable: Conflict Management

The table above indicates that the regression model predicts the dependent variable significantly well. Look at the "Regression" row and go to the "Sig." column. This indicates the statistical significance of the regression model that was run. Here, $p < 0.001$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly may predict the outcome variable.

The Coefficients table provides us with the necessary information to predict Governance from conflict management, as well as determine whether Conflict Management contributes statistically significantly to the model (by looking at the "Sig." column). Furthermore, we can use the values in the "B" column under the "Unstandardized Coefficients" column, as shown below:

Regression Coefficient

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.500	16.893		1.391	.001
	Governance	.435	.267	.852	1.631	.000

a. Dependent Variable: Conflict Management

To present the regression equation as:

Governance = 23.5 + 0.435 (Conflict Management)

Governance = 23.94

Regression coefficient is when the regression line is linear (y = ax + b) the regression coefficient is the constant (a) that represents the rate of change of one variable (y) as a function of changes in the other (x); it is the slope of the regression line y = ax + b

Y = Conflict Management while x = Governance

Y = a + bx therefore Y = 23.5+ 0.435 X.

5. Summary of the Findings

The study found out that the null hypothesis which states that there is significant relationship between governance and conflict management in Mogadishu was accepted.

The study also revealed that the adjusted R2 is .453. This implies that there is significant relationship between the governance and conflict management in Mogadishu was accepted meaning there is a relationship

Role of Accountability on conflict management in Mogadishu

The study found out that in governance, accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private (corporate) worlds.

It was found out that in governance, accountability has expanded beyond the basic definition of "being called to account for one's actions". It is frequently described as an account-giving relationship between individuals

It was found out that accountability cannot exist without proper accounting practices; in other words, an absence of accounting means an absence of accountability. Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization. Central to the principle of accountability is information sharing and transparency which should be promoted by governance structures

The study was found out that accountability is hard to achieve especially in the absence of access to information. Public accountability is founded on two pillars. The first pillar is related to accountability by the executive and the second pillar is based on institutional change.

Role of adherence to the Rule of Law on conflict management in Mogadishu

The study found out that the rule of law is the legal principle that law should govern a nation, and not arbitrary decisions by individual government officials. It primarily refers to the influence and authority of law within society, particularly as a constraint upon behavior, including behavior of government officials

It was revealed that rule of law implies that every citizen is subject to the law, including law makers themselves. In this sense, it stands in contrast to an autocracy, collective leadership, dictatorship, or oligarchy where the rulers are held above the law

The study further found out that laws, regulations and codes of conduct should be fair and enforced impartially, particularly the laws on human rights. One of the effective ways of tackling weak governance is to look at the disconnection between institutions within the broader governance environment including the scope of operation of the society in general.

It was also found out that access to information and the promotion of procedural rights provide an enabling framework where accountability and improved delivery could enhance institutional changes. Information is critical for the leaders and their constituents to be informed of their problems as well as the solutions.

Role of adherence to code of ethics in conflict management in Mogadishu

The study also found out that the Code of Ethics offers a set of values, principles, and standards to guide decision making and conduct when ethical issues arise. It does not provide a set of rules that prescribe how society should act in all situations. Specific applications of the Code must take into account the context in which it is being considered and the possibility of conflicts among the Code's values, principles, and standards. Ethical responsibilities flow from all human relationships, from the personal and familial to the social and professional

It was found out that ethical decision making is a process. There are many instances in social work where simple answers are not available to resolve complex ethical issues. Conflict management team should take into consideration all the values, principles, and standards in this Code that are relevant to any situation in which ethical judgment is warranted. Social workers' decisions and actions should be consistent with the spirit as well as the letter of the Code of Ethics

The study also found out that code of ethics is important in the initial stages of conflict management. It seems as a code of ethics neglected until now. Mediation is non-adversarial alternative to dispute resolution. Mediation is not a forum for misbehavior. Failure of mediation may lead to adjudication; hence mediation must work under the framework of appropriate code of ethics and Law.

It was discovered that adherence of code of ethics in negotiation has been neglected. Often when people talk about what is ethical they immediately talk about what they feel people should do and how we can persuade them to come round to our way of thinking. However, this sort of discussion presumes certain conventions of what is right and wrong without looking at the theories behind these connotations of rights and wrong

6. Conclusions

The study concludes that governance can be used in several contexts such as corporate governance, international governance, national governance and local governance. Since governance is the process of decision-making and the process by which decisions are implemented, an analysis of governance focuses on the formal and informal actors involved in decision-making

The study concludes that other actors involved in governance vary depending on the level of government that is under discussion. In rural areas, for example, other actors may include influential land lords, associations of peasant farmers, cooperatives, NGOs, research institutes, religious leaders, finance institutions, political parties, and the military and so on.

The study concludes that accountability is answerability, blameworthiness, liability, and the expectation of account-giving. As an aspect of governance, it has been central to discussions related to problems in the public sector, nonprofit and private (corporate) worlds.

It also concludes that decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization.

Accountability is hard to achieve especially in the absence of access to information. Public accountability is founded on two pillars. The first pillar is related to accountability by the

executive and the second pillar is based on institutional change.

The study concludes that rule of law implies that every citizen is subject to the law, including law makers themselves. In this sense, it stands in contrast to an autocracy, collective leadership, dictatorship, or oligarchy where the rulers are held above the law

The study concludes that the availability of information is critical to good governance. Access to information and the promotion of procedural rights provide an enabling framework where accountability and improved delivery could enhance institutional changes.

7. Recommendations

1. The rule of law should be adopted as the legal principle that law should govern a nation, and not arbitrary decisions by individual government officials. It primarily refers to the influence and authority of law within society, particularly as a constraint upon behavior, including behavior of government officials

2. Laws, regulations and codes of conduct should be fair and enforced impartially, particularly the laws on human rights. One of the effective ways of tackling weak governance is to look at the disconnection between institutions within the broader governance environment including the scope of operation of the society in general.

3. Conflict management team should take into consideration all the values, principles, and standards in this Code that are relevant to any situation in which ethical judgment is warranted.

4. There is need to improve the legislative, representative, and oversight functions of Somalia's federal and state governments

5. There is also need to improve the ability of targeted government institutions to perform essential functions

6. A lot of efforts that need to be implemented so as to increase citizen awareness of and engagement in government decision-making

8. Areas for Further Research

More research needs to be done on the following;

● The role of women in conflict resolution and peace building
● The effect of Youths on conflict management

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