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EDITORIAL

The Research and development department of Somali International University is pleased to publish the annual journal of multidisciplinary research which contributes to the development of knowledge, the solving of problems, and the development of society. This journal, therefore, is a platform for all researchers interested in publishing their research papers on all aspects of the life of the Somali society in particular and the region in general.

We would like to take this opportunity to express our readiness to welcome the participation of researchers to submit their research papers to SIU journal to be published in future issues.

This issue contains ten research papers. The areas that this issue covers are topics related to economics, management, education, politics, history, public health, and medicine, as well as computer and information technology. These disciplines reflect and represent most faculties of the university.

Finally, on behalf of the journal team, we would like to thank all those who contributed to the publishing of this issue. We especially thank the vice chancellor of Somali International University, Mr. Osman Moalim Hassan, deputy vice chancellor for research and development and also thank the Director of the research Dr. Ismail Ibrahim Mohamed, for their hard work and guidance towards the successful publication of this issue of the university journal which we hope will continue to encourage further research among members of the university community and other researchers in Somalia.

Research committee

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**IS FEDERALISM THE BEST SYSTEM OF GOVERNMENT FOR RE-BUILDING
SOMALIA?**

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ABSTRACT

Federal system was seen as the best option for Somali problems since the beginning of state building in Somalia. Federalism in Somalia dates back to the period before independence, but the current discussion has its roots in the early 1990s. Federalism was formally enshrined in the Somali constitution in 2004 during the Embagathi Peace Process in Kenya that created the Transitional Federal Government (TFG). With the backing of neighboring states, warlords dominated the conference and eventually elected a former president of Puntland state, Abdullahi Yusuf, as the president of the TFG in 2004 which paved the way for the current Federal Government of Somalia (FGS).

Since the country is divided into states, federalism was seen as a chance of re-uniting Somalia again because Somaliland claimed that it has re-gained its independence from Somalia after the collapse of central government of Somalia 1990. Therefore, federalism will give chance for Somalia unity. Federalism for Somalia helps manage conflict, Federalism permits for Somalia citizens to decide many things at the state and local levels of government and avoid battling over single national policies to be applied uniformly throughout the land.

Somali Federalism disperses power; the widespread distribution of power is generally regarded as a protection against tyranny. Somali Federalism increases political participation. It allows more people to run for and hold political office. Nearly a million people hold some kind of political office in counties, cities, townships, school districts, and special districts. These local leaders are often regarded as closer to the people than Mogadishu officials.

It is also recommended that the international bodies such as the African Union; the East Africa Community; IGAD should continue guiding the building up of federalism in Somalia but without direct political interference. Federalism should be used for governing Somalia since it has impacted positively through power sharing; democracy and tolerance; unity; conflict resolution; national and devolution of power. Despite the various perceptions on federalism as a new system of governance it should deal with clannism if its achievements are to be sustained.

Keywords: *Federalism, state building, democracy, tolerance and conflict resolution*

INTRODUCTION

This study is about peace making and state-building in the era of federalism in Somalia. For over 20 years Somalia endured turmoil caused by militia warfare, corruption and terrorism. Somalis suffered because of the governing dysfunction. Hundreds of thousands died, millions emigrated or fled to refugee camps; and violence, especially against Somali women and girls, reached unparalleled levels. These crimes against other Somalis include rape, abduction of children as soldiers and murder. Moreover, some have argued that the Somali transitional government committed crimes against humanity through its misappropriation of foreign aid. In summary, a lack of governance left Somalia as the quintessential failed state; an ongoing humanitarian disaster, a sanctuary for pirates and a terrorist threat to the world community.

International attempts at solving Somalia's instability resulted in the establishment of central governments that barely exerted control over a few square miles. These transitional governments lacked legitimacy, and even worse, hurt the Somali people through corruption and theft. Creating a functioning federal and nationally stable state in Somalia means negotiation, reconciliation and sharing of power among Somalis. Yet in the last 20 years "genuine negotiations" did not occur. Ending the mass atrocities occurring in Somalia entails building national unity and sharing power across individuals, clans and rivals. Compromise will lead to a responsive government able to feed its people, secure its borders and combat terrorists on its own. However, the difficulty lies in removing those who benefit from the current system so that power devolves to the people. Only Somalis can create lasting change by building trust between different factions who will in turn demand good governance and different leaders.

Nation stability in a country where its citizens do not agree concerning basics such as borders, citizenship and constitutional structure will fail since there exists no indigenous center or ideology to force competing groups to compromise.

EVOLUTION OF SOMALI FEDERALISM

Federalism is commonly identified with the theory of federal government. According to this interpretation put forward particularly by the Anglo-Saxon school, federalism is a specific form of government, a constitutional model, with a historically determined juridical structure. A number of different nations have adopted it as a way of enabling regions with sharp different cultures and interest to join together as one nation. The clearest examples are nations like Australia, Canada, Germany and Switzerland and America.

Federalism in Somalia dates back to the period before independence, but the current discussion has its roots in the early 1990s. Federalism was formally enshrined in the Somali constitution in 2004 during the Embagathi Peace Process in Kenya that created the Transitional Federal Government (TFG). It was a national reconciliation conference held in Kenya from 2002-2004 under the stewardship of Intergovernmental Authority on Development (IGAD). With the backing of neighboring states, warlords dominated the conference and eventually elected a former president of Punt land state, Abdullahi Yusuf, as the president of the TFG in 2004 which paved the way for the current Federal Government of Somalia (FGS).

Despite the Provisional Constitution's aspirations for a federal Somalia, successive governments since 2004, they have failed to implement it, mainly because their writ barely extended beyond the capital Mogadishu. Only after the election of President Hassan Sheikh Mohamoud in September 2012 did practical implementation start in earnest. But even then, the process was haphazard and not always consistent with the Provisional Constitution. Among other things, the Provisional Constitution mandates that two or more (pre-1991) regions join voluntarily to form a federal state. Furthermore, it calls for the formation of a Boundaries and Federation Commission (BFC), an independent body tasked with assessing the legality and viability of new states before certifying them. Both of these constitutionally mandated requirements were ignored in the current processes. The exception is Punt land, which predates the current dispensation. Formed in 1998 in north eastern Somalia, the region is widely considered to be the first federal state.

It has been a staunch advocate for a federal system of governance since its founding. Punt land played a key role in drafting the current Provisional Constitution during the Garowe I and Garowe II conferences in 2012 were part of a series of UN-facilitated meetings among key stakeholders. One of their outcomes was the Provisional Constitution. Punt land spans five regions, though it does not fully control all of them. Bari and Nugaal are wholly under its domain while portions of Sool, Sanaag and Mudug are controlled by other entities.

The next major attempt was Jubbaland. In May 2013, politicians from the Lower Jubba, Middle Jubba and Gedo regions gathered in the coastal city of Kismayo and unilaterally declared Jubbaland as a new federal member state with a strong backing from Kenya, which had some 4,000 troops deployed in the city. Delegates at the conference declared Ahmed Mohamed Islaan (Madoobe) as the president of Jubbaland state. That didn't sit well with the FGS in Mogadishu, which immediately rejected this entity, asserting that the process was unconstitutional, because it was neither inclusive of all clans in the region nor transparent. Furthermore, the federal government alleged that its constitutional role to form federal states was deprived, but eventually after solving the complains from the clans and the government played its constitutional role five violent months, Ethiopia brokered a deal that saw the formation of the Interim Jubba Administration (IJA), a midway arrangement that would put the IJA on constitutional path to become a fully-fledged federal member state.

While the IJA was struggling to obtain legal status as a federal member state, another process was beginning in Baidoa in mid-2014. Clans predominated regions of Bay, Bakool, and Lower Shabeele, federalism had long been campaigned as the best option viable for the Somali people through which power could be shared among various clans in the country. To promote the interest of their clan, they proposed to Italian Trusteeship Office in Mogadishu in 1947, however, Somali Youth league (SYL) with the vision of uniting Somalia, had prevailed over and won most of the seats in the parliament (United Nation, 2013).

Political elites in Baidoa convened a delegation of traditional elders from the Bay, Bakool and Lower Shabelle regions with the aim of forming their own state. As the Kismayo process was designed to produce a predetermined result the IJA, the outcome of the Baidoa conference was also a fait accompli. In November 2014, the delegates selected Sharif Hassan Sheikh Aden, a member of parliament and a former speaker of the federal parliament, as the new president of the Interim Southwest Administration (ISA). The international community, which funded the Baidoa process, unanimously hailed the outcome as a major accomplishment and step towards the consolidation of the federation process.

Preparations have since been taken to another federal entity in central Somalia, which would encompass the Galgaduud and Mudug regions, though northern Mudug is likely to remain under Puntland's domain as it has been since 1998. The technical committee prepared for the formation of this state to host at Adaado District, politicians and elders from the two regions gathered at Adado District declared Abdikarim Hussien Guled as a new president of Galmudug state, which legally became a federal member state.

Preparations were taken to another federal entity in Somalia called Hirshabelle State. Hirshabelle consists of the Hiran and Middle Shabelle regions of Somalia, and its name is derived from a conflation of their names. Hirshabelle considers itself an autonomous state within the larger Federal Republic of Somalia, as defined by the Provisional Constitution of the Federal Republic of Somalia. On August 8, 2015, the President and Prime Minister of the Somali Federal Government, and the regional political leaders, including the de facto governors of Hiiraan and Middle Shabelle, launched the process for establishing a new federal member state at Villa Somaliain Mogadishu. Jowhar in Middle Shabelle was designated to host the state formation conference, not without opposition from leaders in Hiiraan who wanted the conference to take place in Beledweyne and the process of formation was concluded on 20 October 2016, Ali Abdullahi Osoble was elected the first president of Hirshabelle state. All the events mentioned above have been key in the federal developments the area.

EFFECTS OF FEDERALISM ON PEACEMAKING AND STATE-BUILDING IN SOMALIA

Concerning the positive effects, it can be noted that the argument for Somali federalism for dividing powers between national and state governments (and for further dividing state powers among many types of local governments) centres on the advantages of decentralization, and these are the varied.

Federalism permits diversity. Local governments may deal directly with local problems. The entire nation is not straitjacketed with a uniform policy to which every state and community must conform. State and local governments may be better suited to deal with specific state and local problems. Mogadishu bureaucrats do not always know the best solution for problems in Commerce, Texas. (Olowononi, 1998; Taiwo, 1999).

Federalism for Somalia helps manage conflict. Permitting states and communities to pursue their own policies reduces the pressures that would build up in Mogadishu if the National government had to decide everything. Federalism permits for Somalia citizens to decide many things at the state and local levels of government and avoid battling over single national policies to be applied uniformly throughout the land.

Somali Federalism disperses power. The widespread distribution of power is generally regarded as a protection against tyranny. To the extent that pluralism thrives in the Somalia federalism, state and local governments have contributed to its success. State and local governments also provide a political base for the survival of the opposition party when it loses national elections.

Somali Federalism increases political participation. It allows more people to run for and hold political office. Nearly a million people hold some kind of political office in counties, cities, townships, school districts, and special districts. These local leaders are often regarded as closer to the people than Mogadishu officials. Public opinion polls show that Somalis believe that their local governments are more manageable and responsive than the national government.

Somali Federalism improves efficiency. Even though we may think of eighty thousand governments as inefficient, governing the entire nation from Mogadishu would be even worse. Imagine the bureaucracy, red tape, delays, and confusion if every government activity in every community in the nation—police, schools, roads, fire departments, garbage collections, sewage disposal, street lighting, and so on—were controlled by a central government in Mogadishu. Even in the Soviet Union, where centralized discipline and party control are a matter of political ideology, leaders have been forced to resort to decentralization simply as a practical matter. Moreover, federalism encourages experimentation and innovation in public policy in the states. Federalism also has negative effects not only in Mogadishu but also in other areas. These vary time to time, space to space. Federalism allows special interests to protect their privileges. For many years, segregationists used the argument of states' rights to avoid federal laws designed to guarantee equality and prevent discrimination. It is agreed upon that indeed, the states' rights argument has been used so often in defence of racial discrimination that it has become a code word for racism.

Federalism allows local leaders to frustrate national policy. They can obstruct not only civil right policies but also policies in areas as diverse as energy, poverty, and pollution. Federalism allows the benefits and costs of government to be spread unevenly. Some states spend more than twice as much per capita as other states on education. The researcher agrees that even in the same state, some wealthy school districts spend two or three times as much as poorer districts. The taxes in some states are much higher than in other states; five states have no state income tax at all.

Federalism creates disadvantages in poorer states and communities, which generally provide lower levels of education, health, and welfare services; police protection; and environmental protection than wealthier states and communities. Federalism obstructs action on national issues. Although decentralization may reduce conflict at the national level, some very serious national issues may be swept under the rug. For many years, decentralizing the issue of civil rights allowed segregation to flourish. Only when the issue was nationalized in the 2004 by the civil

rights movement was there any significant progress. Minorities can usually expect better treatment by national agencies than by state or local authorities.

THE SOMALIA SOCIETY'S REACTION TO FEDERALISM:

It is indisputable that people of Somalia are egalitarian society who is mostly relied on pastoral and ecological resources, it is estimated that more than 90% are peasant society, who are below under the poverty line – live Sub- Sahara – Africa, and Muslim Sunni, social organization – so fragmented move from one place to another by seeking grace and water resources. Tribal affiliation, clan superiority, retaliations, individualism, stereotyping and clan politics dominated the entire spectrum of political settings and social demographic settlements.

It is worth to note that Somalia's model of federalism is merely theoretical, compared to the nature and characteristics of federal states which few African countries practice. It is for this reason that one can argue how Somalia is far from fulfilling the required criteria for federalism; even the Somalia Constitution which was approved in late 2012 has not defined and outlined clearly the concept of federalism.

Moreover, countries that practice workable federal systems have qualified either through separate colonial systems of the federating parts or ethnic variations. Somalia has not attained these features due to the fact that it had only one colonial experience (that of Italy), and since British Somaliland has dissolved the union or reclaimed its independent and self- determination in 1991.

For instance, Ethiopia has more than 80 ethnic communities; hence, ethnicity is the underlying organizing principle of Ethiopia's federal parliamentary democracy. Article one of the 1996 Ethiopian constitution states that Ethiopia is a federal State. The Parliament is made up of the House of Peoples' Representatives and the House of Federation, whose members are elected either by state councils or through popular elections. The highest executive authority in Ethiopia resides in the Prime Minister. Federal powers deal with issues of national concern, including economic and social development, national standards and policy criteria for health and

education, defence, federal police, foreign policy, foreign commerce and immigration”. (Forum for Federations).

In contrast to Somalia, it is difficult to perform these criteria based on phenomena of advanced decentralized power sharing. Since Somalia has many deficiencies to form a federal system, taking lessons from the above mentioned countries that put the federal system into practice, it is widely clear that Somalia is extremely lacking the experiences and attributes needed to be acquired prior to the establishment of the federal system, in order for Somalia to put together a feasible federal system and there is strong demand from the public currently Somalia leadership to rectify the past mistakes made both post- colonial history and post – Siyad Barre regime.

Somalia is needed to follow the successful lessons and experimentations made by its fellow African countries and the advanced world as well, otherwise it seems to be a political delusion that cannot address and pursue agreeable framework that may accommodate the current fragmentation in Somalia. The federal system that Somalia aspires is really contrary the popular The doctrine of the federalism for example in every main clan wants to establish its own autonomous region which is unlikely to match the pre-determined criteria of federalism, if the federalism in Somalia is based on clannism or tribal affiliation, the concept of statehood formation in Somalia is indispensable to encounter a biggest constrains and new political trajectory that can trigger or accelerate a cycle of conflict and hostility among clans who live side by side in same locality.

CONCLUSIONS

This paper comes up with the following conclusions. The conclusions have been drawn basing on researcher and the realities in the ground. They are as follows; international pressure through African Union; the East Africa Community; IGAD guided the peace initiatives through creation of federal states and this has been helpful in the creation of federal states in Somalia which has led to the country to settling down politically.

The study concludes that federalism has impacted in various ways such as bringing about power sharing; democracy and tolerance; unity; conflict resolution and national security. It has also led to devolution of power. The study concludes that some Somali do not like federalism as it has set backs as associated with clan loyalty. Therefore, implementing it is quite challenging.

RECOMMENDATIONS

The study recommends that the international bodies such as the African Union; the East Africa Community; IGAD should continue guiding the building up of federalism in Somalia but without direct political interference.

The study recommends that federalism should be used for governing Somalis since it has impacted positively through power sharing; democracy and tolerance; unity; conflict resolution; national and devolution of power. despite the various perceptions on federalism as a new system of governance it should deal with clannism if its achievements are to be sustained.

**MANAGERS' PLANNING SKILLS AND SUCCESS OF CONSTRUCTION PROJECTS
IN MOGADISHU, SOMALIA**

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ABSTRACT

The purpose of the study is to describe the key planning skills which construction managers ought to possess and practice and correlate them with success of construction projects in Mogadishu, with a view of suggesting practical recommendations to enhance project success. In addition, the study intends to identify the strength and weaknesses of project managers in terms of planning skills and project success. It will also test the null hypotheses of no significant relationship between planning skills and project success. The study adopted a descriptive co-relational, ex post facto and a cross-sectional survey research design. The descriptive co-relational design was used to establish the relationship between managers' planning skills and success of construction projects in Mogadishu. The ex post facto design was used because respondents were requested to things that have already happened. The cross-sectional design was employed because; a cross-section of construction managers was selected to participate in the study all at once. It was a survey since many respondents were included in the answering of questionnaires. This study was set to find out the relationship between planning skills and project success among construction projects in Mogadishu-Somalia. Finally This study contributed towards knowledge generation by revealing that having direct impacts on the project success, in terms of cost and schedule performance, will require a project planner to be equipped with enough knowledge on how to do it in pre project planning phase.

Keywords: *planning skills, Construction Projects, Managers'.*

INTRODUCTION

Project management involves coordinating various aspects of a project in order to bring forth a positive result (Almaraji et al, 2007). This coordination can include elements such as personnel, materials, procedures and facilities. Over the past five to ten years, there have been increasing challenges faced by Project Managers (Almaraji et al, 2007). There are numerous challenges facing today's construction manager. Some are new to the industry, and some are centuries old. Many of these challenges are a direct result of construction operations, while others a result of indirect, peripheral activities. A surprising number of challenges are not construction issues but must be addressed and managed by the construction manager (CM) to ensure project success (Muir, 2005). One such major challenge has been poor planning on the side of construction managers leading to project failure. Planning is the process of setting goals, developing strategies, and outlining tasks and schedules to accomplish the goals (Overseas Indian Facilitation Centre, 2011). Litman (2011) defines planning as the process of deciding what to do and how to do it. According to the Management study guide.com Planning means looking ahead and chalking out future courses of action to be followed. It is a preparatory step. It is a systematic activity which determines when, how and who is going to perform a specific job. According to Urwick, "Planning is a mental predisposition to do things in orderly way, to think before acting and to act in the light of facts rather than guesses". Planning is deciding best alternative among others to perform different managerial functions in order to achieve predetermined goals. For this study planning skills will mean the ability and capacity of project managers to set goals, develops strategies, and outline tasks and schedules to accomplish the construction project goals.

On the other hand, the term project success which is the dependent variable in this study is not so readily identified in literature. In 1988 Pinto and Slevin concluded from their research work that "Project success is a complex and often illusory construct, but nonetheless, it is of crucial importance to effective project implementation," and, "project success is suggested to have two

major components: issues dealing with the project itself and issues dealing with the client. Aaron and Wideman (2000) identify two perspectives to project success namely; process and product perspectives. From the process perspective, project success is about being “On time, within budget and meeting requirements.” From a product perspective, a successful project is clearly one in which the "customer" ends up satisfied (Aaron and Wideman, 2000). Ryan and Grossman (1998) consider a project to be successful if the desired results and outcomes as agreed upon are achieved; the client’s problem is solved, the problem is finished on time and within budget, when there is a high quality working relationship with the project team and the client and when clients say they are satisfied. According to Cleland et al (1988), a project is termed successful if it passes four success test criteria i.e., the time criterion – completed on time; the cost or budget criterion – completed within budget; the effectiveness criterion – completed in accordance with the original set performance and quality standards; and client’s satisfaction criterion – accepted by the intended users or clients.

According to Chizea (1991), a project has failed if any or a combination of the following anomaly happens:- cost overrun, time overrun, contractor not making a profit, quality of completed project unsatisfactory, project abandoned. The study will adopt the Cleland et al (1988) definition of project success.

The slippage of project plans with respect to budget, schedule and quality specifications are indicators of poor performance and imminent failure. Many projects in developing countries usually suffer from project failure due to poor planning skills, resulting into stagnated infrastructural and economic development (Ubani et al, 2010). In Somalia, a number of projects have failed due to a number of factors, poor planning being one such factor. The current study seeks to examine the relationship between planning skills and project success among project managers in Mogadishu Somalia.

REVIEW OF RELATED LITERATURE

A number of scholars define planning differently. According to Litman (2011), planning refers to the process of deciding what to do and how to do it. Planning occurs at many levels, from day-to-day decisions made by individuals and families, to complex decisions made by businesses and governments (Litman, 2011). According to Urwick (2007), "Planning is a mental predisposition to do things in orderly way, to think before acting and to act in the light of facts rather than guesses". Planning is deciding best alternative among others to perform different managerial functions in order to achieve predetermined goals (Powers et al, 1986).

Planning skills refers to the ability by a manager to decide the best alternative among others and to perform different managerial functions in order to achieve predetermined goals. According to Powers et al (1986), Planners need to develop skills related to the following seven competency areas: analyzing and interpreting data and situations, diagnosing problems and identifying relevant causal factors, predicting and forecasting, goal setting and identifying possible courses of action, evaluating and comparing possible courses of action, communicating and implementing actions and monitoring them.

Various scholars have attempted to define the concept project success. According to Lim and Mohamed (1999), project success is the achievement of some pre-determined project goals. Aaron and Wideman (2000) identify two perspectives to project success namely; process and product perspectives. From the process perspective, project success is about being "On time, within budget and meeting requirements." From a product perspective, a successful project is clearly one in which the "customer" ends up satisfied (Aaron and Wideman, 2000). Ryan and Grossman (1998) consider a project to be successful if the desired results and outcomes as agreed upon are achieved; the client's problem is solved, the problem is finished on time and within budget, when there is a high quality working relationship with the project team and the client and when clients say they are satisfied. According to Cleland et al (1988), a project is

termed successful if it passes four success test criteria i.e., the time criterion – completed on time; the cost or budget criterion – completed within budget; the effectiveness criterion – completed in accordance with the original set performance and quality standards; and client's satisfaction criterion – accepted by the intended users or clients.

The study was guided by Deming's (2000) Quality Management Principles model. According to this model, performance excellence results from five organizational elements: top management's leadership, strategic planning, customer focus, process management, and human-resources focus. Because quality assurance depends on the reduction of uncontrolled variation in production (or service) processes, organizations must focus on the five listed factors, which are the underlying keys for controlling variation. Each of these factors must be measured with ongoing performance metrics for assessing the reliability of processes, operations and products. Such reliability would lead to improved employee, customer, operational and financial performance (Steuwe & Zohar, 2011). The study was based on the Deming model because it calls for adopting strategic planning and improvement of internal business processes like planning in order to improve organizational performance.

According to Frese and Sauter (2003), the first indicator of project success, requires excellent forward planning, which includes detailed planning of the process implementation stages, task timeliness, fall-back positions, and re-planning. Hence project managers who do not prepare to re-plan, or have not considered and planned fall-back positions when initial plans fail, will often find that the project first stalls, and then fails (Frese and Sauter, 2003).

A number of empirical studies have been conducted with planning as an antecedent variable to project success. The findings of these studies indicate that planning skills are an important prerequisite for project success. Ubani et al (2010) analyzed the variation factors of project plan and their contributions to project failure in Nigeria. They found that design errors, management

problems and resource delivery constraints are the significant variation factors of plan that contribute significantly to project failure.

In a study similar to the Ubani et al study, Ibeawuchi and Okoli (2010) investigated the constraints to project implementation success in a developing economy and found that poor planning was a great constraint to project success. Failure to plan led to failure to complete project, delay in completion or poor quality products.

Wang and Gibson (2008) investigated the relationship between pre-project planning and project success in the construction industry in the United States. The Wang and Gibson research summarized pre-project planning data collected from 62 industrial projects and 78 building projects, representing approximately \$5 billion in total construction cost. Based on the information obtained, pre-project planning was identified as having direct impact on the project success (cost and schedule performance).

The review of literature above provides important information about the effect of planning on project success. However, it says nothing about the relationship between planning skills and project success and how the two are related. The current study seeks to fill this knowledge gap.

RESEARCH DESIGN

The study adopted a descriptive correlational, ex post facto and a cross-sectional survey research design. The descriptive correlational design was used to establish the relationship between managers' planning skills and success of construction projects in Mogadishu. The ex post facto design was used because respondents were requested to things that have already happened. The cross-sectional design was employed because; a cross-section of construction managers were selected to participate in the study all at once. It was a survey since many respondents were included in the answering of questionnaires.

RESEARCH POPULATION

The study population was comprised of all the 230 construction managers in Mogadishu. The list of construction managers were obtained from the Somali Ministry of Public Works and Reconstruction.

SAMPLE SIZE AND PROCEDURE

The study sample was consisted of 146 project managers; the respondents to the study were selected using simple random sampling technique. A list of construction managers were obtained from the Somali Ministry of Public Works and Reconstruction. The names were put in rota and randomly selected to participate in the study.

RESEARCH FINDINGS

This study was set to find out the relationship between planning skills and project success among construction projects in Mogadishu-Somalia. It was guided by four specific objectives, that included determining the i) profile of respondents in terms of age, gender, marital status and education qualification; ii) determining the level of planning skills iii) the level of project success; iv) the relationship between planning skills and project success among construction projects in Mogadishu-Somalia.

The findings indicated that majority of respondents were between 26-35 years (68%) of age, over 53% were male, majority were married (50%) and these were masters' degree holders (over 45%).

Data analysis using means showed that the following planning skills are high; i) having the necessary skills to evaluate and compare possible courses of actions in the projects that one undertakes (mean=2.85), having the necessary skills to identify relevant causal factors to problems in the projects that one undertakes (mean=2.83), having the necessary skills to plan for

the monitoring of the actions in the projects that one undertakes (mean=2.78), having the ability to set goals for the projects that one undertakes (mean=2.76), having the necessary skills to predict and forecast situations in the projects that one undertakes (mean=2.74), having the necessary skills to communicate possible courses of action to the other stakeholders to the project (mean=2.73), having the necessary skills to identify the possible courses of action in the projects that one undertake (mean=2.73), having the necessary skills to diagnose problems in the projects that one undertake (mean=2.73), having the necessary skills to analyze and interpret situations in the projects that one undertakes (mean=2.71). The level of project success was found to be high all aspects (over all mean=2.77).

Finally, the findings indicated a positive significant relationship between the level planning skills and level of project success. This is shown by the fact that the sig. value was less than the maximum sig. value of 0.05 considered in social sciences.

CONCLUSIONS

From the purpose of the study, the researcher generated the following conclusions;

Strengths

Most of the managers, were youths, married and had attained high qualification of masters' degree confirming that majority of workers in construction projects in Mogadishu-Somalia are generally qualified.

The level of planning skills was generally high, which indicated that managers usually use enough skills that are required while planning. On aspect like you have the necessary skills to evaluate and compare possible courses of actions in the projects that you undertake was the highest among others.

The level of project success was found to be also high this indicated that projects have successfully taken off.

Weaknesses

There were more male managers compared to the female, indicating a big gender gap in construction projects.

The level of planning skills was lowest on aspect like having the necessary skills to analyze and interpret situations in the projects that one undertake which indicated that, though managers have skills but not all the necessary skills to help them analyze and interpret situations.

The level of success was lowest on how the projects that one undertakes are completed in time, indicating that managers hardly complete the project tasks in time.

RECOMMENDATIONS

From the findings and the conclusions of the study, the researcher recommends that there is need to encourage women also directly involve themselves in project planning in construction projects in Mogadishu.

1. In line with above, women need to be empowered with knowledge about project planning in construction projects in Mogadishu.
2. There is a need to encourage people in late adults to share their experience and knowledge with youths hence succeeding in construction projects. This is so because the sample was dominated by youths neglected people in their late adulthoods of Mogadishu.
3. There is a need to ensure quality working relationship between the project team and the client hence improving on the success of the project.

4. The ministry of public works and reconstruction of Mogadishu should train managers so that they happen to have the necessary skills to analyze and interpret situations in the projects that they undertake.
5. There is a need for the ministry to ensure that managers have necessary skills to plan for the monitoring and evaluation of the actions in the projects that they undertake.

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LEADERSHIP STYLES AND ORGANIZATIONAL PERFORMANCE IN MOGADISHU SOMALIA

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ABSTRACT

The purpose of this study was to examine the relationship between leadership styles and Organizational performance in Mogadishu-Somalia. A list of 100 staff and management working in Mogadishu was obtained to be participating in this study. The objective of the study was to analyze the relationship between transformational leadership style and organizational performance. And To determine how transactional leadership styles has affected labor management relations and productivity in the selected area of study...The study was conducted through survey; data is collecting using questionnaire. A significant strong relationship was found between Organizational performance and transformational ($r=0.802$, $p=0.000$). The result further indicated week positive significant relationship between organizational performance and transactional leadership style ($r=0.272$, $p= 0.007$).

Keywords: Leadership, transformational leadership style, transactional leadership style, organizational performance, productivity, profitability, management, employee.

INTRODUCTION

Kraines (2001) stressed that the word leadership has been used by most disciplines: political science, business executives, and social workers. However, there is large disagreement as regard the accurate Meaning. This view was also supported by Taffinder (2006, pg. 6), who gave different definitions to leadership: “a simple meaning: leadership is acquiring people to do things they have never thinking of doing, do not trust are potential or that they do not want to do”. With reference to an organization, he defines leadership as “the action of taking employees to contribute their best to the purpose of the organization”. Taffinder (2006) While on a complex and more accurate view, he explains that you only know leadership by its consequences from the fact that individuals or a group of people start to behave in a particular way as a result of the

actions of someone else". It is important to distinguish between leadership as an organization function and as a personal quality. According to Bowery (2004), the later entails special combination of personal characteristics which brings to light qualities and abilities of individuals. The former refers to the distribution of power throughout an organization and it brings to focus the pattern of power and authority in the organization. Defining leadership in it various reflections is very important. However, it is necessary to make strong what focus of its definition is referred under what condition. A previous view about leadership shows that seen as a personal ability. However, Mesick and Kramer (2004) were of the opinion that the degree to which individual" exhibit leadership depends not only on his characteristics and personal abilities, but also on the characteristics of the situation and environment in which he finds himself. In Somalia, the environment is risky and challenging weak management policies and ineffective leadership styles. Considering the selected telecommunication companies for this study, the effectiveness or ineffectiveness lies in the leadership and organizational performance some common problems was mentioned to affect organizational performance in Somali telecommunication. However, suggestions were made that the right type of leadership and performance were not applied in managing Somali workers.

Organizational performance: this was explained by Stankard (2002) not to mean the performance of the single parts or units of the organization but the product of all interactions taking place in the organization. The relationship between leadership and organizational performance it is important to distinguish between leadership as an organization function and as a personal quality. According to Bowery (2004) the later entails special combination of personal characteristics, which brings to light qualities and abilities of individuals. The former refers to the distribution of power throughout an organization and it brings to focus the pattern of power and authority in the organization. Chikwendu (2006) further stressed those different work situations need different styles if they are not perform optimally. Often, manager's skills could be said to be diagnostic. The manager assesses all relevant factors affecting work. However, diagnosis may not always be

followed by proper behavior because managers could find it difficult to change their styles (Boswell, 1973).

This study was guided by “the situational theory” which is developed by Paul Hersey, a number of leadership theories were developed over time, most of them were in the late 1950’s and 1960’s. These theories emphasized the need for traits and behaviors of leaders to vary with situations if they are to be effective at work (Patchian, 1962).

Leadership is getting people to do things they have never thought of doing, do not believe are possible or that they do not want to do” (Taffinder, 2006) Leadership is a dynamic, interactive influence process among individuals for which the objective is to lead one another to the achievement of group organizational goals (Follett, 1951). Leadership is an art of motivating a group of people to act towards achieving a common goal. This study focused on how the role of leadership effects on organizational performance at some selected telecommunication companies in Mogadishu Somalia. In Somalia the extent (degree) to which all members of an organization use their abilities and influences in the effective utilization of resources depends upon how well the managers (leaders) of the organization understand and perform their jobs (Maddock and Fulton 1998).

(Maddock and Fulton 1998) explained that leadership and other processes of the organization must be such that can ensure maximum probability within all interactions and relationships with the organizations, each member will in the light of his background, values and expectations, view the expenses as supportive and one which can build and maintain his sense of personal worth and importance. In a divided and institutionally weak environment, Somali telecommunication companies have neither the resources nor the technical capacity to develop an effective evaluation system of leadership for telecommunication workers and to implement them (Austen Davis, 2008). This study focused on how the role of leadership effects on the organizational performance in Mogadishu Somalia.

In view to this, there is the need to identify the role of leadership styles and organizational performance in Mogadishu-Somalia, this study has two objectives which are:

1. To analyze the relationship between transformational leadership style and organizational performance in Mogadishu Somalia.
2. To determine how transactional leadership styles affected on labor management relations and productivity in the selected area of study.

TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL PERFORMANCE

According to (Bass, 1985 & Burns 1978) the difference between transformational and transactional leadership lies in the way of motivating others. Transformational leader's behavior originates in the personal values and beliefs of the leader and motivates subordinates to do more than expect identified transformational leadership as a process where, "one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality". Transformational leadership is the ability to motivate and to encourage intellectual stimulation through inspiration (Avolio, 2004; Dvir, 2002).

McColl-Kennedy & Anderson (2005) further defined transformational leadership style as guidance through individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence. Transformational leaders fundamentally change the values, goals, and aspirations of followers who adopt the leader's values and, in the end, perform their work because it is consistent with their values and not because they expect to be rewarded (Kuhnert & Lewis, 1987; MacKenzie et al., 2001).

Transformational leadership which encourages autonomy and challenging work became increasingly important to followers' job satisfaction. The concept of job security and loyalty to the firm for one's entire career was disappearing. Steady pay, secure benefits, and lifetime

employment were no longer guaranteed for meritorious performance. At the same time, transactional leadership alone could not provide job satisfaction (Bass, 1999).

Fenwick and Gayle (2008), in their study of the missing links in understanding the relationship between leadership and organizational performance conclude that despite a hypothesized leadership-performance relationship suggested by some researchers, current findings are inconclusive and difficult to interpret. From this review of related literature, it is evident that although some scholars believe that leadership enhances organizational performance while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible. Gaps and unanswered questions remain. Consequently, the current study is intended to re-examine the proposed leadership-performance relationship and, thus, contribute meaningfully to the body of growing literature and knowledge in this area of study. A positive relationship between transformational leadership and performance has been proposed and linked in a number of studies by researchers such as Bass (1997), Avolio, Bass & Jung (1999), Howell & Hall-Merenda (1999), and Elenkov (2002).

As described by Kouzes & Posner (2002) there is a positive relationship between each leadership practice and organizational performance.” Research by House, Sprangler & Wolycje (1991), Howell & Avolio (1994), Waldmann & Yammarino (1999) and Elenkov (2002) suggest some specific attributes and behaviors are particularly effective in achieving superior performance.

METHODOLOGY

Research Design and Sample This study employed correlation design to investigate the relationship between leadership style and organizational performance also we used descriptive statistics to identify the characteristics of our respondents, the sample comprises, (100) respondents.

Sample Procedure The study was none probability the sampling technique that we used was purposive sample (PS). This technique selects a sample without bias from the target accessible population. Its main purpose is to select a purposive (representative) sample.

We chose it because it ensures that each member of the target population has an equal and independent chance of being included in the sample. It also produces a purposive sample. **Measurements of Variables** We adapted questionnaire that are slightly modifying from by (Owolabi Yusau Lawal & Chukwuma Kingsley Chukwuebuka in 2007) the questionnaire contains two variables, the independent variable are 6 items and dependent variable 4 items with likert scale.

Data Analysis The researchers was used descriptive statistics especially frequencies, mean and standard deviation to analyze the data. Correlation analysis was also be employed by using Pearson's product correlation coefficient to analyze the role of leadership and organizational performance.

Reliability Test The reliability test conducted to determine the internal consistency of the measures used, the table 1 shows that overall variable have Cronbach Alpha values of more than 0.7. which makes all variable accepted, internally consistent and the scale deemed reliable for further analysis.

FINDINGS AND DISCUSSION

Demographic Profile Based on the Gender 91 of the respondents were male 92.9% and 7 respondents were female almost 7.1%, there was a difference of both the male and female since the margin between the two sexes were large.

Ages of the respondents, majority of them were in between the ages of 30-40 years (39.8%) and (22.4%) was at the age of 41-50 years, 18-29 years were (20.4), while the minority of them 3.9%

were above 30 years. Thus, this result indicates that the majority of the respondents are aged among 30-40 years, and also shows that women working in Mogadishu are in-between twenty and thirty years old.

The respondents participated in this study 14.3% of them were post graduate diploma, 49.0% hold bachelor, and 36.7% of the respondents were master degree. The result indicates that the majority of the respondents hold bachelor that almost (49.0%).

Descriptive Analysis on Organizational Performance on Leadership Styles According to the first objective of the study was find out the organization performance was scored normal mean of 3.24 overall and standard deviation of 0.627. The result indicates that organizational performance has good effect to the leadership style. The first objective of this study was to analyze the relationship between transformational leadership style and organizational performance. To achieve the objective respondents were subjected to a number of questions to provide answers to research question mentioned above.

Organization performance have supported for leadership participation in decision making was scored high mean of 3.24 and standard deviation of 0.627 which indicates that the policies of organizational performance in Mogadishu have supported their management participation in decision making. The data have been collected through questionnaire distributed randomly on management and staff working in Mogadishu. A sample 100 questionnaire were distributed only 98 of them were responded. This gives the researchers a response rate of 98 percent.

Means and Standard Deviation of Organizational performance Interpretation refers to ability of an activity to achieve such Middle influence Objectives as high profit, quality product. 3.16 0.587 Organizational performance 3.24 0.627 can also be used to view how an activity is doing in Middle influence terms of level of profit, market share and product quality. Organizational performance is a mirror image of productivity of members of a Middle influence enterprise

measured in terms of revenue, profit, growth, and development. 3.03 0.392 My performance is regularly assessed Middle influence 3.03 0.392 Total Mean Index 3.12 0.499 Agree

DISCUSSION

The purpose of this study was to examine the role of leadership styles and organizational performance in Mogadishu-Somalia. This study also attempted to investigate what leadership styles contribute to the high level of performance. Two objectives had this study, the first objective of this study to analyze the relationship between transformational leadership style and organizational performance in Mogadishu. The second objectives of this study to determine how a transactional leadership style has affected labor management relations and productivity in the selected area of study.

The finding of the study supported both the first and second objective of the study. A significant strong relationship was found between transformational and transactional leadership style and Organizational performance. The transformational leadership style positively influence organizational performance in Mogadishu. In other words, the findings supported management and Staffs working in Mogadishu significantly preferred the type of leadership styles. However, there is strong relationship between transformational leadership style and organizational performance.

The findings supported that, the management and staff preferred transformational leadership style over transactional leadership styles. The findings of this study also supported by Muniandi, (2010) which has indicated there is a significant relationship between organizational performance and transformational leadership ($r=0.574$, $p=0.000$) and transactional leadership and organizational performance ($r=0.178$, $p=0.000$).

CONCLUSIONS

This study was examining the leadership styles and organizational performance in Mogadishu-Somalia. The objectives of this study were To analyze the relationship between transformational leadership style and organizational performance in Mogadishu Somalia and To determine how transactional leadership styles has affected labor management relations and productivity in the selected area of study.

The result of the study indicated that there are positive significance relationships among transformational, transactional and organizational performance. In other words, there is strong relationship between transformational leadership style and organizational performance while there is weak relationship between transactional leadership and organizational performance.

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**THE IMPACT OF LEADERSHIP STYLES ON COMMUNITY DEVELOPMENT IN
MOGADISHU, SOMALIA**

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ABSTRACT

This study investigated —the impact of Leadership styles on Community development. The three major objectives of the research were to identify relationship between transformational leadership style and community development in Mogadishu –Somalia, to assess the role of charismatic leadership and community development in Mogadishu –Somalia, to examine the effect of transactional leadership style and community development in Mogadishu –Somalia. The study based its objectives on its problem statement that demand a solution for the current in effective as well as poor community development. The study took two private institutions in Mogadishu as its target population. To achieve its prior objectives the study employed a descriptive and explanatory design for sampling techniques and the primary data has been collected through questionnaire instrument. The study used statistical package for social science (SPSS) to analyze the results obtained from the research respondents.

After analyzing the answers of the respondent from the questions asked in the questionnaire, the study found that leadership style has a strong impact on community development. The researchers focus on pressure three styles of leadership, transformational, charismatic and transactional leadership with compared two important developments in the community, political and economic development.

The study not only revealed, but it also suggested some recommendations that can be the way out of these problems. The research recommends that there is need to use charismatic leadership, to let the community participate in decision making and common issues that affect them. Finally, further research should be made to fill the research gap and Etc.

Keywords: *leadership style, community development, transformational, charismatic and transactional leadership.*

INTRODUCTION

Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. This definition is similar to Northouse's definition Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.(Northouse 2007).

Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership. However, we know that we have traits that can influence our actions. This is called Trait Leadership, in that it was once common to believe that leaders were born rather than made. (Jago, 1982).

James Macgregor Burns pioneered study in transformational leadership and wrote the seminal work, Leadership. He indicates that leadership is exercised when people with varying motives and purposes mobilize as a result of competition or conflict with others. At some point institutional, political, psychological, and other resources are integral to the process. Such issues tend to arouse and engage people in an effort to satisfy their. Followers and leaders must realize their goals are mutually held and both leaders and followers benefit from their interdependent relationship. Applying the transformational approach, theory supports the idea that leaders must effect a change of the organization through what they contribute to it and their followers. (Macgregor 1978).

The concept of the 'charismatic leader', although introduced earlier and became popular in the nineteen eighties and nineties when charisma was viewed as an antidote to the demoralizing effects of organizational restructuring, competition and redundancies dominant at the time. The charismatic leader was seen as someone who could rebuild morale and offer a positive vision for the future. (Weber, 1947; House, 1976).

Transactional leadership for many years' people subscribed to the traditional transactional leader approach. Transactional leaders complete transactions through a focus on administrative work and giving rewards for good performance. (Durbin, 1995).

Community development is a process where people are united with those of governmental authorities to improve the economic, social and cultural conditions of communities and communities are integrated into the life of the nation enabling them to contribute fully to national progress. (United Nations, from Biggs, 1999).

Economic development involves many of the elements of community development, such as participation, rethinking, action learning etc. However, it specifically aims to improve the relative economic position of the community. (Flora 1992).

Political Participatory development, where local people are engaged in some active way in development planning and implementation, has a long history and a respected place among development intellectuals, policymakers, and practitioners throughout the "first" and "third" worlds.

Participatory development, however, means very different things to different people: from "local people doing what planners wanted to the "education for participation" approach of Paulo Freire where "men and women will analyze and critically interpret their world and their problems, and will be able to acquire the skills necessary to respond to them in a cooperative and democratic way (OEF 1986 in McDonald 1995).

In Somalia belonging to the grater nation its leadership was based autocratic and military regime but when the civil war hatched Somali's leadership changed to be based on democratic through the foreign interventions and Somali's Diaspora, in generally Somalia has no more full information about leadership literature but as indicating many empirical evidence the leadership is almost based on clanship and individual interest oriented, However colonial agents from who

colonized the country from Great Britain and Italy respectively British Somali land and Italian Somali land institutionalized “Clan and chiefs as vessels of their administration” and the function of each chief was to act as middle men between the colonial state and the members of his clans (Samatar, 1997).

Theoretically, there are various leadership theories that explain how well leaders can influence others. Some scholars identified four major groups of theories – the traits, behaviors, situational and the integrative theory. (Abu Daud Silong 2009).

This research examined leadership roles, which is one of the theories classified under the behavior theory. In the context of community leadership, it examines some of the roles performed by leaders in order to accomplish the desired goals and categorized into ten roles of managers when they are conducting their daily activities. These roles include as a figurehead, leader, liaison, monitor, disseminator, spokesman, entrepreneur, disturbance handler, resource allocator and negotiator. (Mintzberg 1973).

RESEARCH DESIGN

This study will be conducted through a cross-sectional strategy to collect information for research variables. Survey is a research strategy that is used to present oriented methodology used to investigate a population by selected samples to analyze and discover occurrence (Saunders, 2009).

The study will be descriptive and explanatory design; it will describe leadership styles and community development in some selected institutions in Mogadishu-Somalia.

However, this study uses a quantitative approach; Quantitative is any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data (Saunders, 2009). The population of this study will be 160; it will select from various private institutions to ensure the consequences of leadership on community development. The sample size will be 114 out of 160 of the target population.

SAMPLING PROCEDURE

This study will use only simple random sampling technique to select the sample size. The researchers of this study will use this technique, so researchers will prefer simple random sampling to verify the objectives the study. Also these techniques save time and money ton researchers.

DATA GATHERING PROCEDURE

During the research the researchers will follow the data gathering procedure that says before the questionnaire fill the researchers will submit and convey the institutions a request letter from the faculty, during the data gathering the researchers will give respondents hand to hand the questionnaire and explain where they don't understand. At lastly after the questionnaire answered the researchers will take back and record in statistical package for the social science.

DATA ANALYSIS

Data from questionnaires will be compiled and coded into a coding sheet and will be analyzed using a computerized data analysis package known as Statistical Package for Social Science (SPSS) 14.0. To analyzing objectives the researcher will use Descriptive statistics that include range, quartile deviation, standard deviation and variance to describe a group of subjects in the questionnaire each selected one to four scale where 1 = strongly disagree, 2 = disagree, 3 = neutral 4= agree 5= strongly agree.

FINDINGS

The findings show that most of the respondents were eager a charismatic leadership rather then transformational and transactional.

The first objective of this study was to identify relationship between transformational leadership style and community development in Mogadishu –Somalia. Data analysis and interpretation of the questionnaires revealed that majority of the respondents agreed that the transformational

leadership has a negative relationship rather than positive because transformational leaders are mostly focusing the pressure to the vision instead of community needs arise.

The findings also revealed that majority of the respondents agreed on the absence on forum participation when the transformational set the vision. So the researchers established the five first questions to ensure the relationship between transformational leadership and community development and the result from those questions became negative relationship based on the answers of respondents.

The second objective examined in the study was to assess the role of charismatic leadership and community development in Mogadishu –Somalia. Belonging to the answers got from the respondents about this second objective, the findings and results indicate that charismatic leaders has a wide and large range role in their community to start at the grass root level up to higher level. So the finding revealed that majority of respondents agreed that charismatic leaders are playing a super role on their followers based on to respond the needs or requires from the community.

Finally the objective three of the study sought to examine the effect of transactional leadership style and community development in Mogadishu –Somalia. This is the kind of leadership that is follow how actions being occurred, So the five questions established to make sure this objective have found a findings those revealed that majority of respondents agreed together that transactional leaders have negative actions sometimes while somehow are treating positive actions and this is based on the circumstance. So transactional leaders sometimes may became authoritarian if the follower became rude or undesired.

CONCLUSIONS

Generally the chapter explored the findings from the chapter four, this chapter also indicated all the finding found the overall questions of the respondents those were based on the three objectives of the study. The researchers revealed in this last chapter the finding from the

questions those prepared to classify and describe which style of leadership is suitable in all circumstances and which one is impact the community positively.

Hence, based on the study concludes that all of the findings from the various styles were important because every style may have a negative side but there can be more other styles rather than the three styles those this study focused and they were transformational, charisma and transactional.

RECOMMENDATIONS

As a result of findings from this research, it is recommended that:

1. To enhance the charismatic leadership style among those involved in the Community.
2. To develop studies to compare charismatic leadership style and extra other styles of leadership.
3. To be aware to avoid any style of leadership can arise authoritarian such as transactional leadership.
4. To explore many studies to investigate the impacts of leadership styles on social development rather the two developments this research investigated political and economic development.

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**IS THE APPLICATION OF EFFECTIVE LOCAL SELF GOVERNMENT SOLUTION
TO MOGADISHU, SOMALIA? : A CONCEPTUAL FRAMEWORK**

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ABSTRACT

This paper examines how local Self-governance brings solution for local Problems in Mogadishu Somalia. While In the era of regional autonomy, the application of good governance is an urgent matter in the attempt to achieve local good governance that is effective, efficient, and free of corruption. Public service reform is not only the main agenda of the central government, but also the main agenda of the local government. Renewal of local public services can promote the sustainability of local good governance (Diah Ayu Pratiw & Meri Enita Puspita Sari, 2017).

This study was employed to descriptive research design in order to test the major problem of local government, the most applicable local government systems and local government structure in Mogadishu Somalia. The research team was found that Security is one of the main challenge to Mogadishu local government's Function because of lack of enough political capacity to come closer with local People (4.56), Also The researchers found that the Application of councilor system of local government (56%) and Application of Multiple tier local government structure are the applicable local government system and structure in Mogadishu Municiplities.

After finding researchers suggest: The majority of Respondents agreed that councilor system can solve the problems of local government. Researcher recommends to Somali government to start Nation election at local level specially Village council because this will indirectly reduce unemployment and boost local participation local and National agendas.

Keywords: *Local Self-government, Local Government, local council, local systems*

INTRODUCTION

In South Africa, The post-1994 democratic developmental South African state opted for a strong local government system which has been constitutionalised, in terms of Chapter 7 of the Constitution of the Republic of South Africa Act 108 of 1996. The politicization of the local bureaucracy was inevitable as the ruling party sought to ensure that the executive leadership of municipalities shared the same political ideology and vision to facilitate local development. Also The increasing service delivery protests is a matter for concern, if one has to take cognizance of the popular adage highlighted in official literature, 'if local government fails, South Arica fails'. Given that the struggles for a democratic South Africa were fought at the grassroots level, this has to translate to an improved quality of life for local communities. Consequently, sound political management is key to enhanced municipal service delivery and ultimately good local governance (Purshottama Sivanarain Reddy, 2016)

According to Study conducted by US Library of Congress Somali constitution provided a system of decentralizing administrative function in 1961. Whereby the proposed System gave local government a discretionary Authority to elect their own Local councils and solve local Problems.

According to study conducted by Encyclopedia of Nations, Until 1973, , the regions was headed by an official chosen by the central government. District commissioners was also appointed by the government. The powers of the municipal councils included local taxation, town planning, registry and census, public services, and approval of the local budget. The major educational, economic, and social services were financed and maintained by the central government, which also exerted supervisory control over the municipal councils through its power to remove mayors and to dissolve the councils. By 1990, this pattern of local government had collapsed. The UN and United States sought to restructure local services and representative bodies, but without a convincing military presence it was difficult to sustain. UNOSOM-II was mandated to create the peace necessary to help reconstruct the country, but the mission ended with the UN's withdrawal.

Also the same study conducted by US Library of Congress, One of the consequences of the civil strife that began in 1988 was the alienation of many local governments from the effective authority of Mogadishu. Whereas the domestic situation as of May 1992 remained unstable, the trend appeared to be toward a decentralized system of local government similar to that existing prior to the 1969 coup.

The Provisional Constitution of Somalia (Article 48) acknowledges the national and sub-national tiers of governance (state & local government). However The above cited Evidences has Raised This the question “Does local self-government has certain critical effect on problem in Mogadishu, Somalia?” and prompted a study to analyze this question of: is the application of effective self-government solution to Mogadishu, Somalia?.

LITERATURES ABOUT LOCAL GOVERNMENT

Gomme (1987) defines local government in the following manner: Local government is that part of the whole government of a nation or state which is administered by authorities subordinate to the state authority, but elected independently of control by the state authority, by 52 qualified persons resident, or having property in certain localities, which localities have been formed by communities having common interests and common history.

Meyer (1978: 10) defines local government as follows: Local democratic governing units within the unitary democratic system of this country, which are subordinate members of the government vested with prescribed, controlled governmental powers and sources of income to render specific local services and to develop, control and regulate the geographic, social and economic environment of defined local area. One could argue that the weakness of Meyer's definition is that it includes democracy as an essential element of local government whilst a local government can exist without being democratic system.

However Since its independence, Somalia used a unitary system of governance in which all the powers lied in the central government. This has produced a mode of governance that is based in Mogadishu. This mode of governance has failed to provide public services in other parts of the country. The concentration of power and resource in Mogadishu has forced the people to immigrate to Mogadishu, which ultimately caused a civil unrest that pushed the collapse of the central governance (Abdurrahman M. Hussein, 2014). In addition after time Somali has adopted a system of decentralization whereby local governance has a power to administer it resource and provide public service.

This raised A research gab about the question “Does local self-government has certain critical effect on problem in Mogadishu, Somalia?” and prompted a study to analyze this question of: is the application of effective self-government solution to Mogadishu, Somalia?.

SECURITY CHALLENGES OF LOCAL GOVERNMENT IN MOGADISHU

Security is the main challenge to Mogadishu local government’s revenue collection because of lack of enough finances to reach certain places. Considering the local government is seen to have enough ability in collection of taxes across the capital, security problem have led to most of the officials killed (Sano & Alfredsson, 2002).

Mogadishu local government has not been spared either. With attacks and killings inside the capital, it has since become difficult for the local government to conduct its revenues collection activities (Parker, 2010). Additionally, with numerous business premises attacked, fear has rock the entire capital prompting the residents to shun their business activities for fear of their lives. All this have contributed to minimal revenues collection as a result of lack of proper systems and security challenges (Abdullahi Ali Mohamed, 2017)

Security in Mogadishu is a big problem, which has resulted in huge population of municipal soldiers killed. The extremist group has vast in the area prompting the remaining soldiers abandon their duties (Hyman, 1990).

This raised research gab about the question “Does local self-government has certain critical Solution to security problem in Mogadishu, Somalia?” and prompted a study to analyze this question of: is the application of effective self-government solution to Mogadishu, Somalia?

WASTE MANAGEMENT CHALLENGES OF LOCAL GOVERNMENT IN MOGADISHU, SOMALIA

In Somalia the local government or Benadir Administration collects transports and disposes waste materials from the city. Waste management differs in the urban areas from that of the rural area, as there are more people in the rural area in comparison to the city. This is done in order to minimize harm to individual’s health as well as the environment. In Somalia there is no distinction of the nature of waste; whether solid, liquid or any other form; waste will be considered as waste and dumped in the dumping sites. n Mogadishu, apart from the local government, the Ministry of Natural Resources and environment deals with the identification of the dumping locations, there are two big dumping locations in Mogadishu one situated in Medina district while the other one is located in Karan district (lucy styles, 2014). This raised A research gab about the question “Does local self-government has certain critical Solution to waste management problem in Mogadishu, Somalia?”

THE EFFECT OF PARTICIPATION AND ACCOUNTABILITY ON LOCAL GOVERNMENT

Participation and representation are more likely to lead to public policies that are more responsive to the needs of the poor. It requires regular, free and fair elections and a genuine choice between alternative government policies. Participation also occurs beyond and between

elections. It calls for a continuous consultation in the formulation, monitoring and implementation of public policies in order to reach a sufficient agreement to sustain reform. Effective participation is inextricably linked to the existence of legitimate and representative parliamentary procedures, which are a constituent part of a democratic regime. Participation in the formulation of public policies and representation in the parliament are impossible without a sufficient level of civil liberties and political rights as well as a functioning multiparty system (SANTISO, 2011).

Transparency and accountability can help to ensure that resources are invested effectively to meet the needs of ordinary people. This will help to improve people's access to the health services and schools that they need, and ensure that the investments needed to boost agricultural productivity, to develop essential infrastructure and to nurture an attractive business environment are made moreover The "resource dividend" generated by making public finance more transparent and accountable can accelerate countries' progress along the road out of poverty, towards prosperity and beyond dependence on aid. To maximise this "resource dividend" it is essential that all development resources – including aid, climate finance, taxes, and natural resource revenues – and the budget processes through which resources are allocated and spent, are transparent and accountable (Open Government Partnership, 2011).

RESEARCH METHODOLOGY

This study conducted through This study was employed to descriptive research design in order to test the major problem of local government, the most applicable local government systems and local government structure in Mogadishu Somalia .

RESEARCH POPULATION

The target population of this study is 400 People include inhabitants/residents (local citizen graduated from university graduates, And Some selected local Population.

SAMPLE SIZE AND PROCEDURE

This study concerned to both Local government in Mogadishu and local Citizens in Mogadishu Somalia. Sample is refers to sub-group of a large population (Saunders, Thornhill & Lewis, 2009).thereby sample size of the study is 200 respondents.

In additionally, researchers were used stratified sampling to choose the respondents those believes that they have the relevant information, so that the main purpose for select stratified random sampling is to ensure equitable representation of each stratum in the sample (Oso & Onen, 2008). Researchers have selected stratified random sampling for the reason of first all different groups will participate when the study carefully divided with the target population , second a simple procedure for minimizing biases and isolation for non-dominating group to the study, third crucial respondents will become a party of the participants.

RESEARCH FINDINGS

DEMOGRAPHIC DATA

This part presents the background information of the respondents who participated in the study. The purpose of this background information was to find out the characteristic of the respondents and shows the distribution of the population in the study.in general, 200 respondents filled the questionnaires; Most of the respondents in the research were male, (74.2%) where (25.8%) were female. The major age group among the respondents was at the age of below 30 years, (57%) and the second major group was between the ages of 31-40 years (41. %), followed by those of 41-50 years as 2%. The respondents were categorized according to their level of knowledge, those at primary and secondary level were more than seventeen percent, and those at the Diploma level were also same as those of the primary and secondary, followed by the degree level who were the largest category in the respondents reaching around sixty percent, and the Post graduate were about nine percent.

DESCRIPTIVE ANALYSIS OF THE MAJOR CAUSES OF PROBLEMS OF LOCAL GOVERNMENT IN MOGADISHU MUNICIPALITY

In this part researchers provide descriptive analyze for good government by making table 1.1 which consists for two items mean index for the study

Table 1.1. The Major causes of problems of Local government in Mogadishu municipality

Items	Mean	Interpretation	Rank
Security is the main challenge to Mogadishu local government's Function because of lack of enough political capacity to come closer with local People.	4.56	Strongly agree	1
Waste management is one of the major problem that encounter to local government in Mogadishu Somalia..	4.28	Agree	4
Absence of village level council can increase the problem of corruption in local government fund.	4.48	Strongly agree	2
Lack of local people participation will enhance the problem of in sufficiency resources of local government to local people.	4.34	Agree	3
An increase of unemployment in local areas is one of the major of local government	4.16	Agree	5
Mean average	4.3	Agree	

For the above results, the researchers will present a descriptive result of causes of local government Problems as Table 4.2 illustrates, the first one which causes local government problem is Security which is the main challenge to Mogadishu local government's Function because of lack of enough political capacity to come closer with local People (4.56), the second

factor which causes of local government problems is Absence of village level council that can increase the problem of corruption in local government fund(4.48). third Factor which causes local government Problems is Lack of local people participation will enhance the problem of insufficiency resources of local government to local people (4.34). fourth justification about the major causes of local government Problems is Waste management is one of the major problem that encounter to local government in Mogadishu Somalia. Finally the major causes of local Government Problem is an increase of unemployment in local areas is one of the major of local government

DESCRIPTIVE ANALYSIS OF THE MOST APPLICABLE LOCAL GOVERNMENT SYSTEM IN MOGADISHO.

In this part researchers provide descriptive analyze of the most Applicable local government System in Mogadishu. by making table 1.2 which consists for two items mean index and percentage for the study. The majority of respondents have chosen conciliar system of local Government.

Table 1.2 The Applicable local Government systems that can address local problems in Mogadishu, Somalia

Respondents (n= 200)	Frequency	Percentage
Mayoral System in the chief executive (mayor or chairman) and the legislature (the council) are independently elected by the people for fixed terms of office are Appropriate Solution To Mogadishu city.	40	0.2%
Counciliar system of local government is applicable to Mogadishu Somalia because of This system The council is directly elected by the people selects a presiding officer usually from among its members but occasionally from outside	113	56%
The managerial or council-manager pattern is Applicable to	16	0.08%

Mogadishu Somalia because of This system The elected Mogadishi city council sets broad policy but hires a manager to serve as the Chief Executive. The manager is vested with responsibility for supervising administration

Unitary government system is Applicable to Somalia and Local Government Sytem will be under central Government	31	6.4%
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DESCRIPTIVE ANALYSIS OF THE MOST APPROPRIATE FORM OF LOCAL GOVERNMENT STRUCTURE IN MOGADISHO.

In this part researchers provide descriptive analyze of the most appropriate Form of local Government structure by making table 1.3 which consists for two items mean index and percentage for the study. While The majority of respondents has choosen Multiple tier structure of local Government.

Table 1.3 what is the most appropriate Form of local Government structure that can address local Problems in Mogadishu Somalia?

Respondents (n: 200)

The multi-tier Local Government structure is Appropriate because of It has three or more local councils that share responsibility and Government starts from local village councils.	148	74%
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The single-tier local Government Structure is Appropriate because of it has one local government council that performs all the functions assigned a local government within Mogadishu city	32	16%
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Local government Structure which is under central government Structure is Appropriate Form of local Government structure that can address local	20	10%
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Problems in Mogadishu Somalia

DESCRIPTIVE ANALYSE OF THE EFFECT OF PARTICIPATION ON LOCAL GOVERNMENT.

In this part researchers provide descriptive analyze of the effect of participation on local government. In Mogadishu. By making table 1.4 which consists for two items mean index and percentage for the study. The majority of respondents have chosen conciliar system of local Government.

Table 1.4 is the local participation in local government Address local Problems in Mogadishu Somalia?

Items	Mean	Interpretation	Rank
When Local People participate local government Activities, it will address Poor local waste management in Mogadishu Municipality	4.23	agree	2
Participation Of Local citizen in Local government council makes government to start at grass root and function well.	4.12	Strong Agree	4
An inclusive local government brings local ownership to local government and finally people will come against corruptions in Local government.	4.33	Strongly agree	1
The existence of Local councils from village and cell zone level will bring government to be closer to people and Decrease unemployment rates in local areas.	4.2	Agree	3

Local people will provide more resources to local government if local citizen participate government and this will address shortage of resource in Local government.	4.1	Agree	5
Mean average	4.2	Agree	

Source: Primary Sources

For the Above Result, the researchers conducted a descriptive analyzes of is the local participation in local government Address local Problems in Mogadishu Somalia? as Table 4.4 illustrates, the first overall mean is (4.2) and respondents agreed that the Local Participation can address The problems of local Government in Mogadishu Municipalities. In additionally the questions we have asked our respondent have ranked as following mean index: An inclusive local government brings local ownership to local government and finally people will come against corruptions in Local government (4.33). Second When Local People participate local government Activities; it will address Poor local waste management in Mogadishu Municipality (4.23), third justification about how local participation address local problem was that The existence of Local councils from village and cell zone level will bring government to be closer to people (4.2). Fourth Participation Of Local citizen in Local government council makes government to start at grass root and function well (4.12) and finally Local people will provide more resources to local government if local citizen participate government and this will address shortage of resource in Local government(4.1).

DESCRIPTIVE ANALYSE OF THE EFFECT OF ACCOUNTABILITY ON LOCAL GOVERNMENT.

In this part researchers provide descriptive analyze of the effect of accountability on local government. in Mogadishu. by making table 1.4 which consists for two items mean index and interpretation for the study.

Table 1.5 is the local Accountability in local government Address local Problems in Mogadishu Somalia?

Items	Mean	Interpretation	Rank
The existence of Local village council Promotes to better manage waste in Mogadishu Municipality	4.39	Strong agree	3
When Local division council adequately accounts and responsible to local funds, this will keep funds against corruption.	4.5	Strong Agree	1
Establishing Local council Responsible in recruitment and Supervision of local staffs will take apart to higher performance in Mogadishu Municipality.	4.4	Strongly agree	2
Payment of Local government is better to be authorized by local council at their level of local government so as to fund Efficiently local Needs.	3.92	Agree	5
The existence of local Auditors promotes better financial management at local Councils	4.38	Agree	4
Mean average	4.3	Agree	

Source: Primary Sources

For the Above Result, the researchers conducted a descriptive analyzes of Is the local participation in local government Address local Problems in Mogadishu Somalia? as Table 4.4 illustrates, the first overall mean is (4.3) and respondents agreed that the Local Accountability can address The problems of local Government in Mogadishu Municipalities. In additionally the questions we have asked our respondent have ranked as following mean index: When Local division council adequately accounts and responsible to local funds, this will keep funds against corruption. (4.5). Second Establishing Local council Responsible in recruitment and Supervision

of local staffs will take apart to higher performance in Mogadishu Municipality (4.4), third justification about how local Accountabilty address local problem was that The existence of Local village council Promotes to better manage waste in Mogadishu Municipality (4.39). Fourth The existence of local Auditors promotes better financial management at local Councils (4.12) and finally Payment of Local government is better to be authorized by local council at their level of local government so as to fund Efficiently local Needs (3.92).

RECOMMENDATION

With Respect to Research Findings, The researcher recommends the following points:

1. Promotion of local Self-governance that has a considerable degree of autonomy and Structure. This enables Mogadishu city to have local council in every level of governance start from cell zone up to district council.
2. Researchers recommend that instead of depending local government in provision of Acitivities like infrastructure, Waste Management and etc. People can depend on themselves by apply the system of local Self government. Local Self-governments enables people to manage their own affairs and support equitable service delivery.
3. According To research finding, the majority of Respondents agreed that councilor system can solve the problems of local government. Researcher recommends to Somali government to start Nation Election at local level specially Village council because this will indirectly reduce unemployment and boost local participation local and National agendas.

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INTERNAL SECURITY CRISIS IN SOMALIA: REALITY AND MYTHS

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ABSTRACT

Since the collapse of the central government of Somalia in the early of the 1990s and following the outbreak of the civil war, still Somalia is under security threatens from coming various ways particularly the dangers were created by Al-shabab and government militias. This paper attempt to know Internal Security Crisis in Somalia: Reality and Myths. The study was conducted descriptive research design. The target populations of this study were students from Somalia studying at Annamalia University, India. It utilized self-administered questionnaire and convenience sample of 50 students were selected for both male and female those were studying undergraduate and postgraduate fields at Annamalai University. The data was analyzed SPSS version of 16.0. The study was founded that the security situation in Somalia is not reliable, very dangerous and staggering one. Security is evidently the pillar upon which every meaningful development could be achieved and sustained.

Keywords: security, threatens, crisis, Somalia, civil war, militias

1. INTRODUCTION

In the era of history, security crisis is not a new occurrence in this world, since at the beginning of World War I, followed by the end of World War II (1939-45) and as well as the cold war that has lost of mass of human lives and destroyed large number of nations across all continents (Fast L., 2009). However, the end of these world wars were resulted many countries to become free of imperial rules. After attainment of their independence, several countries in Asia and Africa had achieved to stabilize and move forward their nations in terms of economic recovery, political and social, while some of them are still under continues of security challenges particularly extremism (Omolumen & Audu, 2014).

Throughout, the lack of legitimate government in Somalia for decades, the security situation in Somalia is still volatile and the threats of domestic crimes are highly, particularly in south-central regions of Somalia. The issue of Somalia is always critical because of communal problems are highly and people have been suffering regular difficulties (Driscoll & Lidow, 2014). One of the necessities to every life is having peace, without Security nothing is possible to achieve, since, when there are people feeling peace and safety, it willing to contribute national development. In whatever way, security is the foundation of any step that makes to accomplish our short and long terms vision to be more accurate (Kagame. P., 2017).

Some of the African countries were recognized to be the top most dangerous countries in the world that frequently happening criminal activities including clashes among two or more militia, illegal killings, threats, assassinations, for all these bad issues is doing by anti-state groups those deriving wrong ideologies (Ong'ayo A. O., 2008). Somalia has listed to be the most world's dangerous and failed states because of without a functioning of central government for decades and people could not get minimum public services (Arman, 2015).

It is worth to mention that, Somalia had a comprehensive political stability and situation remains full peace and security in the past that her citizens have been enjoyed and other rest of the world had credible to be safety place. Somalia was one of the more powerful nations in terms of peace, arms, economic, diplomacy relation and education in perspective into Africa continent (Mohamud. G. & Mohamed. B.,2015). In the opinion of (Hobbes, 1996; Buchanan, 2000), has argued that “without a government society would plunge into a war of all against all, the result of which would be a life that is “nasty, brutish, and short”. So, Somalia is that situation caused by the national arms were split into clans and the situation turned into clan militias and warlords' power base depended on a chronic state of insecurity, so that their clan constituencies needed them for protection (Powell et al., 2008).

In simply, the nature of Somalia internal security crisis is not understood clearly and it has come into complex state over years, from clan-based violence led by warlords at the beginning of 1990s, followed by a group of different insurgences (Heritage Institute for Policy Studies, 2014). The security challenges in Somali are not only responsible by Al-shabab group, also various militias were involving (Ibrahim. A. & Cheri. L., 2013). In addition, it believed that, there is a determinant relationship between socio-economic factors and the level of internal security crisis happening in Somalia due to high level of unemployment in particularly for youths in the country (Heritage Institute for Policy Studies, 2014 & Mbugua, 2013).

Every elected president undertakes that he will bring peace and reform the security problems in Somalia by fighting corruption, injustice, reduction of unemployment rate, all these is given him entire first. But unfortunately, still security challenges in Somalia remain staggering and several car bombs, suicides and direct killings have been happened. Several attempts have done whether Arta peace conference in Djibout (2002), that wanted to end the Somalia conflict. Followed by, Eldoret and Mbagathi peace process that built the Transitional Federal Government (TFG) in 2006. In 2012, new federal government was born and still Somalia is facing security problem.

In response to these problems, this study was investigating internal security crisis in Somalia-reality and myths. Therefore, the continuation of internal security problems in Somalia may result on unfavorable consequences.

STUDY OBJECTIVES

The study has the following objectives:

1. To investigate the current insecurity situation in Somalia.
2. To examine how the security crisis in Somalia can effect by civilians
3. To identify how youth unemployment involve on security crisis in Somalia.

RESEARCH QUESTION

1. To what extent the security situation in Somalia?
2. How security crisis in Somalia effect by civilians?
3. How youth unemployment can involve the security crisis in Somalia?

The rest sections of this paper organized as follows. Section 2 provides related literature reviews of the study, in part 3, materials and methods, 4, results and discussion and final conclusion of the paper.

2. RELATED LITERATURE REVIEW

INTRODUCTION

This section, the paper discussed on concept of internal security crisis, arguments related to causes of internal security crisis in Somalia, related literature review and finally conclusion of the reviewed studies.

Concept of Internal Security Crisis

Stabilization of internal security is very essential to the functions of the state by creating good political conditions which would enhance the well-being of the citizenry, is the hope of any state. No government can perform its primary purposes unless; it achieved maintenance of law and order. Moreover, internal security is quite importance aspect of national security through connecting development and having harmony society (Nwanegbo, C. J. & Odigbo, j., 2013). So, the concept of internal security is difficult to make definition it's root term. In other words, it has no universal accepted definition due to its many-sidedness arising from ideology and happening different timeframe which is not addressed widely.

Broadly speaking, security simply suggests freedom from danger of threats, safety-or the ability of the state to protect and promote its appreciated values and legitimate interest and enhance the well-being of its people. According to Iweze (1990) argued that, internal security could also be defined as “the totality of the nation’s equilibrium state which must be maintained to enhance the state performance of its responsibility without unnecessary interruptions from anywhere”. Similarly, Imobighe (1990) was expressed that, internal security may be conceptualized as the freedom from or the absence of those tendencies which could undermine internal cohesion and the corporate existence of the nation and its ability to maintain its vital institutions for the promotion of its core values and socio-political and economic objectives as well as meet the legitimate aspiration of the citizenry.

Causes of Internal Security Crisis in Somalia: The Inside Argument Issues

There is no question that serious internal security concerns persist in Somalia and lot of people had died under the thrall of warlords, after the downfall of the central government of Somalia in the early of 1990s and Somalia had on the approach of a failed situation. (Muhammed, 2014). Colonial legacy, religious ideologies, economic factors and politicized clan system are the root causes of the Somalia’s long-running conflict, as Somali scholars and intellectuals have been explained by reasoned them many other conflicts happened in Africa. Once again, it must keep in mind those most popular armed factions ousted the military regime were Somali National Movement (SNM), Somali Salvation Democratic Front (SSDF), United Somali Congress (USC) and Somali Patriotic Movement (SPM). These all political oppositions were responsible the destruction of Somalia (Soliman, 2013).

According to the Heritage Institute for Policy Studies (2013) study shows that, year after the outbreak of the civil war in 1991, huge numbers of Somalis were faced worst insecurity that many human lives have lost, injured and mass displacement has been started at everywhere in Somalia by escaped them into neighborhood countries. The spread of security challenges initially

posed by the warlords and the pervasive of security contest done by Islamist group were double the dangerous in Somalia (Hashi, 2015).

According to Elmi, A. A. and Barise, A., (2015) described the security conditions in Somalia is very shocked one and so far it seems failed to resolve, civilians have been suffering any form of abuses by all warring parties and baleful humanitarian situation due to country's long-running conflict. The government itself does not pay more responsibility for the protection of the citizens, only it commitments limited to improve security in places it controls. The politicians and ordinary people could not possible to reduce the longed insecurity condition that existed more than 25 years onwards (Ayele, A., 2017). No doubt, Somalia become a playing ground for the global war on terror, a variety of social problems, poor leadership and political interests pushed by external actors and nonsense politicians from the country have been involved to sale the dignity of the nation. These all problems, Somalia had forced to devastate all national pillars including national arms, government institutions, economic resources and unity of the Somali people (Wolfgang et al., 2013).

A report by Danish Refugee Council (2017) shows that, Somalia is still facing massive challenges particular insecurity, less determination of democracy, justice and most awful of human rights violation is become daily happening crimes at every zone in south-central regions of Somalia. The purpose of these joint reports is to focuses on the rights to freedom expression, political process to be open, free, fair and legitimate among all Somalis. As African Development Bank Group, Country Brief in Somalia (2013-2015) stated on the security front, a significant progress and military builds up have been made since 2011 by the Transitional Federal Government (TFG), getting a support by AU Mission in Somalia (AMISOM) forces from Uganda, Burundi, Ethiopia and Kenya with Somalia security forces have liberated and taken control of Mogadishu city and other strategic places in south and central of Somalia.

Somalia military with AMISOM forces have been attempting a real chance for the restoration of government authority and reducing the insecurity level.

After Somalia got its independence up-to-know, the people of Somalia have never met any justice since from Siyad Barre regime which is directly based on nepotism and ethnic (clan) favoritism. During his regime, certain clans had awarded especially his clan (Marehan) suitable position, promotion and other benefits. State power and resources consistently used to the privilege members of Barre's clan and expenses of others (Leeson, 2007). The main security challenges in East Africa countries particularly Somalia is originated from political misunderstood among Somali leaders and combined factors including inter-clan clashes have contributed Somalia to become state fragility. From that onwards, strong disintegration and emerged of rebel movements, led primarily by north Somali clans, turned the country's power into weak due to irregular conflicts, societal insecurities, extremism and closed out with the end of the Somalia nation (Khadiagala, 2008).

Lastly, many studies were reviewed related to this study; Somalia has been under security crisis and human rights violation so far is increasing in south and central parties of Somalia. The reviewed studies were similarly indicated that there is no reliable security in Somalia at all. Economic condition, inter-clan war and poor leadership are the present factors reasoned Somalia to take extra-long-running political conflict and the fighting groups have not had final goals. The scholars of these reviewed studies have not highlighted whether Somalis conflict and the insecurity situation are responsible for particular groups, those have been condemned to support groups against to Somali government for the purpose of future political interests as Somali scholars and intellectuals believe.

MATERIALS AND METHODS

The purpose of this study was to examine Internal Security Crisis in Somalia: Reality and Myths. The study was conducted descriptive research design. The target population of this study was some selected of Somali students studying at Annamalai University, India. The sample size of the study was 50 respondents through utilized convenience sampling. The study distributed questionnaire survey design and analyzed Statistical Package for Social Science (SPSS Version 16.0) software was used to process and compute the collected data.

FINDINGS AND DISCUSSION

Demographic Characteristics

The study collected bio data information regarding to the demographic characteristics of the respondents. It begins by describing basic background characteristics of the respondents those have participated to this study including gender, age, marital status, educational level and job experience (irrespective of worked companies). Also (see table 1) provides profile of the respondents with regard to their categories above mentioned information.

RELIABILITY ANALYSIS

In order to check the reliability of the measurements by using Cronbach's Alpha, the internal consistency of the variables from the collected data, the study scored 0.735; this is acceptable for further research.

As gender, the majority respondents of the study were male 43 that is making (86%) and 7 were female respondents (14%). In terms of age 15 were aged between 25-35 years (66%), 33 respondents aged less than 25 years (30%), 2 respondents were aged between 35-45 years (4%) and 50-above has not participated. The marital status of the respondents, 38 were unmarried respondents (76%), 12 respondents are married 24% and divorce/widow have not participated for

this study. In terms of educational level, the majority respondents of this study 38 were master holders making (76%) and 12 were bachelor degree that is making 12%. There is no Ph.D respondents participated for this study. In terms of job experience, 34 had less than 5 years of experience 68%, 14 respondents had between 5-10 years of experience 28% and while 2 respondents were belonged 10-15 and 15-above years of job experience that is making similarly 2%.

Demographic Profile	Frequencies	Percentage
Gender		
Male	43	86
Female	7	14
Total	50	100
Age		
Less than 25	15	30
25-35	33	66
35-45	2	4
50 Above	50	100
Marital Status		
Unmarried	38	76
Married	12	24
Total	50	100
Educational Level		
Bachelor	12	24
Master	38	76
Total	50	100
Job Experienced		

Less than 5 years	34	68
5-10 years	14	28
10-15 years	1	2
15-above years	1	2
Total	50	100

Table 1: Demographic profile of the respondents

Descriptive Analysis of Internal Security Crisis in Somalia

Table 2 summarizes the means and standard deviations of the all questions in the questionnaire those are respectively based on to the study objectives. Objective (1) of the study was to investigate the current insecurity situation in Somalia. 15 questions were distributed to the respondents that closely concerned the past and present security situation in Somalia. According to the result, the security condition in Somalia is not good as respondents were agreed respectively, the mean index (3.7) and standard deviation (0.94) indicates agree level. Objective (2) of the study was to identify how youth unemployment is involved on security crisis in Somalia. In this objective, 11 questions were asked to the respondents of this study. The respondents of this study agreed that youth unemployment is one of the major challenges of Somalia security and the mean index (3.94) and standard deviation (1.67) indicates agree level. Objective (3) of the study was effect of security crisis on civilians. 5 questions about effect of security crisis in Somalia and its negative impact on Somali people. Regarding to the result from respondents shows that the endless of security problem in Somalia has lost number of human lives and injured so many of Somalis. The mean index or the averages means of these indicators and standard deviations are (3.44) and (0.98) respectively, the mean index and standard deviation indicates Agree.

Variables	Mean	St.deviation
current insecurity situation	3.7	0.94
youth unemployment	3.94	1.67
Civilian casualties	3.44	0.98

Table 2: Descriptive Analysis of internal security crisis in Somalia

CONCLUSION

The purpose of this study was internal security crisis in Somalia: Reality and Myths. The study has three objectives. Objective (1) was to investigate the current security situation in Somalia. The study found that current security situation in Somalia is showed agreed with the terms and overall mean index was (3.7, std. deviation 0.94). Objective (2) was to examine how the security crisis in Somalia can affect civilians. The study found that security crisis in Somalia is negatively influencing to the civilians as respondents agreed with the terms and overall mean average was (3.94, std Deviation 1.67) which means agree. Objective (3) was to identify how youth unemployment can involve on security crisis in Somalia. As study found, unemployment is a challenge to the security situation of Somalia as agreed by respondents and the mean index was (3.44, std deviation 0.98).

From all indicated issues clearly described that, security is the biggest challenge in Somalia after collapsed of the central government of Somalia. For decades in Somalia, there is no functioning government, several efforts had attempted to finish this prolonged insecurity but not succeeded. Warlords, different religious organizations, piracy, inter-clan wars and more other challenges from Somali people themselves have compounded the existing threatening security situation in Somalia. Somalia's internal security state has over the years deteriorated owing to poor governance, political desperation and direct intervention from neighboring states and external actors has led Somalia to be stateless nation.

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THE EFFECT OF ACCOUNTS RECEIVABLE MANAGEMENT ON FINANCIAL PERFORMANCE IN SOME SELECTED MANUFACTURING COMPANIES IN MOGADISHU- SOMALIA.

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ABSTRACT

The purpose of this study is to examine the effect of account receivable management on financial performance of Dalsan and Alnaciim mineral water in Mogadishu-Somalia, The sample size of this study was 80 respondents including managers and staffs targeted including Dalsan and Alnaciim mineral water, in this study the sample was reached through the Slovene's formula. The study was conducted through descriptive research design and used questionnaires as the main instrument for collecting data. The questionnaire was consisting of structured with closed End questions. Data was analyzed by assessing the frequency of respondents per question. Tabulated frequencies analysis was made using Statistical Package for social science SPSS version 20.0 to present the data analyses. This study found that the most of the respondents strongly agreed that Cash flow management influences financial performance which indicates mean value of (M= 1.7675) the Mean range is very high; this study found that the most of the respondents strongly agreed that collection period management influences financial performance which indicated mean value of (M=1.985) the Mean range is high; this study found that the most of the respondents strongly agreed that average payment period management influences financial performance which indicated mean value of (M=2.0345) the Mean range is high; and also The result indicated that there is strong positive correlation between customer care and organizational performance as indicated (r= 0.732) this result mean if account receivable management increases the financial performance increases and the researcher recommends that "Management should come up with a sound strategy towards account receivable management to avoid the weakness of financial performance.

Keywords: *Accounts Receivable Management, Financial Performance*

INTRODUCTION

Early 1900s Industries started using accounts receivable as a major source of their financing. They began using factoring as a way to continue to purchase their raw materials. Accounts receivable financing allowed them to deal with long sales cycles when transportation and distribution of goods was not yet quite reliable. In the developing economies, the account receivables management decision in the world is crucial as such decisions becomes even more difficult in times when the economic environment in which these firms operates presents a high degree of instability. Firms must be equipped with a set of well-defined polices to manage collections appropriately. A firms' management use financial indicators to measure, report and improve its performance. Analysis of the determinants of corporate financial performance is essential for all the stakeholders, but especially for investors Risk and growth are two other important factors influencing a firm's financial performance (Munene & Tibbs, 2018).

According to recent figures from the American Bankruptcy Institute, business failures are raising throughout the world in every major industry sectors. Accounts receivables represent a large portion of firms' assets worldwide. Account receivable management is very important for all business be it small or large. The extents to which firms manage their receivables go a long way to the level of their profit. This means the customers who have not yet made payment for goods and services which the firms has provided. Profit may only be called real profit after the receivables are turned into cash. The management of accounts receivable is largely influenced by the credit policy and collection procedure. A credit policy specifies requirement to value the worth of customers and a collection procedure provides guidelines to collect unpaid invoice that will reduce delays for customers who have not yet made payment for goods and services and outstanding receivable (Nwakaego, 2014)

Accounts receivables are one of the most important part of working capital. Receivables often represent large investment in asset and involve significant volume of transactions and decisions. However, there are considerable differences in the level of receivables in firms around the world.

The management of a firm's liquidity is necessary for all businesses, small, medium or large. When a business does not manage its liquidity well, it will have cash shortages and as a result experience problems paying its obligations when they fall due. Accounts receivables management is important because of its effect on the firm's profitability and risk, and consequently its value (Smith, 1980). Investments in current assets represent a very significant position of total assets. Additionally, there is risk-return trade off; in that the optimal level calls for a balance between profitability and solvency by minimizing the total costs of liquidity and cost of illiquidity. Accounts receivables management is an issue for every institution offering credit to its customers and the challenge for organizations is to protect profit margins by reducing write-offs, cutting the cost to collect and maximizing the cash collected (KENNEDY, 2014).

The biggest challenges facing manufacturing companies in Somalia are collection of unpaid account receivable which leads destruction of the company. Improper handling of accounts receivable often leads to frequent disruptions in the firm's day to day activities caused by improper and unreliable cash flows which could result in issues such as delayed or non-payment of suppliers of goods and services, non-payments of employees and inability to meet statutory obligations. Many businesses lack the time and required expertise to properly manage accounts receivable and interconnected business activities. The process to effectively and efficiently manage credit and receivables in economic strategies involves team work, which are credit control, marketing, finance and accounting function staff (Osman & Ayuma, 2018).

In Somalia, there are numerous troubles for account receivable management since account receivable is the important asset in current asset segment for manufacturing companies. The

main trouble of account receivable is to collect credit from customers It's also the loans on customers often do not pay due time. (LYANI, 2017) agrees by stating that the failure of most firms whether small, medium or large were as a result of limited finances and management of the available scarce resources. Thus the researcher desired to investigate the effect of account receivable management on financial performance.

LITERATURE REVIEWABOUT ACCOUNTS RECEIVABLE MANAGEMENT

Accounts receivables management is an issue for every institution offering credit to its customers and the challenge for organizations is to protect profit margins by reducing write-offs, cutting the cost to collect and maximizing the cash collected. The view of Accounts receivables management should not be limited to customers who are unable to pay; the key is for organizations to use early identification of accounts at risk to enable proactive management of a customer before they become bankrupt (Osman & Ayuma, 2018).

Accounts receivable management is a very important aspect of corporate finance since it directly affect the liquidity and profitability of the company (Pandey, 2010)The key principles of accounts receivable management that a firm should adhere to are ageing of accounts receivable, evaluating the potential customers ability to pay using criteria such as integrity of the customer, financial soundness, collateral to be pledged and current economic conditions should be analyzed, establishment of credit terms and limits, collection of trade credit, assessment of default risk and responsibility and the financing of accounts receivable until it has been paid by the purchaser (Schaum, 2011).

Accounts receivables management entails managing the firm's inventory and receivables in order to achieve a balance between risk and returns and thereby contribute positively to the creation of a firm value. Excessive investment in inventory and receivables reduces the profit, whereas too

little investment increases the risk of not being able to meet commitments as and when they become due (KENNEDY, 2014)

CASH FLOW MANAGEMENT

Cash flow management the process of planning a company's schedule for paying bills and estimating when income is likely to be received. Cash flow management helps a company avoid damaging its relationship with creditors by not paying bills on time and being forced into bankruptcy (kumar H. , 2001).

Most of the successful businesses ensure that they maintain a sound cash flow position for the business. Good cash flow management is essential because most of the businesses that have failed, failed due to poor cash flow management. It is generally acknowledged as the single most pressing concern of most small and medium-sized enterprises (SMEs). These premises accentuate the cardinal influence that proper and effective cash flow management has on the failure or success of a business, particularly SMMEs. (Drever & Hartcher, 2003) in their research paper exploring the issues relating to cash flow management practices on businesses in a regional area of Australia, postulate the inevitable link between small business failure and poor or careless financial management.

CASH COLLECTION PERIOD MANAGEMENT

(Munene & Tibbs, 2018) described cash collection period as the length of time from the payment for the purchase of raw materials to manufacture products until the collection of account receivable associated with high profitability, because it improves the efficiency of using the working capital. Cash collection period of individual firms as well the collective cycle of the industry, highlights how the firms are performing; moreover it also helps to dig out the areas where further improvement is required (Hutchison, 2012) For the business owners, one of the most important tasks is to estimate and evaluate cash flows of the business, to well identify the

long run and short run cash inflows and outflows to timely sort out the cash shortages and excess to formulate financing and investing strategies respectively. It also helps in planning the payments to creditors on time to avoid losing reputation and trust of the customers and to avoid potential bankruptcy.

Collection of receivables involves monitoring the status of accounts on a frequent basis. This monitoring activity serves as an "early warning" system to identify accounts which have not been paid within the normal payment period. Some accounts will become delinquent even within a well-developed credit evaluation and collection system. The collection function involves procedures to follow in collecting overdue and delinquent accounts (Zetocha & Delmer, 1984).

AVERAGE PAYMENT PERIOD MANAGEMENT

(Shin & Soenen, 2013) Observe that a well-managed enterprise normally keeps average collection period normally lesser than average payment period so as to minimize investment in receivables and also honor its short time obligations on time minimizing cost of funds. Average payment period is basic test of the business's good or bad activity or operation and its important symbol for making good planning for increase or decrease working capital efficiently. This is because working capital is more affected from sundry debtors and sundry creditors.

The average number of day's accounts receivable is used as a measure of accounts receivable policy. It represents the average number of days that the company uses to collect payments from its customer. This metric is received by dividing the sum of the opening and ending balance of account receivables with two and divide this with the net sales and then multiply the outcome with the average number of days in a year. Similar to the inventory, a low number of days is desirable to keep the cash conversion cycle short (Lantz, 2008). Account payables plays a critical role in managing working capital because delaying bill payments is one of the tools for management to have access to an inexpensive source of financing. However, the opportunity cost

of keeping high account payables may hurt the business if an early payment discount is offered (Ruichao, 2013).

FINANCIAL PERFORMANCE

Financial performance is essential to the survival of firms in the competitive and uncertain environment. According to (Barnett & Salomon, 2012) financial performance is conceptualized as the extent to which a firm increases sales, profits, and return on equity. These are indicators of financial performance and manifest the wellbeing of a firm collectively. Traditionally, the financial performance of firms has been measured using a combination of conventional accounting measures and risk and return measures. Further analysis of financial performance has used methodologies such as financial ratio analysis, benchmarking, measuring performance against budget or a combination of these. Financial statements published commonly include a variety of financial ratios designed to give an indication of the institution's performance (Huselid, 2010)

(Ittner, 2013) Assert that measuring financial performance accurately is critical for accounting purposes and remains a central concern for most organizations. Performance measurement systems provide the foundation to develop strategic plans, assess an organization's completion of objectives, and remunerate managers. (Munene & Tibbs, 2018) refer financial performance as the degree to which financial objectives being or has been accomplished or it is used as a general measure of a firm's overall financial health over a given period of time, and can be used to compare similar firms across the same industry or to compare industries or sectors in aggregation.

(Lee, 2012) Posits that financial performance can be sustained and improved by increasing the market share position, whereby an organization's objective is to be the leader in the market which should be characterized by the potential of increasing shareholder value in the process. On

the other hand, McTaggart, Kontes and Mankins (2014) reveals that the favorable financial returns in various forms amount into an organizational value which depends on two factors, that is market share positioning and having the competitive advantage over its rivalries to gain higher returns along with economies of scale.

Portfolio theory deals with the problem of constructing for a given collection of assets an investment with desirable features. A variety of different asset characteristics can be taken into consideration, such as the amount of value, on average, an asset returns on over a period of time and the riskiness of reaping returns comparable to the average. The Portfolio theory predicts that uncertainty in the economic environment affects the investment decisions one is likely to make. The theory suggests that to minimize losses and risk and increase returns then it is important to choose and combine wisely the options/assets that provide less risk and give higher expected return. So factors such as Accounts receivable financing practice and Accounts receivable analysis are more likely to influence the business growth (Markowitz, 1952) it is important to determine the accounts receivable that are likely to end up tying up funds and convert them either through factoring, collateralizing and invoice discounting.

RESEARCH DESIGN

Research design investigates the effect of accounts receivable management on financial performance. This study adopted correlation research design using questionnaire. we were describe the respondents, compare the information, analysis and interpret the correlation variables. A cross sectional survey was adopted for this purpose of this study because the cross-sectional is cost and time effective because data can be gathered just once perhaps over a period of days, weeks or months in order to answer research questions.

RESEARCH POPULATION

The target population of the study was Dalsan and Alnaciim mineral water in Mogadishu Somalia, the researcher focuses on the managers and employees of Dalsan and Alnaciim mineral water. The population stands at 100 persons. It is from this population that the sample size will be deriving.

SAMPLE SIZE AND PROCEDURE

The sample size for this study was 80 respondents which include managers and staff members Dalsan and Alnaciim mineral water in Mogadishu-Somalia.

The researcher decides to use probability sample technique to make sample frame. In this study, simple stratified sampling technique was used to select the sample to be included in the study. Stratified sampling is regarded as the most efficient system of sampling as there is little possibility of any essential group of population being completely excluded.

RESEARCH FINDINGS

DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

This study presented the demographic characteristics of the respondents those who participated in the study. Respondents asked to specify their Gender the most of the respondents 62 (77.5%) were male and 18 (22.5%) were female. therefore the researcher indicates that the majority of the respondents were male. Also asked to specify their Age the most of the respondents 47 (58.8%) were 20-30, 26 (32.5%) were 31-40 and 7 (8.8%) were above 40 years. therefore the researcher indicates that the majority of the respondents were 20-30 years old. Respondents were asked to specify their type of relationship, 45 (56.3%) respondents were single, and 35(43.8 %) were married. therefore the researcher indicates that the majority of the respondents were single. Respondents were asked to postulate the degree of their educational level respectively that the

most of the respondents 63(78.8%) were bachelor degree and 14 (17.5%) were master degree, 1(3.8%) were Phd holder. therefore the researcher indicates that the majority of the respondents were bachelor degree. Respondents also asked to specify their Experience the most of the respondents 31 (38.8%) were less than 6months, 29 (36.3%) were 6months-1year, 15 (18.8%) were 1-2 years and 5 (6.3%) were above 2 years. therefore the researcher indicates that the majority of the respondents were less than 6months.

DESCRIPTIVE ANALYSE TO INVESTIGATE THE EFFECT OF CASH FLOW MANAGEMENT ON FINANCIAL PERFORMANCE

After background information has been asked the respondents, the researchers went ahead to present the findings of the variable one which was “To investigate the Cash flow management which is the dimension one of the accounts receivable management at Dalsan and Alnaciim mineral water” the following table indicates the results of this variable.

Statement	Mean	Interpretation	Rank
Your company is well prepared cash flow forecasts for you the future planning.	1.5375	Very high	1
There are regular policy have the company that guides cash flow and liquidity management.	1.8875	High	2
Management of cash reflects in the performance of manufacturing company.	1.7750	Very high	3
The company cash flow was vital to the performance for the last years.	1.9625	High	4
Efficient management of cash will ensure continuous existence of manufacturing companies.	1.6750	Very high	5
Total Average Mean	1.7675	Very high	

According to the above table, the respondents were asked five questions about the variable one of the study, which is “To investigate the Cash flow management which is the dimension one of the accounts receivable management at Dalsan and Alnaciim mineral water.” Show that the most of the respondents strongly agreed that Cash flow management influences financial performance which was indicated by mean value of (M=1.7675) and standard deviation of (SD=0.69357).

DESCRIPTIVE ANALYSE TO DETERMINE THE EFFECT OF CASH COLLECTION PERIOD MANAGEMENT ON FINANCIAL PERFORMANCE

After objective one of the thesis have been asked the respondents, the researcher went ahead to present the findings of the objective two which was “To examine the cash collection period management which is the dimension two of the accounts receivable management at Dalsan and Alnaciim mineral water” The following table indicates the results of this objective.

Statement	Mean	Interpretation	Rank
Collection period management Involves the financial performance of the company.	1.7250	Very high	1
The company has policies to collect the account receivable.	2.7250	High	2
Day-to-day management of a firm’s short term assets and liabilities plays an important role in the success of the firm.	1.7000	Very high	3
The company takes to collect the debts between one month to two months.	1.8375	High	4
Cash collection period of individual firms as well the collective cycle of the industry, highlights how the firms are performing.	1.9375	High	5
Total Average Mean	1.985	High	

According to the above table, the respondents were asked five questions about the variable one of the study, which is “To examine the cash collection period management which is the dimension two of the accounts receivable management at Dalsan and Alnaciim mineral water.” show that the most of the respondents agreed that cash collection period management influences financial performance which was indicated by mean value of (M=1.985) and standard deviation of (SD=0.77357)

DESCRIPTIVE ANALYSE TO FIND OUT THE EFFECT AVERAGE PAYMENT PERIOD MANAGEMENT ON FINANCIAL PERFORMANCE.

After objective two of the thesis have been asked the respondents, the researcher went ahead to present the findings of the objective three which was “To find out the effect of average payment period management which is the dimension three of accounts receivable management at Dalsan and Alnaciim mineral water”. The following table indicates the results of this objective.

Statement	Mean	Interpretation	Rank
The average payment period management is basic test of the business's good or bad activity or operation.	1.6750	Very high	1
A shorter payment period indicates prompt payments to creditors.	1.9125	High	2
The average collection period is the amount of time it takes for a business to receive payments owed in terms of accounts receivable.	1.6875	Very high	3
The average number of days that the company uses to collect payments from its customer may not involve the performance of the company.	2.9100	Low	4

Average payment period is basic test of the business's good or bad activity or operation.	1.9875	High	5
Total Average Mean	2.0345	High	

According to the above table, the respondents were asked five questions about the variable three of the study, which is “To find out the effect of average payment period management which is the dimension three of accounts receivable management at Dalsan and Alnaciim mineral water.” show that the most of the respondents agreed that average payment period management influences financial performance which was indicated by mean value of (M=2.0345) and standard deviation of (SD=0.55971).

CORRELATION BETWEEN ACCOUNTS RECEIVABLE MANAGEMENT AND FINANCIAL PERFORMANCE

The last objective in this study was to establish whether there is a significant relationship between accounts receivable management and financial performance in some selected manufacturing in Mogadishu. For this, the researcher stated a null hypothesis that there is a significant relationship between accounts receivable management and financial performance in some selected manufacturing in Mogadishu. Therefore to achieve this objective and to test this null hypothesis, the researcher correlated the means on accounts receivable management and those on financial performance using the Pearson's linear correlation coefficient.

		financial performance	accounts receivable management
financial performance	Pearson Correlation	1	.732 ^{**}
	Sig. (2-tailed)		.000
	N	80	80

accounts receivable	Pearson Correlation	.732**	1
management	Sig. (2-tailed)	.000	
	N	80	80

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

According to This table shows the relationship between accounts receivable management and financial performance using Pearson correlation. The findings indicate that there is positive relationship between accounts receivable management and financial performance with correlation coefficient ($r \approx .732^{**}$) at the level ($\alpha \leq 0.01$) as shows in the table.

RECOMMENDATIONS

This study investigates the effect of account receivable on financial performance Dalsan and Alnaciim mineral water in Mogadishu. Therefore, in view of the findings made and conclusions drawn from the study the following recommendations are provided to the companies to help them:

- 1) The companies should enhance their cash flow management by adapting a more and sitting policy their cash flow management.
- 2) Managers should reduce the number of days on accounts receivable to enhance financial performance.
- 3) To maintain their collection period based on policy in order to achieve their vision.
- 4) Management should come up with a sound strategy towards account receivable management to avoid the weakness of financial performance.
- 5) There is also need to enhance their debt management which will help decrease the company default and also will help in improving their firm performance.

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