

**LOCAL GOVERNANCE AND CONFLICT MANAGEMENT A CASE OF  
BAIDOA DISTRICT, SOMALIA**

**BY**

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### DECLARATION

This thesis report is my original work and has not been presented for a Degree or any other academic award in any university or institution of learning.



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Date

### APPROVAL

I confirm that the work in this thesis report was done by the candidate under my supervision.

Otanga Rusoke      6<sup>th</sup> May 2015  
Dr. Otanga Rusoke      Date

## **DEDICATION**

I dedicate this piece of work to my parents, friends and relatives.

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My sincere gratitude is accorded to the Almighty God for the gift of life that He gave me throughout my studies.

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## **LIST OF ACRONYMS**

AMISOM	African Union Mission in Somalia
AU	African Union
NGO	Non-Governmental Organization
SPSS	Statistical Package for Health Sciences
SRC	Supreme Revolutionary Council
UN	United Nations
UNDP	United Nations Development Programme

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## ABSTRACT

This study investigated governance and conflict management in Baidoa, Somalia. The following objectives guided the study: i) to find out the extent of governance in Baidoa, Somalia; ii) to determine the extent of conflict management in Baidoa, Somalia; and iii) to establish the relationship between governance and conflict management in Baidoa, Somalia. The study employed descriptive correlational design. Data was collected using questionnaires. Pearson correlation ( $r$ ) was used to establish the relationship between governance and conflict management in Baidoa, Somalia. The extent of governance was fair (average mean=2.85) and the level of conflict management was also fair (average mean=2.45). However there was a strong significant correlation between the mode of governance and the level of conflict management in Baidoa, Somalia ( $r=.584^{**}$ ,  $p< .01$ ). This association between the two variables affected development greatly in Somali. Poor mode of governance led to escalation of conflicts which resulted in to low development. This was indicated by the low level of educated people due to insecurity, lack of well stocked hospital facilities, and majority of the people are poor and displaced. The study concluded that there was no transparency of government policymaking since public officials were not accountable and human rights was not exercised given the fact that government effectiveness was still questionable in Baidoa. Collaboration and competition on the other hand were the most commonly used conflict management styles in Baidoa, whereas avoidance and accommodation styles were greatly marginalized. The study recommended that there was need to establish stringent measures such as public accounts committee that would probe and investigate public officials who do not account for public resources. There was also need to research on the best conflict management styles appropriate for the people of Baidoa, Somali

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1.1 Historical Perspective**

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 Baloch nationalists) to the idiosyncratic, like the 335 year's War , which was fought between the Netherlands and the Isles of Sicilly 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, 1976).

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 laissez-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.

### **1.1.2 Theoretical Perspective**

This study employed public choice theory by Shugart 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.

### **1.1.3 Conceptual Perspective**

According to the UNDP (2012) governance can be seen as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences. Bevir (2013) define governance as the concrete activity that reproduces a formal or informal organization. If the organization is a formal one, governance is primarily about what the relevant "governing body" does. If the organization is an informal one, such as a market, governance is primarily about the rules and norms that guide the relevant activity. Whether the organization is a geopolitical entity (nation-state), a corporate entity (business entity), a socio-political entity (chiefdom, tribe, family, etc.), or an informal one, its governance is the way the rules and actions are produced, sustained, and regulated. For the purpose of this study, governance was defined in terms of voice and accountability, rule of law, government effectiveness and political stability.

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including

effectiveness or performance in organizational setting (Rahim, 2002). This study operationalized conflict management in terms of avoidance, competition, accommodation and collaboration.

#### **1.1.4 Contextual Perspective**

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—is the subtle challenge conflict analysis faces in the Somali context Ahmed (2004).



## **1.2 Statement of the Problem**

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 (2011).

In October 2011, hundreds of Kenyan troops entered Somalia, escalating their efforts to fight the Al-Shabab 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 "miguidded", "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 investigated to establish if poor governance is the cause of these poor conflict managements in Baidoa local government, Somalia.

### **1.3 Purpose of the study**

This study correlated Local Governance and Conflict a case of Baidoa District, Somalia.

### **1.4 Research Objectives**

The following objectives guided the study:

- i. To find out the nature of local governance in Baidoa district, Somalia.
- ii. To determine the influence of conflict management in Baidoa district, Somalia.
- iii. To establish the relationship between the nature of Local Governance and the influence of conflict management in Baidoa district, Somalia.

### **1.5 Research Questions**

The following questions were answered during the study:

- i. What is the nature of local governance in Baidoa district, Somalia?
- ii. What is the influence of conflict management in Baidoa district, Somalia?
- iii. What is the relationship between the nature of Local Governance and the influence of conflict management in Baidoa district, Somalia?

## **1.6 Hypothesis**

Local Governances seems to function although conflicts have its influence on the development of Somalia, especially in Baidoa district.

## **1.7 Scope of the study**

**Geographical Scope:** This study was conducted in selected local governments in Biadoa Somalia which consist of four main divisions such as Isha, Horseed, Bardale, and Holwadag. Biadoa district is located in the South West Region namely Bay Region. It is around two hundred and forty (240) km far from the capital city of Mogadishu. The area is well known to the researcher.

**Theoretical scope:** this study employed public choice theory by Shugart II (2008). Theory states that political decision-making may result in outcomes that conflict with the preferences of the general public.

**Content scope:** in this study, governance was measured in terms of voice and accountability, rule of law, government effectiveness and political stability while conflict management was measured in terms of avoidance, competition, accommodation and collaboration. The relationship between the nature of governance and the influence conflict management on development was also investigated in this study.

## **1.8 Significance of the study**

The finding of study will benefit the local administration, NGOs, Youths, traditional elders and Ministry of Internal Affairs where they will be able to access the appropriate measures and remedies that will be put in place by the researcher to minimize the dysfunctional conflicts among local administrators in Baidoa District that can hinder governance.

The study will be useful to the local administrators, who are always responsible for the attainment of governance by the needy community of which they work for.

The local administrators are in a position where they will be able to identify the effects of conflict on good governance and they will also be aware of the causes of conflict among the individuals and groups who are operating in the four villages in Baidoa.

The future researchers in this area will utilize the findings of the study to embark on a related study.

### **1.9 OPERATIONAL DEFINITION OF THE KEY TERMS**

**Governance** is the act of governing. It relates to decisions that define expectations, grant power, or verify performance. It consists of either a separate process or part of management or leadership processes. These processes and systems are typically administered by a government.

Governance is an indeterminate term used in development literature to describe how public institutions conduct public affairs and manage public resources in order to guarantee the realization of human rights. Governance describes "the process of decision-making and the process by which decisions are implemented (or not implemented)". The term governance can apply to corporate, international, national, local governance or to the interactions between other sectors of society.

**Conflict** can be defined as disagreements and misunderstanding among individuals or groups as a result of the interest of one side which is oppressed or neglected.

**Management** the word management means having the ability and skills to influence people or direct them to do something.

**Conflict management** means minimizing the level of conflict which is negative such that organizational efficiency, effectiveness and goal attainment will not be affected. In this study negotiation, resolution, mediation, collaboration, and functional conflict resolution, controlling uncertainty, and compromise methods as characteristics and indicators of conflict management will be examined critically,

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The following chapter elaborates the theoretical review; then illustrates the conceptual framework showing the interaction between the study variables and concludes with the review of related literature. The Literature review of this study is an important part that provides the reader and other people what other writers and researcher have said on the same study. It provides evidences and facts that support the study undertaken by the researcher.

#### **2.1 Theoretical Review**

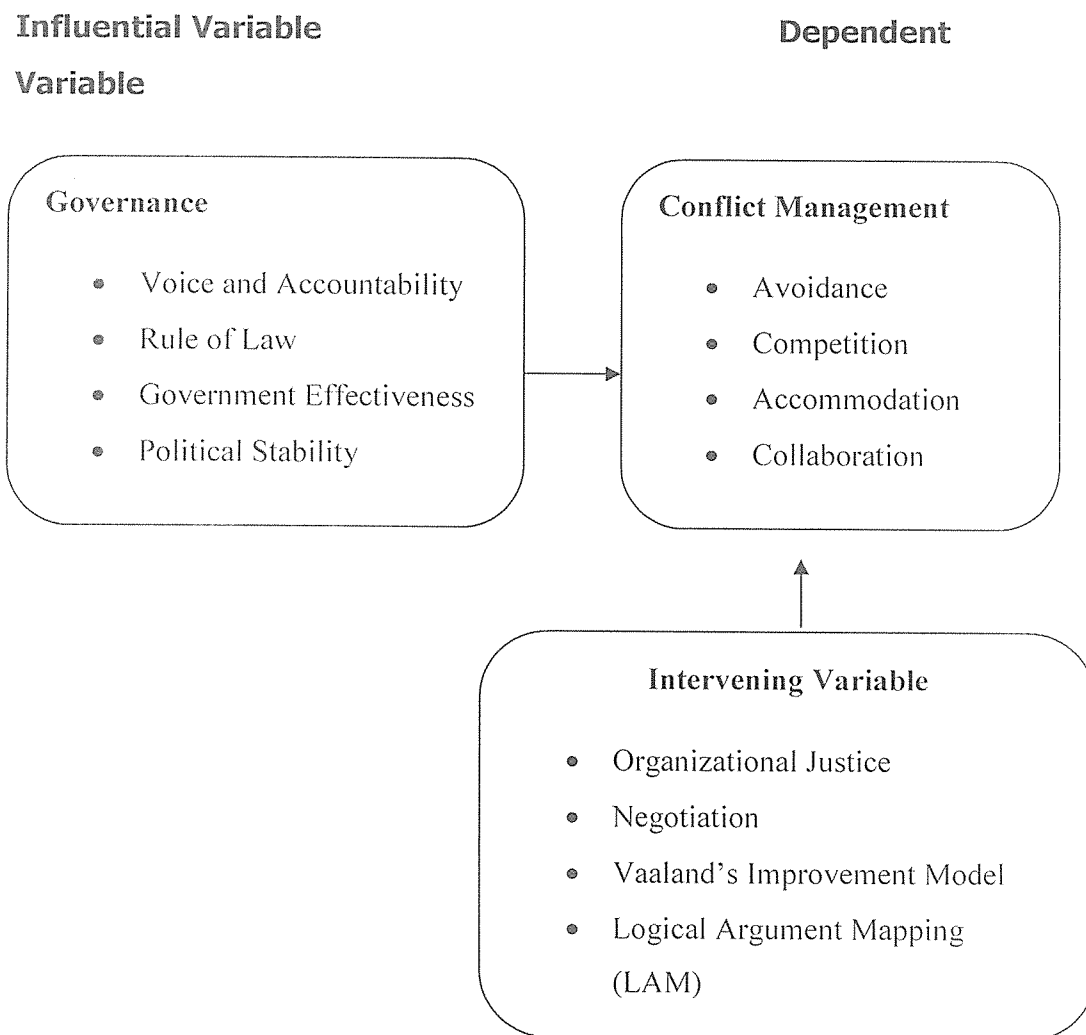
This study employed public choice theory by Shugart II (2008). The theory states that political decision-making may result in outcomes that conflict with the preferences of the general public. While good government tends to be a pure public good for the mass of voters, there may be many advocacy groups 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).

## 2.2 Conceptual Framework

**Figure 1: Conceptual Framework**



**Figure 1.1: Conceptual framework adopted from Onen (2005)**

This conceptual framework illustrates diagrammatically the relationship between governance and conflict management. Governance in this study is the independent variable defined by voice and accountability; rule of law; government effectiveness; and political Stability. In order to effectively management conflicts in Baidoa district, the voice of the oppressed must be heard, leaders must be accountable, the judicial system and the law enforcers must practice the rule of law to accommodate the grievances of the oppressed and the government must provide all the necessary support to its citizens otherwise conflict will be very difficult to manage. However intervening variables such as organizational justice or negotiation could also explain a greater percentage of conflict management if effectively used.

## **2.3 Review of Literature**

### **2.3.1 Governance**

The concept of governance is not new; it is as old as human civilization. Simply put, governance means: the process of decision-making and the process by which decisions are implemented (or not implemented) (DeChurch & Marks, 2001). Governance can be used in several contexts such as corporate governance, international governance, national governance and local governance (Bevir, 2013).

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 and implementing the decisions made and the formal and informal structures



that have been set in place to arrive at and implement the decision (DeChurch, & Marks, 2001).

According to (Heritier and Silvestri, 2012), government is one of the actors in governance. 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, the military and so on. The situation in urban areas is much more complex. All actors other than government and the military are grouped together as part of the "civil society." In some countries in addition to the civil society, organized crime syndicates also influence decision-making, particularly in urban areas and at the national level (Senn, 2003). In this study, governance was measured in terms of accountability, rule of law, control of corruption and political stability.

#### **2.3.1.1 Voice and 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, p89). 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 p234). 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, 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.

#### **2.3.1.1 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). 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.

#### **2.3.1.2 Government Effectiveness**

This indicator measures the quality of public services, the quality of the civil service and its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to its stated policies.

#### **2.3.1.3 Political Stability**

According to Thompson (2005), political stability is the durability and integrity of a current government regime. This is determined based on the amount of violence and terrorism expressed in the nation and by citizens associated with the state. A stable society is one that is satisfied with the ruling party and system of operations and is not interested in revolutionary or despotic ideas.

A stable political scene is one where the ruling government is favored by the population and does not experience strong indicators of social unrest. While there are problems within any nation, and times of war or hardship are common, a stable political system is one that can withstand these occurrences without major societal upheaval and ongoing endurance of these circumstances (Edward and Claudia, 2006).

Much of the ability of a political system to sustain itself relies on how leaders respond to crises. People must be satisfied with how their rulers handle problems and the solutions they create or else the fallout from these events result in destruction of hierarchies and government agencies. Revolutions, terrorism and public violence are associated with failed political stability. According to Mbaku (2009), political stability requires that the public interacts freely and openly with legislators on a regular basis. Granting individuals a say in how a nation is run enhances the stability of the region.

### **The case of Somalia**

The nature of governance in Somalia is still very fragile at the moment. Somalia's legacy of corrupt and abusive political leadership has prevented agreement on an inclusive government. Past experiences with the misuse of government and public resources, the political manipulation of clan identity, and the dependence of most Somali political and faction leaders on external support have upheld the belief that the Government only serves the interest of a select few, while remaining indifferent to the welfare of the majority of the people. The inability to provide basic services, including justice and security, to all its citizens further reduces state legitimacy and trust in state institutions, weakening or breaking the

social contract (UNDP, 2012). Violence is seen in part as a means to correct these grievances.

Due to poor governance in terms of government effectiveness, many state resources have been distributed unequally hence raising the issue of inequality. Inequalities between groups spur grievances that mobilize people to act, including through violence (Stewart, Brown and Mancini, 2005). In Somalia, this kind of inequality is widespread, with historical roots in both colonial and military regimes that patronized some clans over others. This is clearly manifested by the Failed State Index on which Somalia scores very high on horizontal inequality as measured by uneven economic development along group lines, the level of political mobilization based on group disparities, a legacy of vengeance-seeking based on group grievances and the rise of factionalized elites. Addressing inter-group inequality is vital to both development goals and conflict transformation.

Struggle for control of the state, which brings political and economic power, has been a continuing source of conflict. Absence of good governance, and experience with a repressive state, have made Somalis suspicious of government. Many Somalis see the state as "an instrument of accumulation and domination, enriching and empowering those who control it and exploiting and harassing the rest of the population" Menkhaus (2003, p49).

This view grows from their experience with Barre's government, which made them inherently distrustful of a strong central state. The military regime of Siyad Barre was primarily dominated by small elite of the Marehaan subclan of the Darood, who used their subclan identity to control the state and exploit valuable resources. Barre's authoritarian

government also systematically manipulated clan identities and politicized clan cleavages by favoring clans that would enable it to maintain authority. These policies have had farreaching effects and have produced sharp fissures and deep suspicion among the clans and subclans that define Somalia today. Barre's government also followed a meticulous policy of oppression of the Issaq in the northwest section of the country, which sowed the seeds of Issaq secessionism and led to the unilateral declaration of independence by Somaliland after the state collapsed Gassim, (2003).

With the collapse of the central state, South-central Somalia disintegrated into clan-based fiefdoms whose leaders have been fighting for control of the state since 1991. The Conflict Analysis Regional Report on South-central Somalia observes that these armed warlords enter into shifting alliances with other clan-based warlords when expedient, only to be on opposing sides soon after. Their militia fight for them and clan kin support them because they perceive state capture by their clan to translate into potential success and benefits. The militarization of politics has also meant that leaders depend on the use of the gun to achieve their goals, with little regard for basic rules of governance, raising questions of their ability to rule without coercion and armed force Menkhaus (2003).

### **2.3.2 Conflict Management**

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting (Rahim, 2002). Conflict management minimizes the negative outcomes of conflict and

promotes the positive outcomes of conflict with the goal of improving learning in an organization.

Conflict management style has been and continues to be measured by a variety of classifications. Follett (1940) first conceptualized the first five-style classification of behavioral conflict-handling strategies in the 1920's. Follett reported findings of methods individuals typically use when dealing with conflict: domination, compromise, integration, avoidance and suppression. Another one of the first conceptual schemes for classifying conflict revolved around a simple dichotomy involving either cooperation or competition (Deutsch, 1949). Deutsch defined conflict as incompatible interaction between two individuals, where one is interfering, obstructing or in other ways making the behavior of another less effective. He argued that the dynamics and outcomes of conflict depend upon whether the conflict is handled cooperatively or competitively.

However, doubts were raised over the ability of Deutsch's (1949) dichotomy to reflect the complexity of an individual's perceptions of conflict and a new two-dimensional grid for classifying the styles was developed by Blake and Mouton (1964). Based on Follett's (1940) classifications, Blake and Mouton (1964) grouped the various styles for handling interpersonal conflict into five types: forcing, withdrawing, smoothing, compromising and problem solving. Blake and Mouton's (1964) work proposes that conflict is managed in different ways depending on whether the individuals, specifically managers, involved have high or low concern for production and high or low concern for people. By juxtaposing the two dimensions, then, they generated five styles: problem solving resulting from high concern for productivity and people, forcing showing high concern for productivity and low concern for

people, compromising based on moderate concern for productivity and people, smoothing depending on low concern for productivity and high concern for people, and withdrawing representing low concern for productivity and low concern for people.

Thomas and Kilmann (1974) also developed a model for handling conflict that utilizes five styles: competing, collaborating, avoiding, accommodating and compromising. The competing style is high in concern for self, which is characterized by a drive to maximize individual gain, even at the expense of others. This style is in contrast to the collaborating style, which constructs solutions to conflict to meet the needs of all parties involved. The avoiding style is low in concern for self and disengages from conflict. The accommodating style sacrifices self-interests to satisfy the needs of others. Finally, compromising theoretically straddles the midpoint between cooperativeness and assertiveness, and involves making concessions to arrive at a resolution of conflict.

On the basis of a factor analysis of the items of their Organizational Communication Conflict Instrument, Putnam and Wilson's (1982) three-conflict management style model divides conflict management strategies into three factors: nonconfrontation (obliging), solution-oriented (integrating) and control (dominating). Putnam and Wilson (1982) state that non-confrontation, or obliging, strategies manage conflict indirectly, by either simply avoiding disagreements or by minimizing controversial issues. Solution-oriented, or integrating, strategies manage conflict both by searching for creative, integrative solutions and by making compromises. Control, or dominating, strategies manage conflict by arguing persistently for their positions and using nonverbal messages to emphasize demands.



Pruitt (1983) provided empirical evidence from laboratory studies that there are four styles of handling conflict: yielding, problem solving, inaction and contending. Based partially on Blake and Mouton's (1964) two level component, these styles were based on a two dimensional model consisting of concern for self (high or low) and concern for others (high or low).

While numerous researchers proposed revisions of the preceding frameworks, Rahim and Bonoma's (1979) conceptualization has been one of the most popular, with empirical evidence (e.g., Rahim & Magner, 1995; van de Vliert & Kabanoff, 1990) suggesting it to be most valid. Rahim and Bonoma (1979) differentiated the styles of resolving interpersonal conflict on two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy their own concerns, while the second dimension explains the degree to which an individual tries to satisfy the needs or concerns of others. The combination of these two dimensions results in five specific styles of conflict management, known as integrating, obliging, dominating, avoiding and compromising.

This study used Rahim's (2002) meta-model to explain conflict management. Rahim (2002) noted that there is agreement among management scholars that there is no one best approach on how to make decisions, lead or manage conflict. In a similar vein, rather than creating a very specific model of conflict management, Rahim created a meta-model (in much the same way that DeChurch and Marks, 2001, created a meta-taxonomy) for conflict styles based on two dimensions, concern for self and concern for others.

Within this framework are five management approaches: integrating, obliging, dominating, avoiding, and compromising. Integration involves openness, exchanging information, looking for alternatives, and examining differences so solve the problem in a manner that is acceptable to both parties. Obliging is associated with attempting to minimize the differences and highlight the commonalities to satisfy the concern of the other party. When using the dominating style one party goes all out to win his or her objective and, as a result, often ignores the needs and expectations of the other party. When avoiding a party fails to satisfy his or her own concern as well as the concern of the other party. Lastly, compromising involves give-and-take whereby both parties give up something to make a mutually acceptable decision (Rahim, 2002).

#### **2.3.2.1 Avoidance**

According to Barker, Tjosvold and Andrews (1988) avoidance is characterized by behaviors that either ignore or refuse to engage in the conflict. While avoidance is presented by some theorists as a negative style that shows low concern for both one's own and the other party's interests, there are sometimes strategic reasons to avoid conflict Rahim (2004). For example, when the relationship is short-term and the issue is not important or when the situation has a potential to escalate to violence, avoidance may be the prudent choice.

Rahim (2001) argues that when a person fails to respond to an invitation to collaborate in conflict resolution, she delays solving the problem. To reduce tension, avoid petty discussions or focus on more complex issues, this style works well. Knowing when to withdraw from sensitive topics requires you to exercise caution and diplomacy. Timing can be everything. Overuse tends to inhibit brainstorming and productivity. Past experiences

sometime cause people to avoid future conflicts, resulting in reduced workplace collaboration.

An avoiding style is associated with both low concern for self and others. This style is usually accompanied by withdrawal, as an individual using this style fails to satisfy both his or her concerns as well as the concerns of the other party. This style is often used when the potential ramifications of confronting the other party seem to outweigh the benefits of resolving the conflict. This style has often been found to be used when individuals deal with perceived tactical or minor issues (Afzalur, Garrett, & Buntzman, 1992).

#### **2.3.2.2 Competition**

Competition, or win/lose, is a style that maximizes reaching one's own goals or getting the problem solved at the cost of the other party's goals or feelings. While always choosing competition has negative repercussions for relationships, businesses and cultures, it can occasionally be the right style to choose if the other party is firmly fixed in a competitive style or there are genuinely scarce resources. While competitive tactics are not necessarily dysfunctional, competition can easily slide into a destructive scenario. Understanding the tactics and strategies of others who use competitive styles can assist conflict managers in defusing the negative consequences of competition and working toward a mutual gains approach (Afzalur, Garrett, & Buntzman, 1992).

When a person needs to take quick action to gain a competitive edge, using the competing style allows her to assert her position. This style enables her to make unpopular decisions, protect others or defend

exploited subordinates to win an argument. Disadvantages associated with overuse of this style include lower employee morale, less collaboration in the workforce and sustained conflict. Some competition in the workplace fosters innovative and creative solutions to complex problems, but an excessive amount can indicate a need in interpersonal skills training for offenders (Victor, 2012).

Competition style can be determined as a conflict management style with high assertiveness and low cooperativeness. A person seeks to reach his/her own preferred outcomes at the expense of a partner. This approach may be appropriate when quick actions are needed, for example during emergencies. Also it can be useful when an unpopular solution must be applied and a deadline is near. This style is inappropriate in an open and participative climate. Its strength is speed and the weakness is that it creates offenses of one of the parties that didn't win anything (Victor, 2012).

A dominating style is characterized by high concern for self and low concern for others. This style has been identified with a win-lose perspective or with forcing behavior by one individual over another as a means to win a position or resolve a conflict situation. An individual using a dominating style typically uses whatever measures necessary to win the objective, and as a result, ignores or minimizes the needs and expectations of the other party. A dominating may style may also be used by upper management for implementing strategies and policies, or when unpopular courses of action must be implemented (Afzalur, Garrett, & Buntzman, 1992).

### **2.3.2.3 Accommodation**

Accommodating conflict management or obliging, also called smoothing style, has a high degree of cooperativeness. A manager using this style tries to get his/her own goals, objectives, and desired outcomes to allow partners to achieve their goals and outcomes. This conflict management style is important for saving future relations between the parties. Obliging can be a very useful conflict-handling strategy if it is possible to get something in return from the other party. This approach encourages cooperation. Accommodating strategy may actually help individuals to strengthen their future negotiating position. Accommodating behavior is appropriate when a person who knows that he/she was wrong or when the relationship is important (Victor, 2012).

According to (Afzalur, Garrett, & Buntzman, 1992), an obliging style involves low concern for self and high concern for others. This style is associated with attempting diminish differences and emphasize commonalities for the purpose of satisfying the needs of the other party. This style has been found to be used by an individual believing that he or she may be wrong and that the issue in question is much more important to the other person involved. It can be used as a strategy when an individual is willing to make a concession with the hope of getting something in return.

According to (Song, Dyer, & Thieme, 2006), accommodation involves giving in to the other's wishes or smoothing the choppy waves of a conflict. Accommodation sacrifices one's own goals for the sake of the other person. Accommodators often use phrases like: "Whatever you want is fine with me." When one party in a conflict genuinely does not care about the outcome of the conflict, accommodation may be the right

choice for that situation. However, if accommodation is the only style a person utilizes, he or she is advised to learn more skills.

Wilmot & Hocker (2001) on the other hand explain that when you need to forgo your own concerns in favor of satisfying the concerns of co-workers, using the accommodating style is appropriate. This style helps a leader create good will, yield on issues of lower importance and keep the team focused on larger issues. Overuse of this conflict management strategy may limit true relationship building, particularly if one or more people hold a grudge or display apathy as a result of not addressing hurt or anger.

#### **2.3.2.4 Collaborative**

According to (Wilmot, & Hocker, 2001), this style can be characterized by high levels of assertiveness and cooperativeness; it is often described as the "*win-win*" scenario. Both sides creatively work together to achieve the goals and desired outcomes benefitting all involved parties. It can be difficult to implement this style as the process of collaborating mandates sincere effort by all parties and it may take a lot of time to reach a consensus.

Integrating is characterized by both high concern for self and for others. This involves openness, exchange of information, and examination of differences to reach an effective solution acceptable to both parties. It is associated with problem solving, which may lead to creative solutions. This style has been found to be useful in utilizing the skills and information of different individuals to generate solutions, and may be appropriate for dealing with strategic issues relating to objectives, policies and long-range planning (Afzalur, Garrett, & Buntzman, 1992).

Badler (2008) asserts that participative leaders use the collaborating style to resolve conflict and satisfy both sides of the argument. This usually involves integrating solutions, building relations and merging ideas. The main disadvantage involves the amount of time required to collaborate effectively to accomplish this goal. Effective listening, paraphrasing and other communication skills enhance a team's ability to collaborate well and manage conflict in the workplace.

### **Conflict management-Somalia context**

In contrast to the many failed externally driven peace efforts for Somalia, Somalis themselves have led numerous relatively successful local efforts to end violence and re-establish local security and systems of governance. These provide an alternative to tried state-building templates. They suggest that a bottom-up approach may be more effective in resolving Somalia's crisis, albeit in a more gradual way.

The Peace Mapping study by Interpeace has catalogued over 120 indigenous peace processes in Somalia since 1991—more than 90 in south central Somalia, over 30 in Somaliland (1991-1997) and eight in Puntland. The study provides valuable insights and lessons on how Somali-led processes have proved more effective than internationally sponsored national reconciliation initiatives UNOSOM (2012). The local peace processes demonstrate both a demand for security and law and order, and a capacity among Somali communities, in the absence of a state, to control and manage conflict.

Notwithstanding the contested sovereignty over its eastern regions, and that it is not recognized internationally, Somalila's political evolution from indigenous grassroots organizing in the early 1990s to a democratic governance system since 2002 presents a good example of peacebuilding

using the conflict transformation approach Othieno (2008). Somalia has rebuilt relations between warring communities; redistributed stolen property, and restored law and order; demobilized militia; and established district, municipal and national governance structures.

These successes are attributed to a sustained focus on resolving issues at the community level before attempting to tackle issues of national governance. For example, national conferences were developed from a series of local meetings in which communities sought to resolve their differences, and actors and customary institutions from traditional clans were fully involved. Indeed, the involvement, strength and resilience of local communities have allowed Somalia to progress even with very little external assistance. The experience suggests that the best hope for state revival in Somalia may lie in the explicit pursuit of a state where a central government with limited power and capacity relies on a diverse range of local authorities to execute core functions of government and mediate relations between local communities and the state (Menkhaus, 2012).

According to Rogers, Chasy and Bamat (2010), rebuilding Somalia would require the mobilization of considerable resources and their application on key activities in sensitive ways. Special efforts need to be made to mobilize and direct domestic resources towards this purpose. Aid dependency is poor development assistance in any society, but it also creates vulnerability to conflict escalation. Somalia's history shows that aid dependency means weakness: opportunistic governance, perilous public service institutions, and shaky and largely unsustainable economic infrastructure and support activities. The Siyad Barre regime collapsed when the flow of aid suddenly was reduced in 1990/92 with the state subsequently disintegrating and warlords battling over the political and



economic loot, leading the country into a period of crisis and civil war. The share of the country's development, social services and operating budgets externally funded represents one aspect, the other aspect relates to the composition and content of the aid provided. From this perspective, development activities that contribute to sustainable institutions and processes would not only be good aid but also score high as conflict-sensitive assistance (Rowlands, 2005).

Newman and Richmond (2006) argue that while large-scale projects and high-value investments might be necessary, their implementation should be considered carefully as they are likely to attract lineage-based competition and division. As a rule, small-scale projects with well-defined goals, developed across clan groups, are more likely to have a positive effect on the conflict environment. Furthermore, given the quite limited international assistance provided in Somalia over the past decade and the destruction and erosion of service delivery systems, there are many good reasons to focus on aid that helps develop institutions and build capacity: institutions that are able to deliver services needed across society; systems for management of resources that are (and are considered to be) fair to groups with differing objectives; and technical and managerial capacity with a strong sense of professional ethics.

## **2.4 Related Studies**

A study by Copley (2008) was carried out in South Africa to establish the relationship between managerial conflict management styles and effectiveness of governance in private companies. The study established a significant relationship between conflict management styles and effectiveness in governance and when the two variables were compared using a one-way ANOVA, a no significant difference was found.

Miley (2013) carried out a study to establish the relationship of principal conflict management style and school climate in South Carolina. Using a mixed-methods design, this study examined conflict management styles of elementary school principals in South Carolina and the relationship of conflict management style and school climate. The Rahim organizational conflict inventory-II, form B, which identifies five styles of managing conflict, was used to determine principal conflict management style preferences. No significant correlation was found to exist between principal conflict management style and school climate indicators. Principals linked trust, listening, addressing conflict issues promptly and directly, and self-knowledge to effective conflict management practices.

This research project by Violetta (2012) explored the nature of conflict, the conflict process, conflict resolution skills and conflict management techniques in the case of Icelandic companies. Findings of this research established that Icelandic managers are quite familiar with conflict resolution process and the majority of them apply conflict resolution techniques. However, they still have complaints about conflicts between employees. Interpersonal and Intragroup conflicts were identified as the main types of conflicts in Icelandic organizations. According to the conflict resolution model, which was presented in the research project, Icelandic organizations have some gaps in their approach of conflict resolution.

Tatians (2014) reviewed the evidence base that underpins contemporary approaches to the resolution of violent conflict, in an effort to improve the lives of conflict-affected populations. By means of a systematic literature review the researcher explored academic work as well as grey literature that engages with the experiences of the "end-users" of conflict resolution efforts. It was found that current approaches to conflict resolution are



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often based on weak evidence and normative objectives, and make problematic assumptions with regard to the actors and conflict structures involved, and to the conflict resolution strategies employed. It concludes by highlighting the need to strengthen the evidence base of conflict research if conflict resolution practice is to be brought into line with empirical realities.

### **Gap**

Most of the studies carried out are based on governance and conflict resolutions and management styles in Europe and little has been done in Africa. There is currently no literature on the relationship between governance and conflict management in Somalia. This study was therefore intended to cover this gap.

## **Partial conclusion**

All in all, this chapter critically reviewed the literature, reports, publications done by other scholars and writers in relation to Local Governance and conflict management. In this case, decentralized districts have in theory an equal possibility that decentralisation simply transfers power from national to local elites and that improved access of local elites to public resources decreases opportunities for corruption. On the other hand, the situation involved in Somalia concerning different assaults held by rebels lower the allocation of the revenue income shared with the central government for the development of the entire Somalia. 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.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

This chapter described the methodology that was used in addressing the set objectives. The chapter is organized under the subsections: Research Design, Research Population, Sample Size, Sampling Procedure, Research Instruments, Validity and Reliability of Research Instruments, Data Gathering Procedures, Sampling Techniques Data analysis, Ethical considerations and Limitations of the study.

#### **3.1 Research Design**

This study was conducted using a correlation design as well as qualitative and quantitative methods. Correlation is a research design where a researcher predicts dependent variable (conflict management) using independent variable (Local Governance), and examines the effect of Governance on conflict management (Oso & Onen, 2005). Correlation research design is suitable for studies where independent variable can be manipulated. In this study the independent variable (Local governance) can be manipulated to examine its relationship with conflict management. The researcher therefore traced the effect of Local Governance on conflict management using a correlation of variables and research design to enable the researcher test the study hypothesis.

#### **3.2 Research Population**

Demographic speaking, the population of Baidoa is estimated to 277,761 (UNDP, 2005). In the case of research study we considered the target population from the political leaders, religious leaders, clan leaders, the

civil society and members of the judiciary. Hence, this made a total of 230 participants.

### 3.3 Sample Size

Slovene's formula was used to compute the sample size. Slovene's formula states that, for any given population (**N**), and  $\alpha$  = the level of significance at 0.05, the sample size (**n**) is given by;

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

$$n = \frac{230}{1 + 230(0.05)^2}$$

$$n = \frac{230}{1 + 0.575}$$

$$n = \frac{230}{1.575}$$

$$n = 146$$

The population and sample distributions of this study were shown in Table 3.1.

**Table 1: Population and Sample Size of the Respondents**

Category of respondents	Target population(N)	Computation of (n)	Sample Size(n)
Political leaders	10	$\frac{10}{230} \times 146$	6
Religious leaders	20	$\frac{20}{230} \times 146$	13
Clan leaders	20	$\frac{20}{230} \times 146$	13
Members of the civil society	180	$\frac{180}{230} \times 146$	114
<b>Total</b>	<b>230</b>		<b>146</b>

### **3.4 Sampling Procedure**

Purposive sampling was used to select especially the political leaders, religious leaders, and clan leaders in order to collect focused, typical and useful information to avoid time and money wasting. According to Amin (2005), purposive sampling is preferred in selecting people holding positions that allow them to be more knowledgeable with issues in their areas.

The civil society were selected using simple random sampling. The researcher randomly selected the first homesteads of members of the civil society located within a perimeter of 5km from the headquarters of the Local Government. This was intended to ensure that each member of the target population had an equal and independent chance of being included in the sample.

### **3.5 Research Instrument**

The following researcher-based tools were utilized in this study: Face sheet and researcher devised questionnaires.

The face sheet was used to gather data on the respondents' demographic characteristics (gender, age, educational level, and working experience); researcher devised questionnaires were used to establish the extent of governance and conflict management in Baidoa, Somalia.

The Likert scale grading 1=strongly disagree to 5=strongly agree were adopted for this study due to its suitability in measuring perceptions, attitudes, values and behaviours that relate to governance and conflict management.

### 3.6 Validity and Reliability of the Instrument

**Validity:** To establish validity, instruments were pre-tested by administering the questionnaires to 5 members of the civil society in Baidoa. This was intended to correct any errors that would be identified before the main study. Content validity was used as an index to measure the validity of the instrument. The questionnaire's validity were determined by getting the relevant items according to the experts divided by the total number of items; that is;

$$\text{Content Validity Index (CVI)} = \frac{\text{relevant items}}{\text{total number of items}}$$

$$CVI = \frac{31}{39}$$

$$CVI = 0.79$$

According to Amin (2005), if the Content Validity Index is above 0.70, it means the instrument used is valid. This therefore means that the instruments used for this study were valid.

**Reliability:** reliability was tested using Cronbach's coefficient alpha ( $\alpha$ ). Specifically, coefficient alpha is typically used during scale development with items that have several response options (i.e. 1=strongly disagree to 4=strongly agree). To establish the Cronbach's coefficient alpha ( $\alpha$ ), reliability analysis using SPSS was used and the results are shown in Table 3.2:



**Table 2:** Reliability Analysis showing Cronbach's Alpha Coefficients for Reliability of Instruments

Construct	Number of items	Cronbach's alpha
Accountability	5	0.747
Rule of law	5	0.826
Government effectiveness	5	0.744
Political stability	5	0.710
Avoidance	5	0.873
Competition	5	0.742
Accommodation	4	0.712
Collaborative	5	0.899

For the instrument to be regarded as reliable, the average index should be 0.70 or above (Amin, 2005) and this was true for all the variables tested. This means that there was a high level of internal consistency for the variables tested hence a high reliability.

### **3.7 Data Gathering procedure**

After the approval of the proposal, the researcher got a transmittal letter from the College of Higher Degrees and Research to enable him to proceed to the field. After ascertaining the reliability of the instruments, the researcher proceeded to administer the area of study. Questionnaires were then distributed by the researcher himself. The quantitative collected data were coded into meaningful facts for easy interpretation.

### **3.8 Sampling Techniques**

The study adopted stratified random sampling method. The strata were based on the category of the beneficiaries and local officials. Samples of

146 respondents were selected across study area in order to collect data from the respondents. A simple random sample was then done for each stratum using proportionate and disproportionate sampling methods (Sakaran, 2003).

A disproportionate simple random sampling procedure was used for small strata where information obtained were representative of the respondents (Sakaran, 2003). Specifically, the study aimed at getting those respondents who were currently available and willing to provide the required research data.

### **3.9 Data Analysis**

The coded data were entered into SPSS Data editor for analysis. SPSS was preferred because it is modern, faster and simplifies the analysis of data. The analyzed data were presented in table format for interpretation. Using the same SPSS, the researcher computed the mean and standard deviations to determine the extent of governance and conflict management in Baidoa, Somalia. Pearson's correlation co-efficient method was used to establish the relationship between governance and conflict management. Regression analyses were done to determine the effect of governance on conflict management.

### **3.10 Ethical Considerations**

The following strategies were adapted to ensure the moral justification of the investigation.

**Anonymity and Confidentiality:** The names or identifications of the respondents were anonymous and information collected from them was treated with utmost confidentiality.

**Integrity:** The researcher acted honestly, fairly and respectfully to all other stakeholders that were involved in this study.

**Ascriptions of authorships:** The researcher accurately attributed to the sources of information in an effort to celebrate the works of past scholars or researchers. This ensured that no plagiarism occurred.

### **3.11 Limitations of the Study**

The researcher was limited by scarcity of recent literature related to the subject in Somalia. Uncooperative behavior of some respondents, unapproachable respondents and those who were reluctant to give information. Some respondents thought the researcher was a government spy trying to investigate them hence refused to participate in the study.

Security challenges. Most of the areas in Baidoa are not safe security-wise so it was not possible to research all the proposed villages to carry out the study. This limited the number of the respondents. Elements of the study were computed on the basis of perceptions of participants. It is not sure in this study if the respondents responded truthfully and honestly or not.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.0 Introduction

This chapter presents the analysis of the data gathered and interpretation thereof.

#### 4.1 The nature of governance in Baidoa, Somalia

The first objective of this study was to find the nature of governance functions in Baidoa, Somalia. Governance was measured using the following variables: voice and accountability, rule of law, government effectiveness and political stability. To achieve this objective, questionnaires were distributed to 146 respondents which included the political leaders, religious leaders, clan leaders and the civil society. The researcher summarized the response in table 4.1.

**Table 3:** Mean interpretation for the Nature of Governance in Baidoa, Somalia

Governance	Mean	Std. Deviation	Interpretation
<b>Voice and accountability</b>			
There is transparency of government policymaking.	2.44	.499	Wrong
Public officials are accountable.	2.42	.496	Wrong
We have human rights.	2.00	.000	Wrong
There is freedom of assembly and demonstration.	1.89	.317	Wrong

We have press freedom.	1.51	.503	Wrong
<b>Average mean</b>	<b>2.05</b>		Wrong
<b>Rule of Law</b>			
The public is confident in the police force.	3.80	.399	Right
petty crime, violent crime, and organized crime still exist within the district.	3.76	.342	Right
the police force is accountable and protects citizens and their property from crime and violence.	3.24	.849	Fair
there is integrity of the judiciary.	2.99	1.299	Fair
prosecutors are independent from political direction and control	2.97	.992	Fair
<b>Average mean</b>	<b>3.35</b>		<b>Right</b>
<b>Government Effectiveness</b>			
public servants are afraid to take risks	3.04	.419	Fair
status quo is acceptable; not worth effort or money to revitalize	3.00	.000	Fair
public service's policy-making capacity has declined	2.93	.252	Fair

Public service is out of touch with citizens	2.59	.912	Fair
Public service is much less efficient today than it was in the past	2.42	.496	Wrong
<b>Average Mean</b>	<b>2.40</b>		<b>Wrong</b>
<b>Political stability</b>			
The district has frequent political killings.	4.00	.000	Right
We have constant social unrest in the district.	3.88	.692	Right
We have violent demonstrations in the district.	3.53	.849	Right
We have constant internal conflicts within the district.	3.27	.445	Right
The district experiences political terror so often.	3.26	.438	Right
<b>Average mean</b>	<b>3.59</b>		<b>Right</b>
<b>General average mean</b>	<b>2.85</b>		<b>Fair</b>

	Mean	Response	Interpretation
Scale	range	mode	
5	4.01 - 4.75	Strongly Agree	Very right
4	3.26 – 4.00	Agree	Right
3	2.51 – 3.25	Not sure	Fair

2	1.76 – 2.50	Disagree	Wrong
1	1.00 – 1.75	Strongly Disagree	Very wrong

Table 3 revealed that majority of the respondents disagreed that there is transparency of government policymaking (mean=2.44, SD=.499), they disagreed that public officials are accountable (mean=2.42, SD=.496), and also disagreed that they have human rights (mean=2.00, SD=.000). Furthermore, the respondents disagreed that there is freedom of assembly and demonstration (mean=1.89, SD=.317) and press freedom (mean=1.51, SD=.503).

Table 3 revealed that majority of the respondents agreed that they were confident in the police force (mean=3.80, SD=.399) much as petty crime, violent crime, and organized crime still exist within the district (mean=3.76, SD=.342). However the respondents were not sure if the police force is accountable and protects citizens and their property from crime and violence (mean=3.24, SD=.849). They were also not sure of the integrity of the judiciary (mean=2.99, SD=1.299) and the independence of the prosecutors from political direction and control (mean=2.97, SD=.992).

Table 3 revealed that majority of the respondents were not sure if public servants are afraid to take risks (mean=3.04, SD=.419) and that status quo is acceptable (mean=3.00, SD=.000). Furthermore respondents were not sure whether public service's policy-making capacity has declined (mean=2.93, SD=.252) or is out of touch with citizens (mean=2.59, SD=.912), however, they disagreed that public service is much less efficient today that it was in the past (mean=2.42, SD=.496).

Table 3 revealed that majority of the respondents agreed that the district has frequent political killings (mean=4.00, SD=.000), constant social unrest (mean=3.88, SD=.692). However the respondents were not sure whether they have violent demonstrations (mean=3.53, SD=.849), constant internal conflicts (mean=3.27, SD=.445) or political terror (mean=3.26, SD=.438).

Generally how governance functions in Baidoa is fair (average mean=2.85) but unfortunately the government does not embrace accountability in its activities neither does it listen to the voice of its citizens. Due to lack of accountability, it has made the government to be very ineffective in governance since public services is out of torch from the people. However much as the above is cited, there is some how some rule of law and a growing stability in the political arena of Baido district.

#### **4.2 Analysis of the dynamics of Armed Conflict**

If the decision-calculus between continued conflict and dialogue between civil war combatants was only tied to the conflict conditions between them, third-parties seeking to manage such conflicts would be left to the sidelines waiting for the parties to tire of fighting. Often the level of regional or global instability that results from these conflicts weighs against this "let them fight it out" strategy.



**Table 4:** *Conflict factors considerations*

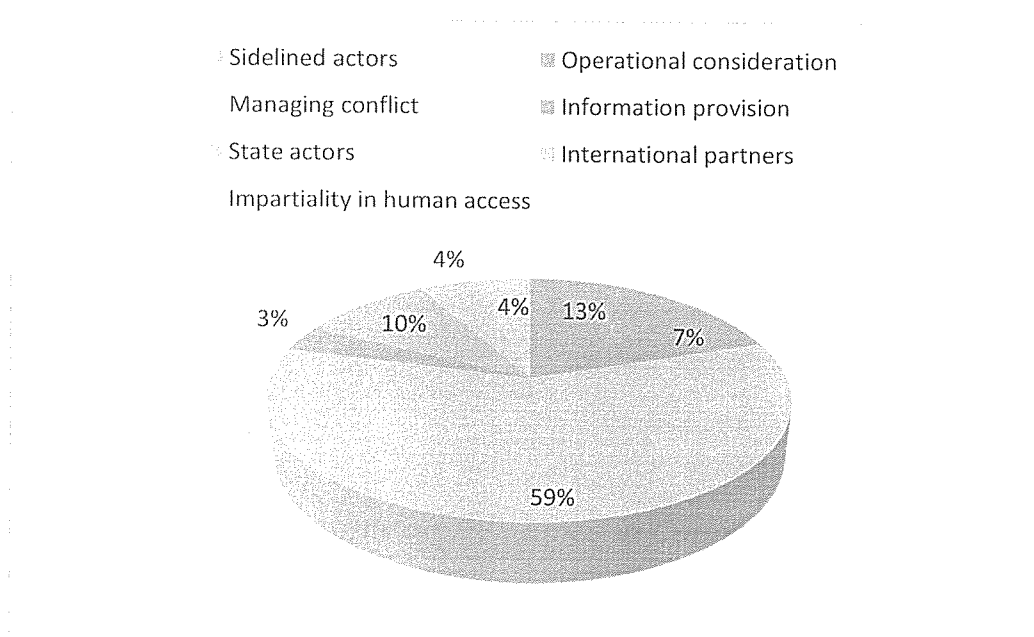
<b>Livelihood sources</b>	<b>Number of households</b>	<b>Percentage</b>
Sidelined actors	19	13.01%
Operational consideration	10	6.84%
Managing conflict	86	58.90%
Information provision	5	3.42%
State actors	14	9.59%
International partners	6	4.11%
Impartiality in human access	6	4.11%
<b>Total</b>	<b>146</b>	<b>100</b>

**Source:** Primary data, 2014

The resources available to a powerful conflict resolution by calling both part to cooperate can provide a means of encouraging disputants to accept conciliation even when they would otherwise be unlikely to do so. It is often the more powerful regional or global states that have an interest in managing conflicts, if for no other reason than to prevent their diffusion. Even if there is no apparent bilateral agreement available to a pair of combatants a powerful conflict resolution can create an opportunity for settlement by providing information and/or side-payments to one or both parties that increases the value of a mediated settlement (Bercovitch and Schneider, 2000; Carnevale, 1986; Kaufman and Duncan,

1992; Smith, 1994; Touval, 1975). Alternatively, mediation can threaten punishments for failure to accept mediation, effectively leaving the parties with little choice but to accept an offer of mediation (Smith, 1994; Carnevale, 1986; Touval, 1975). In this sense, by employing their resources, powerful conciliation can encourage mediation by effectively transforming the conflict game being played by the parties from one in which no settlement is possible toward one in which one is (Terris and Maoz, 2005).

**Figure 2: showing result on Dynamics in Conflict Resolution**



**Source:** Primary data, 2014

Beyond impacting the costs and benefits faced by civil war parties, powerful third-parties can also serve as guarantors of a potential settlement, further encouraging the acceptance of their offers of mediation (Betts, 1999). Once violence has taken root, the ability of

parties to credibly commit to an agreement is sharply undermined (Walter, 2000).

#### **4.3 The Influence of Conflict Management on the development of Baido, Somalia**

The second objective of this study was to determine the influence of conflict management on the development of Baidoa district, Somalia. To achieve this objective, questionnaires were distributed to 146 respondents which included the political leaders, religious leaders, clan leaders and the civil society. The researcher summarized the response in Table 5.

**Table 5:** Mean Interpretation for the Influence of Conflict Management on the development of Baidoa district.

<b>Conflict Management</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>Avoidance</b>			
I try to avoid unpleasant exchanges.	2.48	.501	Untrue
I attempt to avoid being put on the spot and try to keep my conflict with my colleagues to myself.	2.44	.499	Untrue
I try to stay away from disagreement with my colleagues.	2.42	.496	Untrue
I usually avoid open discussion of my difference with my colleagues.	2.41	.493	Untrue

I avoid an encounter with my colleagues	2.00	.000	Untrue
<b>Average mean</b>	<b>2.35</b>		<b>Untrue</b>
<b>Competition</b>			
I work to come out victorious, no matter what.	4.00	.000	True
I would rather win than end up compromising.	3.79	.412	True
I use my influence to get my ideas accepted.	3.76	.427	True
I try to win the other person over.	3.73	.446	True
I never back away from a good argument.	3.55	.640	True
<b>Average mean</b>	<b>3.78</b>		<b>True</b>
<b>Accommodation</b>			
I agree early on, rather than argue about a point.	2.46	.499	Untrue
I give in as soon as the other party gets emotional about an issue.	2.43	.478	Untrue
I give in totally rather than try to change another's opinion.	1.88	.320	Untrue
I put aside any controversial aspects of an issue.	1.50	.304	Untrue

<b>Average mean</b>	<b>2.07</b>		Untrue
<b>Collaboration</b>			
I collaborate with my friends to come up with decisions acceptable to us.	4.23	.419	Very true
I look for a mutually satisfactory solution.	4.21	.409	Very true
I disagree openly, then invite more discussion about our differences.	4.14	.347	Very true
I explore our differences, not backing down, but not imposing my view either.	3.85	.359	True
Rather than let the other person make a decision without my input, I make sure I am heard and also that I hear the other out.	3.71	.354	True
<b>Average mean</b>	<b>4.03</b>		<b>Very untrue</b>
<b>General average mean</b>	<b>2.45</b>		<b>Untrue</b>

**Source: Field data, 2014**

<b>Scale</b>	<b>Mean range</b>	<b>Response mode</b>	<b>Interpretation</b>
5	4.01 - 4.75	Strongly Agree	Very true
4	3.26 – 4.00	Agree	True

3	2.51 – 3.25	Not sure	Quiet true
2	1.76 – 2.50	Disagree	Untrue
1	1.00 – 1.75	Strongly Disagree	Very untrue

Table 4 revealed that majority of the respondents strongly disagreed that: they try to avoid unpleasant exchanges with colleagues (mean=2.48, SD=.501), avoid being put on the spot (mean=2.44, SD=.499), stay away from disagreement with their colleagues (mean=2.42, SD=.492), usually avoid open discussion of their difference with their colleagues (mean=2.41, SD=.493) and avoid an encounter with their colleagues (mean=2.00, SD=.000). This implies that avoidance style of conflict management is not applicable in Baidoa, Somalia.

Furthermore, Table 5 revealed that majority of the respondents agreed that they work to come out victorious, no matter what (mean=4.00, SD=.000) and would rather win than end up compromising (mean=3.79, SD=.412) or use their influence to get their ideas accepted (mean=3.76, SD=.427). Furthermore, respondents also agreed that they try to win the other person over (mean=3.73, SD=.446) and never back away from a good argument (mean=3.55, SD=.640). This implies that completion style of conflict management is satisfactory in Baidoa, Somalia. This could be because most Somalis are argumentative in nature and easily can turn violent if the argument is not in their favour.

In addition to the above, Table 5 revealed that majority of the respondents disagreed that they concede rather than argue about a point (mean=2.46, SD=.499) or give in as soon as the other party gets emotional about an issue (mean=2.43, SD=.478). They also disagreed

that they give in totally rather than try to change another's opinion (mean=1.88, SD=.320) or put aside any controversial aspects of an issue (mean=1.50, SD=.304). This means that accommodative style of conflict management is un applicable in Baidoa, Somalia.

Not only that, Table 5 revealed that majority of the respondents strongly agreed that they collaborate with their friends to come up with decisions acceptable to them (mean=4.23, SD=.419) and often look for a mutually satisfactory solution (mean=4.21, SD=.409). They also agreed that they explore their differences, not backing down, but not imposing their views either (mean=3.85, SD=.359) and that rather than let the other person make a decision without their input, they make sure they are heard and also hear others out (mean=3.71, SD=.354). This shows that there is a satisfactory level of collaboration of conflict management in Baidoa, Somalia.

Generally conflict management in Baidoa district is still a challenge. This is because the people in public service positions prefer to be competitive and collaborative in their conflict management but do not prefer avoidance and accommodation style of conflict management. Due to lack of appropriate conflict management strategies, achieving an objective development for Baidoans is as well a very big challenge.

#### **4.4 Roles of *local government* in Conflict resolution in Somalia**

Put differently, negotiation presupposes a set of acceptable concessions and a range of outcomes that fall short of the conditions that were used to mobilize resources for fighting. To engage in and successfully conclude negotiations ultimately requires selling this outcome to a community that has repeatedly been convinced otherwise.

**Table 6 : Role of local government in Conflict Resolution**

<b>Factors</b>	<b>Respondents</b>	<b>Percentage</b>
Calling for NGOs (Humanitarian access)	90	31.51
Stopping combat operations	10	6.85
Promoting inclusive political dialogue	46	61.64
<b>Total</b>	<b>146</b>	<b>100</b>

**Source:** Primary data, 2014

Establish three separate negotiation tracks – focused on the Alshabab, armed groups and communal conflict – that are appropriately sequenced and contribute to the broader process of national political dialogue.

Discussed and planned interim political and military arrangements that go beyond simple power sharing between the elites driving the conflict to bring in an inclusive group of Somali who reflect the country's political and ethnic diversity, as well as regional figures.

Included in the peace process Somali civil society representatives, such as religious leaders, community-based organisations, youth leaders, women's associations and others.

Recognised that engagement with all armed groups and militarised communities is critical to sustainable conflict resolution and that failure to



do so will undermine the mediation and may make spoilers of those who could otherwise be constructively engaged in national processes.

Ensured that truth, justice, and reconciliation are part of a process to address mass atrocities and prevent further conflict.

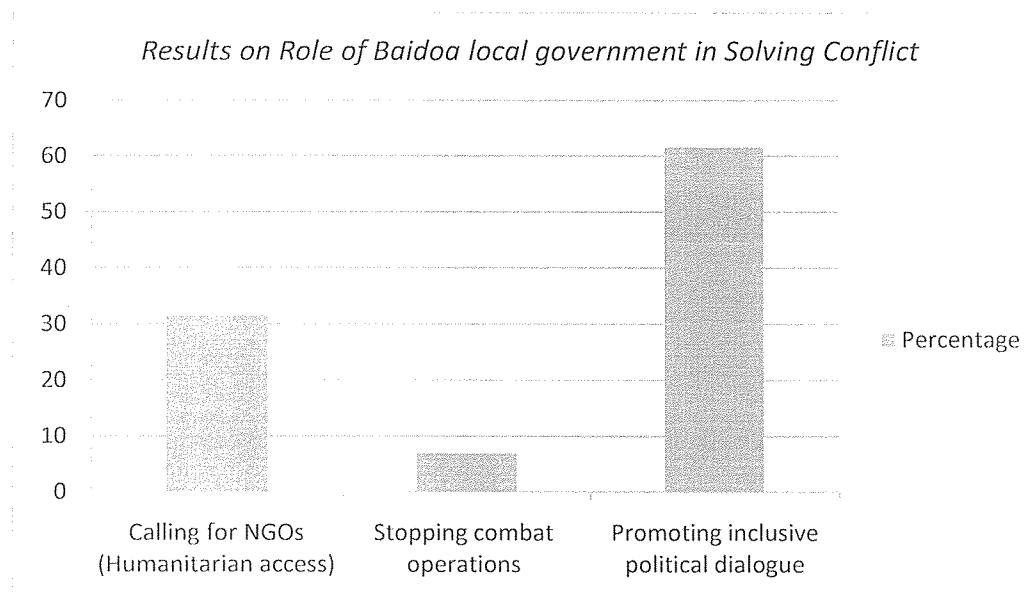
Provided the AU Commission of Inquiry into Human Rights Abuses adequate staff, time and resources to consult widely when formulating its recommendations, including with the parties in conflict, civil society, religious organisations and communities.

Considered a hybrid tribunal with Somali and international judges, similar to the Special Court for Sierra Leone, as a vehicle through which to obtain concrete and visible justice for the people of Somalia.

Deployed foreign military forces or other regional force only if:

- i. it has a clear mandate that supports a political resolution of the conflict;
- ii. there are adequate troops and financial resources available for speedy deployment; and
- iii. Adequate precautions are put in place to ensure it works toward a shared political vision and not troop contributors' individual interests.

**Figure 3: Role of Baidoa local government in Solving Conflict**



**Source:** Primary data, 2014

Although, recurring conflict tends to have a reinforcing effect such that the pain imposed by each side tends to reinforce the other that each is inherently evil, it is possible to negotiate with. Because they bear most of the costs of war, the constituents of each group are most prone to this effect and are least readily convinced of the desirability of a change in policy away from fighting toward concessions.

The more powerful the mediator, however, the more likely it can provide a means of overcoming this problem by offering a face-saving mechanism that permits leaders to convince their constituents of the need for dialogue (Bercovitch, 1992; Kleiboer, 1996; Zartman and Touval, 1996). Rather than the civil war parties broaching concessions that were once unpalatable with a foe previously deemed intractable, the dialoguer can absorb this "cost" by portraying the process as one of an outside alternative

#### 4.5 The Relationship Between the nature of Governance and the Influence of Conflict Management on the development of Baidoa, Somalia

The third objective of this study was to establish the relationship between the nature of governance and the influence of conflict management on the development of Baidoa district, Somalia.

**Table 7:** The Relationship Between the Nature of Governance and the Influence of Conflict Management on the Development of Baidoa, Somalia

Variables correlated	Pearson (r) value	Level of Significance	Interpretation	Decision on H <sub>0</sub>
Governance Vs Conflict Management	.584**	.005	Significant correlation	Accepted

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 7 revealed a strong significant correlation between the nature of governance and the influence of conflict management on the development of Baidoa, Somalia ( $r=.584^{**}$ ,  $p< .01$ ). This means that poor governance will lead failure to manage escalating conflicts hence affecting development of Baidoa district.

**Table 8:** Regression Analysis Between the Nature of Governance and the Influence of Conflict management on the development of Baidoa, Somalia

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.584 <sup>a</sup>	.341	.315	.52759	.343	9.736	1	18	.005

a. Predictors: (Constant), Governance

Table 8 revealed that the nature of governance significantly has effect on conflict management and the development of Baidoa ( $F=9.736$ ,  $p<.01$ ). This is because a unit change in the variations in the nature of governance will affect up to 32% variation in conflict management and its impact on development (adjusted R square=0.315). It therefore suggests that the remaining 68% variation is affected by the intervening variable such as organizational justice, negotiation, Valand's Model and logical Argument aping.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the discussion of the findings in the preceding chapter, gives the conclusions on each objective and recommends according to the findings.

#### **5.1 Discussion**

##### **5.1.1 The Nature of Governance in Baidoa, Somalia (objective one)**

The study revealed an unsatisfactory level of voice and accountability in Baidoa. This is because there is no transparency in government policymaking, accountability of public officials and lack of human rights. Romm (2001) argues that central to the principle of accountability is information sharing and transparency which should be promoted by governance structures. 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. However this is not the case in Baidoa since most of the public officials are not accountable and majority are corrupt.

The study revealed a satisfactory of rule of law in Baidoa. This means that the public is confident in the police force, the integrity of the judiciary and the independence of the prosecutors from political direction. This means that the rule of law still prevails in Baidoa to a greater extent. This could be because 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. Levinson (2006) mentions that 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.

The study revealed unsatisfactory government effectiveness in Baidoa. This could have been attributed to the fact that there is a decline in public service's policy-making capacity, public service losing touch with the citizens and having less impact today than in the past.

The study revealed a satisfactory level of political stability in Baidoa. This was due to the reduction in the level of social unrest, violent demonstrations, constant internal conflicts and political terror. This means that a stable political scene is one where the ruling government is favored by the population and does not experience strong indicators of social unrest. While there are problems within any nation, and times of war or hardship are common, a stable political system is one that can withstand these occurrences without major societal upheaval and ongoing endurance of these circumstances. According to Mbaku (2009), political stability requires that the public interacts freely and openly with legislators on a regular basis. Granting individuals a say in how a nation is run enhances the stability of the region.

The study generally revealed a low level in the use of voice & accountability and government effectiveness modes of governance in Baidoa district. At the same time the level of rule of law and political

stability much as satisfactory is still at its infant stages. Weak or dysfunctional governance is one of the fundamental barriers to addressing Somalia's societal crises. Strengthening democratic governance is essential to guaranteeing political rights, protecting economic freedoms, making institutions accountable and fostering an enabling environment where peace and development can flourish. Lasting peace will not be possible unless people feel represented in political life, and have a true stake in society. Sustainable development will not be achieved. A number of reforms are necessary to build confidence and ensure the government works in the interest of its citizens Galtung (2000). The approach in support of governance reform must be extended beyond institutional strengthening to working within society to foster inclusive political and economic participation, rebuild resilient state-society relations and prevent conflict.

According to Goodhand (2001), respect for human rights and the rule of law are cornerstones of good governance, and critical supports for empowerment for peace and development. The mere presence of laws and institutions is inadequate without fair and impartial enforcement, however. Despite national gender equality policies and provisions, for example, gender-based violence and discrimination against women in Somalia continue to brutally suppress human rights and often go unpunished, posing a great loss to progress in human development. Upholding laws and rights may require amending legislation, strengthening judicial institutions, promoting human rights training, and establishing credible, independent and impartial national human rights institutions reinforced by indigenous non-governmental human rights organizations, including youth or juvenile courts.

### **5.1.2 Analysis of the dynamics of Armed Conflict**

While the power of a conflict resolution offering mediation can be an important instrument in encouraging the belligerents' acceptance of mediation, the existing relationship between the civil war parties and the third-party can also exert a powerful effect upon the parties' willingness to accept a mediation offer. Specifically, the willingness of parties in conflict to accept mediation is a function of historical relationships and the degree of trust between the antagonists and the potential mediator. Some frame the issue of historical ties and trust in terms of bias, where conventional notions of un-biasedness are questioned (eg. Kydd, 2003; Svensson, 2006). Historical tie, trust, or bias are all aspects of the degree to which antagonists are more or less willing to accept risk based on the information and pressures provided by a mediator. Each of these conditions serves to heighten the willingness of parties in civil war to accept an offer of mediation.

One logic underscores the idea that conflict management is vital to the promotion of trust between disputants and third-parties that is instrumental to the acceptance of an offer of mediation (Kleiboer, 1996; Jackson, 1952; Young, 1967; Northedge and Donelan, 1971). In this view, only a neutral third-party can adequately achieve the confidence and trust of disputants that is a necessary condition for mediation. Disputants that perceive a third-party as biased toward one side will tend to be either unable or unwilling to use the third-party as a means to improve communication with the other side, effectively short-circuiting the diplomatic process before it even begins.



### **5.1.3 The influence of Conflict Management on the development of Baidoa, Somalia (objective two)**

The study revealed unsatisfactory use of avoidance as a conflict management style in Baidoa, Somalia. This is because people do not avoid unpleasant exchanges with colleagues or stay away from disagreement with their colleagues. They rather prefer having an encounter with their colleagues. An avoiding style is associated with both low concern for self and others. This style is usually accompanied by withdrawal, as an individual using this style fails to satisfy both his or her concerns as well as the concerns of the other party.

Rahim (2001) argues that when a person fails to respond to an invitation to collaborate in conflict resolution, she delays solving the problem. To reduce tension, avoid petty discussions or focus on more complex issues, this style works well. Rahim explains that knowing when to withdraw from sensitive topics requires you to exercise caution and diplomacy. Timing can be everything.

The study revealed a satisfactory use of competition as a style of conflict management in Baidoa, Somalia. This is because the respondents revealed that they work hard to come out victorious, no matter what and would rather win than end up compromising or better still use their influence to get their ideas accepted. This means that when a person needs to take quick action to gain a competitive edge, using the competing style allows him/her to assert her position. This style enables her to make unpopular decisions, protect others or defend exploited subordinates to win an argument.

Victor (2012) explains that competition style can be determined as a conflict management style with high assertiveness and low cooperativeness. A person seeks to reach his/her own preferred outcomes at the expense of a partner. Victor asserts that this approach may be appropriate when quick actions are needed, for example during emergencies. Also it can be useful when an unpopular solution must be applied and a deadline is near. However the author warns that this style is inappropriate in an open and participative climate. Its strength is speed and the weakness is that it creates offenses of one of the parties that didn't win anything.

The study revealed unsatisfactory use of accommodation as a conflict management style employed by the people of Baidoa, Somalia. This is because respondents disagreed that they concede rather than argue about a point or give in as soon as the other party gets emotional about an issue. This means that accommodation involves giving in to the other's wishes or smoothing the choppy waves of a conflict. Accommodation sacrifices one's own goals for the sake of the other person.

Wilmot & Hocker (2001) explains that when one needs to forgo their own concerns in favor of satisfying the concerns of others, using the accommodating style is appropriate. The authors explain that the style helps a leader create good will, yield on issues of lower importance and keep the team focused on larger issues. However they point out that overuse of this conflict management strategy may limit true relationship building, particularly if one or more people hold a grudge or display apathy as a result of not addressing hurt or anger.

Last but not least, the study revealed a satisfactory use of collaboration conflict management style. This is because respondents strongly agreed

that they collaborate with their friends to come up with decisions acceptable to them and often look for a mutually satisfactory solution. This implies that this style is appropriate for dealing with strategic issues relating to objectives, policies and long-range planning

Badler (2008) asserts that participative leaders use the collaborating style to resolve conflict and satisfy both sides of the argument. This usually involves integrating solutions, building relations and merging ideas. The main disadvantage involves the amount of time required to collaborate effectively to accomplish this goal. However Badler says effective listening, paraphrasing and other communication skills enhance a team's ability to collaborate well and manage conflict in the workplace.

The issue of conflict management is a subject that is not very new but has not also been explored greatly in Somalia. Armed conflict continues to plague much of Somalia, but since 1995 the nature, duration, and intensity of warfare have changed significantly. With few exceptions, armed conflicts today are more local in nature, splitting subclans against one another in an increasingly fragmented political environment. This devolution of clan warfare means that armed clashes tend to be much shorter and less lethal, in part because of limited support from lineage members for such internal squabbles, in part because clan elders are in a better position to intervene, and in part because some clans have successfully consolidated their occupation and control over territory and for the moment meet little resistance.

The latest attempt to broker a peace and revive a central government in Somalia began in October 2002 and was undertaken by the Inter-Governmental Authority on Development (IGAD), with the Kenyan government hosting the effort and external partners such as the EU

providing support. The framers of this round of talks came up with several innovations, including an initial phase, which pledged parties to a cessation of hostilities, and a second phase devoted to reconciliation, which required the participants to address key conflict issues. The second phase was to provide a blueprint for whatever government emerged from the talks. Over the ensuing two years, the peace process encountered numerous obstacles and lengthy delays. Long-standing disputes over the size and composition of representation in the talks, and disagreement over who controlled the selection of members of parliament, created crises that prompted walkouts and boycotts by some key political leaders.

Due to the rampant wars and lack of clear and working conflict management strategies, Somalia's development status has been greatly affected with majority of Somalis living a poverty stricken life. According to the UNDP (2010) multidimensional head count, poverty for Somalia is estimated at 81.8 percent. While poverty is widespread and persistent across all zones, 99 percent of people in nomadic areas and 94 percent in rural areas are multidimensionally poor. The average intensity of deprivation in nomadic areas is 63 percent and 60 percent in rural areas. Even in urban areas, three out of five people live in poor households, with an average intensity of deprivation of 50 percent.

High levels of food insecurity, famine and increasing population displacements have all blocked progress in development in Somalia. About 27 percent of the total population or an estimated 2 million people faced acute food and livelihood crises in 2010, a trend that has risen since 2007. If refugees outside Somalia are added to this number, the situation becomes even worse (UNDP, 2010).

Somalia has suffered many consequences from conflict. Between 450,000 and 1.5 million people have died in Somalia's conflict or directly due to hunger since 1991.<sup>94</sup> Millions have been affected by disability, rape and sexual violence, and the spread of disease and famine. Conflict has disrupted and destroyed family structures and the social fabric of societies through human rights abuses, forced recruitment of children and youth into rebel groups, massive displacements, and losses of life and property.

While the protracted conflict and political crisis are the most significant factors explaining the blockages to development in Somalia, in the mid- to late-1980s, when Somalia was a recipient of high levels of foreign aid, its development indicators were still among the worst in the world. This suggests that explanations for Somalia's current development crisis must look not only at the turmoil of the past two decades. Somalia ranks as the third worst country, just above Mozambique and Guinea-Bissau, in terms of human development lost due to inequality across all three dimensions of the index. The highest loss is in education (46 percent) followed by health (43 percent) and income (36 percent), indicating that non-income inequality is higher than income inequality. Any overall gains in human development are largely offset by these wide gaps. Income inequality, as measured by the Gini coefficient, has increased from 0.39 in 2001 to 0.48 in 2010 (UNDP, 2010).

#### **5.1.4 Roles of *local government* in Conflict resolution in Somalia**

An alternative theoretical argument and empirical evidence suggests that bias may contribute to more successful political dialogue outcomes because a biased mediator is more likely to give honest information to an ally. That is, bad news from a close friend may be considerably more effective than the same information from a less supportive actor. This

argument suggests that a biased dialogue may be more effective and, by extension, more acceptable, if the side toward which it is biased against expects that the third-party will use its partiality against the other side (Pruitt, 1981; Kleiboer, 1996). Key to the ability of the biased third-party to “deliver” one side in the talks, is that it has adequate resources to commit to the mediation to do so.

### **5.1.5 The Relationship Between Governance And Conflict Management (Objective three)**

The study revealed a strong significant correlation between the nature of governance and the influence of conflict management a case of Baidoa, Somalia. This implied that a change in the positive direction in governance would equally affect the level of conflict management in the same direction. In other words if governance is well effected within the local government, it would guarantee improvement in conflict management and the reverse is true. This study agrees with that of Copley (2008) where there was a significant relationship between managerial conflict management styles and effectiveness of governance. The conflict management styles by effectiveness in governance were compared using a one-way ANOVA, a no significant difference was found ( $F(2,185) = .281, p > .05$ ).

### **5.2 Conclusion**

In regard to governance, there is a high likelihood of political stability since there are no frequent killings, social unrest or violent demonstration. The rule of law is also practiced given the fact that the public is confident in the police force which has solved the problem of petty crime, violent crime, and organized crimes within the district. The integrity of the

judiciary is also trusted by the public. However the challenge here is that there no transparency of government policymaking since public officials are not accountable and human rights are not exercised given the fact that government effectiveness is still questionable in Baidoa.

In regard to conflict management, collaboration and competition are the most commonly used conflict management styles in Baidoa, however the use of avoidance and accommodation are marginalized. This could be because of the aggressive nature of the Somalis where they are very intolerant of any disaster. Due to the rampant conflicts in Somalia, the state of development has been greatly affected with Somalia having the following development indicators according to UNDP (2010): GNP per capita: US\$226; Extreme poverty<sup>47</sup>: 43.2% and Unemployment: 47.4%.

Many Somalis have known nothing but conflict and hardship for most of their lives. Since 1991, a whole generation has known no formal government or gained respect for law and order. It has missed going to school. The few who are being educated today may attend institutions that indoctrinate them into Islamic fundamentalism. Lacking alternative livelihood opportunities, they are forced to engage in risky behaviours or criminal activities for survival. With little voice in clan structures or governance, they turn to violence to vent their frustrations which at the end affects the development of the country and Baidoa district in particular.

## **5.3 Recommendation**

### **Objective One: Governance**

The study established a lack of accountability among public officials. There is therefore need to establish stringent measures such as public accounts committee that will probe and investigate public officials who do not account for public resources.

There is no press freedom in Baidoa according to the study. The government in order to win public trust should give press freedom inform of allowing freedom of expression and reporting through and by the media.

There is no freedom of assembly and demonstration in Baidoa according to the study. The civil society through the parliament should advocate for laws that give and protect peaceful demonstrators with the help of the police force.

Prosecutors should be independent from political direction and control. This will help establish a firm foundation of the justice system in Baidoa and everyone's rights will be respected.

Respect for human rights and the rule of law are cornerstones of good governance, and critical supports for empowerment for peace and development. The mere presence of laws and institutions is inadequate without fair and impartial enforcement, however. There is therefore need to uphold laws and rights requiring amending legislation, strengthening judicial institutions, promoting human rights training, and establishing credible, independent and impartial national human rights institutions reinforced by indigenous non-governmental human rights organizations.



## **Objective two: Conflict Management**

A growing body of research and practice on peacebuilding and development has informed policy makers and development practitioners around the world. Customizing this to Somalia, including to inform policy debates, requires a rich agenda of research, and improvements in national level data and evidence-based analysis.

Development and peace building, if not engendered, are endangered. Women need to be placed at the centre of the national policy agenda, with gender equality measures integrated across all dimensions of all initiatives. This report has clearly shown that Somalia's record on gender equality is one of the worst in the world. Girls and female youth face a number of barriers that limit their abilities to maximize their potential and participate fully in economic, social and political spheres.

### **5.4 Areas for Future Research**

Investigation into governance and conflict management should be done in all the local governments of Somalia. This will help to provide information that can be used for generalization of the findings.

There is also need to carry out a study to determine the influence of governance on security discipline in Baidoa, Somalia.

Because of external and internal environmental changes, it would be interesting to see how conflict management approaches have been changing through the years in Somalia.

The impact of Somali conflict on the horn of Africa is another area for future research.

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## **APPENDIX I: TRANSMITTAL LETTER FOR THE RESPONDENTS**

Dear Sir/ Madam,

Greetings!

I am a Masters candidate of Development Studies of Kampala International University. Part of the requirements for the award is a dissertation. My study is entitled, governance and conflict management in Baidoa, Somalia.

In this context, may I request you to participate in this study by answering the questionnaires. Kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

Thank you very much in advance.

Yours faithfully,

Mohamed Hagi Ibrahim



## **APPENDIX II: INFORMED CONSENT**

I am giving my consent to be part of the research study of Mr. Mohamed Hagi Ibrahim that will focus on governance and conflict management Baidoa, Somalia.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: \_\_\_\_\_

Date \_\_\_\_\_

## APPENDIX III A: RESEARCH INSTRUMENT

### Profile Characteristics of the Respondents

Please tick (✓) the appropriate option

1) Gender

\_\_\_ Male

\_\_\_ Female

2) Age

\_\_\_ 20-39 years

\_\_\_ 40-59 years

\_\_\_ above 60 years

3) Level of education

\_\_\_ Certificate

\_\_\_ Diploma

\_\_\_ Degree

\_\_\_ Masters

\_\_\_ PhD

4) Work experience

\_\_\_ 1-5 years

\_\_\_ 6-10 years

\_\_\_ 11-15 years

\_\_\_ Above 15 years

## APPENDIX IIIB: QUESTIONNAIRE TO DETERMINE THE EXTENT OF GOVERNANCE AT BAIDOA, SOMALIA

### Instruction:

Using the scale provided below, please indicate in the available space the rating that best describes the extent of governance at Baidoa. **5**=strongly agree, **4**=agree, **3**=neutral, **2**=disagree and **1**=strongly disagree.

<b>A. Voice and Accountability</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>
1. We have press freedom.				
2. We have human rights.				
3. Public officials are accountable.				
4. There is transparency of government policymaking.				
5. There is freedom of assembly and demonstration.				
<b>B. Rule of Law</b>				
1. there is integrity of the judiciary.				
2. prosecutors are independent from political direction and control				
3. petty crime, violent crime, and organized crime still exist within the district.				
4. the police force is accountable and protects citizens and their property from crime and violence.				
5. The public is confident in the police force.				
<b>C. Government Effectiveness</b>				
1. Public service is much less efficient today that it was in past				
2. status quo is acceptable; not worth effort or money to revitalize				

3. public service's policy-making capacity has declined				
4. public servants are afraid to take risks				
5. Public service is out of touch with citizens				
<b>D. Political Stability</b>				
1. We have constant internal conflicts within the district.				
2. We have violent demonstrations in the district.				
3. The district has frequent political killings.				
4. We have constant social unrest in the district.				
5. The district experiences political terror so often.				

## APPENDIX IIIC: QUESTIONNAIRE TO DETERMINE THE LEVEL OF CONFLICT MANAGEMENT AT BAIDOA, SOMALIA

### Instruction:

Using the scale provided below, please indicate in the available space the rating that best describes the level of conflict management at Baidoa. **5**=strongly agree, **4**=agree, **3**=neutral, **2**=disagree and **1**=strongly disagree.

<b>A. Avoidance</b>				
1. I usually avoid open discussion of my difference with my colleagues.				
2. I try to stay away from disagreement with my colleagues.				
3. I avoid an encounter with my colleagues				
4. I try to avoid unpleasant exchanges.				
5. I attempt to avoid being put on the spot and try to keep my conflict with my colleagues to myself.				
<b>B. Competition</b>				
1. I try to win the other person over.				
2. I work to come out victorious, no matter what.				
3. I never back away from a good argument.				
4. I would rather win than end up compromising.				
5. I use my influence to get my ideas accepted.				
<b>C. Accommodation</b>				
1. I give in totally rather than try to change another's opinion.				
2. I put aside any controversial aspects of an issue.				

3. I agree early on, rather than argue about a point.				
4. I give in as soon as the other party gets emotional about an issue.				
<b>D. Collaborative</b>				
1. I explore our differences, not backing down, but not imposing my view either.				
2. I disagree openly, then invite more discussion about our differences.				
3. I look for a mutually satisfactory solution.				
4. Rather than let the other person make a decision without my input, I make sure I am heard and also that I hear the other out.				
5. I collaborate with my friends to come up with decisions acceptable to us.				

**THE END**

**THANK YOU FOR YOUR TIME ANDS CONSIDERATION**



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