

**GOVERNANCE AND PROJECT EFFECTIVENESS OF GAROWE STREET  
LIGHTING PROJECT, GAROWE, SOMALIA**

**BY**

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UNIVERSITY**

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## DECLARATION

I, Abdulkadir Abdinour Isse declare that this research project is my original work and as far as I know it has not been offered any award or any institution.

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## APPROVAL

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## **DEDICATION**

I strongly dedicate this research dissertation to the Almighty God, my mother Halima Abdi, my father Abdinour Isse, and also my dear wife Aisha Abdiaziz because of their mighty support in all spheres of life that is enabling me to conduct this research study.

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## **ABSTRACT**

The study was set to examine Governance and Project Effectiveness: a case study of Garowe Street Lighting Project, Garowe, Somalia. The study was guided by three objectives namely; to examine the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia, to establish the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia, and to investigate the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia. The study was guided by the agency theory developed by Stephen Ross and Barry M. Agency theory provides an explanation of the failure and failure of the information systems project.. The study employed a correlation research design because it involves the link between the efficiency of the lighting project in Garowe, Somerset, Somewhere, Harvard Street. The study used a population of 260 people and a sample size of 158 was attained. Questionnaires were used to access respondents who were randomly selected to be part of the study and the data collected was organized, presented, interpreted and analyzed in form of tables to generate information for the research findings. The Results indicated that the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia was rated good and this was indicated by the overall mean of 2.98, implying that there is a formalized system intended to help the Garowe Street Lighting Project on how contractual governance effectives on the project after consulting the members. Furthermore from the study findings the study concluded that there is a positive relationship between contractual governance and project effectiveness. The result of this study showed that the contractual governance is considered to be the most important criterion of project governance in achieving project effectiveness. And lastly from the study findings and conclusions the study recommended that the government should consider putting in place a framework to guarantee contractors to access credit facilities from financial institutions. This is because the findings of this study indicated that financial, physical and technical resources have a significant effect on performance of road infrastructure projects.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Introduction

This section outlined the research, problem formulation, research objective, research goals, research questions and forecasts, scope of research, importance of research, justification for research and use definitions, terms and concepts that correspond to the content of the research

### 1.1 Background of the Study

#### 1.1.1 Historical Perspective

Across the globe, Project governance is one of the most significant aspects of any successful projects around the world. It has a great impact on project quality, and so does it on the success of any project. Lechler and Dvir (2010) articulated that the success of any project around the world is highly dependent on the effectiveness of the project governance where it is considered the most important determinant of the project success. In addition, Stoker (2018) argued that project governance looks will make the states to requested lead and aggregate activity by giving work to a formal representational of the authoritative game plans that encompass. Hence project governance is the zone or frame within which the decisions are accomplished. It's the body that provides a precise control among the project's programs, outcomes and its beneficiaries.

Throughout the world, the business environment within which construction firms operate continues to change rapidly. Firms failing to adapt and respond to the complexity of the new environment tend to experience survival problems (Lee, 2019). With increasing users' requirements, environmental awareness and limited resources and high competition, contractors should continuously strive to improve their performance (Samson & Lema, 2011).

In Africa, specific project management (PM) practices are implemented daily by project managers to achieve project objectives. It has been suggested that the Prime Minister's experience may vary from organization to organization (Collin, 2012). According to other project managers in Nigeria, the role of prime ministers cannot be different, as professional experience in the construction

industry requires adherence to established rules and ethics; the purpose of a particular practice may depend on the environmental and social needs of the project. High satisfactory performance cannot be compromised, so there is a need to apply best practices. According to Chan and Chan (2014), the high results achieved by the project optimize the experience.

There are several factors that impact on projects effectiveness. They include: Shortage of skilled manpower, poor supervision and poor site management, unsuitable leadership, politics, corruption and shortage and breakdown of equipment (Faridi & El-Sayegh, 2010). Conflict, poor workmanship and incompetence of contractors had also negative impact on project performance in Sub-Saharan Africa (Carter, 2012). Carter further noted that project managers should be given full authority to implement the projects. Harries and Reyman (2010) noted that on average 65 percent of projects constructed by firms in Africa were considered to have failed. These projects were suspended and later contracted to other firms. Therefore, success of projects is a subject many scholars have discussed with the objective of ensuring that projects are undertaken within the stipulated cost, time schedule and meet the desired quality. However, little attention has been focused on road projects constructed by firms and the above studies have neglected the area of management practices. There is need to understand therefore the effect of project management on the success of projects.

In Somalia, project governance has several positive outcomes which has benefited a number of organizations and the beneficiaries. Most organizations across the country have emphasized the adoption of governance of projects in order to be more effective (Miller and Hobb, 2015). For instance most projects in Garowe have not been effective despite the emphasis put on their governance. This is because it is believed that project governance helps to avoid many obstacles in their dealing with beneficiaries where it provides them with a legal and solid base regarding the process and procedures that govern the relationship between them.

Somalia's economic growth rate was on average rate 5.3 percent from 2003 to 2007. However, infrastructure proved to be a drag on the growth (Robert, 2013). Despite of this growth, the country did not meet the 7 percent growth per annum required to attain the Millennium Development Goals. As of 2015, the gap between the amount needed and the amount available was 1.1 billion

dollars or 13 percent of GDP. That gap would reduce significantly by adopting appropriate technologies to improve success of the projects sector (Bjarne, 2013).

According to Majanja, (2012) financial constraints hinder effective delivery of infrastructure projects in Somalia. Other factors such as project monitoring and evaluation, project risks management and management of group dynamics also affect the success of projects (Skeggs, 2011; Ugwa & Heupt, 2013). Other factors that affect success of projects are; environmental factors (increase in scope, inflation), client commitment to project financing requirements, project professionals' ability to generate accurate designs, political interference, corruption and poor cost estimates (Garrish, 2011).

The Garowee National Road cuts the town into two sections. The growth of Garowe and its activities have transformed this road from a mere transit route into the principal town road, where congestion affects the flow of both goods and people. Inside town there are only a few tarmac roads, but the overall structure is well planned and in good condition. There are no designated walkways, or parking spaces around businesses and as a result, vehicles share the streets with small vendors and pedestrians. In 2016, street lights were set to be installed and has to contribute to higher security and promotion of economic activities in the evening hours (World Bank, 2013).

### **1.1.2 Theoretical Perspective**

The theoretical basis for the performance outcomes of project governance was founded on the agency theory. The theory adequately explains the relationship between the two parties in project governance and conflicts that arise between the contractors and hiring entity, in this case in Garowe– Somalia which finally affect the performance of road construction projects. While the state targets the goal of constructing high quality street lights, on the contrary, the contractors want to maximize profits out of the contracted projects, which leads them to do substandard work through minimizing inputs to maximize gains.

Therefore this study will be underpinned on agency theory propounded by Lician and Jesse (2014), the agency theory occurs when one person or entity, the agent (road project contractor), is able to make decisions on behalf of, or that impact another person or entity (Garowe Street Lighting



Project) the principal. This dilemma exists in circumstances where the agent is motivated to act in his own best interest, which are centrally to those of principals (timely delivery, quality of work, customer satisfaction), and is an example of moral hazard.

Eisenhardt (1989), indicated that the agency problem arises where the two parties have different interests and asymmetric information (the agent having more information) such that the principal cannot directly ensure that the agent is acting in his interest (Garowe Somalia) particularly when activities that are useful to the principal and costly to the agent (enough quantity and desired road quality materials), and where elements of what the agent does are costly for the principal to observe (monitoring intensity, evaluation, and risk management). The deviations from the principal's interests (efficiency and effectiveness, timely delivery, customer satisfaction) by the agent are called the agency costs. Various mechanisms may be used to align the interest of the agent with those of the principal. The principal may use piece rate (commissions, performance measurement, or the threat of termination of employment (contract) to align workers (project contractors) interest with their own (Garowe Somalia). However, the theory does not show the relationship between the interest of the principal and the agent to the elements observed by the principal to minimize the costs. Further, the theory does not indicate how the principal minimizes the information asymmetry (through monitoring intensity, risk management and evaluation) to achieve the interest of the principal (which include efficiency and effectiveness, timely delivery, reduction in road construction costs, and customer satisfaction).

The Agency Theory is used to understand the relationship between agents and directors. An agent represents a principal deal in a business transaction and represents the best interests of the principal without the interest of interest (Pratt, 2011). Different interests of directors and agents can become sources of conflict because some agents may not be in the interests of the principal. The resulting disagreements and disagreements can lead to a variety of issues and disagreements between companies (Meyer, 2015). Incompatible wishes can cause disagreements between each stakeholder and lead to inefficiency and financial costs. This leads to the problem of the main agent. The problem of the principal-agent arises when the interests of the principal and agent are contrary. Companies should strive to reduce such situations through corporate policies. These conflicts are usually ethical and moral hazards. The motivation agent's interests can be used to guide behavior towards those interests (Patel & Robinson, 2010).

This theory is relevant in this study as it brings into the surface the constraints that inhibit effectiveness of infrastructure projects. The constraints are scope of the project, project cost, quality and time within which the project should be completed.

### **1.1.3 Conceptual Perspective**

Many authors in the field of project governance provided some definitions of project governance. The following is a clear conclusion of some definitions:

Project governance is the management framework within which project decisions are made. Project governance is a critical element of any project, since the accountabilities and responsibilities associated with an organization's business as usual activities are laid down in their organizational governance arrangements; seldom does an equivalent framework exist to govern the development of its capital investments (projects). For instance, the organization chart provides a good indication of who in the organization is responsible for any particular operational activity the organization conducts. But unless an organization has specifically developed a project governance policy, no such chart is likely to exist for project development activity (Patrick, 2017).

According to Nistor and Beleiu (2014), Governance is a system of responsibilities, values, and number of process, that have the purpose of achieving the goals of a certain project, taking into account the organisation interest along with the stakeholders' interest.

According to Müller (2009), Governance is the corporate governance framework that includes the organisation projects, project management and programs. It also includes the value system, responsibilities, and policies that aim to achieve the organisation goals while ensuring meeting the interest of the organisation and of the internal and external stakeholders.

According to Nielsen, (2010), Governance as a high-level framework that defines the process and structures, which will govern and manage projects and its strategic objectives.

Governance is policies and relationships with stakeholders, and processes that helps to regulate the authority within the organisation (ASX, 2007; OECD, 2004).

Governance as the systems and frameworks of authority that are used to assign resources in order to manage the project activities (Pinto, 2014).

According to Müller and Turner, (2009), Governance as the methods to obtain resources, and how a progress is being monitored. Governance is defined as the ways the required resources are obtained, and how progress is monitored, in order to ensure that the project is feasible throughout its life cycle.

According to Ralf, (2019), the role of project governance is to provide a decision making framework that is logical, robust and repeatable to govern an organization's capital investments. In this way, an organization will have a structured approach to conducting both its business as usual activities and its business change, or project, activities.

Project Management means an internal control system that helps protect the interests of the proprietor and minimize the risk during the entire project period (Wallace et al., 2014). This term refers to systems, rules, protocols, relationships and structures that provide frames for decision-making in order to achieve a planned business or strategic motivation, which are used contextually for the "control kit". These definitions have shown a fairly efficient performance in the context of the construction project, but the specific concept should be determined to reflect the actual situation of the industry (Ogunsina & Ogunsemi, 2012). It is based on the need to describe the way in which successful projects are implemented (Patel, 2017).

The project's effectiveness is the degree to which the organization has set goals and the extent to which those goals are achieved (Becker and Stein, 2019). Again, this is a major project management approach, as it relates to the use of knowledge and tools and techniques to achieve project objectives. Efficiency measurement and planning in the project begins with the design stage (large-scale management plan, workload distribution and WBS structure). Scope of application is to suit the needs and goals of the customer or the sponsor. The scale change procedure is built around large-scale planning. Throughout this process, the scope of the project is monitored.

#### **1.1.4 Contextual Perspective**

Garowe is at the intersection of three main commercial, high traffic corridors: the 130km Garowe-Laascanood, the 240km Garowe-Galkayo and the 410km Garowe- Bossaso (National Road). All of them are paved but, according to the Somalia Transport Sector Needs Assessment, only the latter is in fair condition however reaching the end of its design life. The Somalia Transport Sector Needs Assessment contains a detailed account of the road network condition and the strategic interventions needed. The poor state of the road hampers economic development as it affects transportation of goods to the markets- which reduces the districts' ability to maximize potential for economic growth. GIZ in collaboration with the Puntland High Authority (PHA) began rehabilitation works to the main Garowe-Galkayo road. In recent years, the UN-Habitat as well as ILO and other international organizations, have supported local road projects. Plans are also underway by the World Bank to construct 20km of tarmac roads as part of a Somalia Urban Investment Planning Project in an effort to enhance the economic development and urban mobility in the town (World Bank, 2014).

Garowe Street Lighting Project was initiated in the early 2010s by the government of Somalia in partnership with a number of donors (Miller and Hobb, 2015). The project was successfully completed however, it's effectively continues to be constantly debated about despite having been properly governed. This is why governance is an important aspect of any project regardless of its nature, duration, or the service provided since it provide the ability to govern the projects during each cycle from different aspects including the technical, managerial, and legal aspects which help in providing the desirable results (Ogunsina & Ogunsemi, 2012).

Project governance has several positive outcomes which benefit the organization and its beneficiaries. Hence, it helps organizations avoid many obstacles in their dealing with beneficiaries where it provides them with a legal and solid base regarding the process and procedures that govern the relationship between them. On the equal footing, it helps those organizations avoiding ambiguity in the issue of controlling between organization and management. On the other hand, it helps the beneficiaries find a clear base that can be relied upon in their transactions with those organizations that provide projects.

Thus during the execution of Garowe Street Lighting Project, governance proved to have a great impact on the level of effectiveness of the project. This was because project governance contributed heavily in the success of project and hence leading to project effectiveness. Furthermore, project governance as important in ensuring project effectiveness, a number of scholars argued that the success of any project will never be accomplished without having, a systematic controlling process that aims at governing the interest of different beneficiaries inside the organization especially the owners, stakeholders and investors.

## **1.2 Problem Statement**

Project Governance is an important aspect of any project regardless of its nature, duration, or the service provided. Project Governance provide the ability to govern the projects during each cycle from different aspects including the technical, managerial, and legal aspects which help in providing the desirable results (Patel & Robinson, 2010). In this sense, the expanding number from claiming project-based associations fortified the enthusiasm toward the association the middle of projects' targets and the destinations of the organization, the middle of projects' governance. This study focuses on the importance of proper project governance to gain the confidence by organizations operating in the Garowe Street Lighting Project according to Association of International Development Agencies, (AIDA, 2017).

The Garowe Street Lighting Project has its special circumstances related to coordination for construction materials, capacity and experience of contractors, financial capability of contractors, shortage of materials in the local market, limited number of equipment and machinery that needed for implementation and other constrains. As a result, the project was delayed because it was estimated to take a period of 3 years but now it is in 5 years and the budget was amounting to SHLN 18million, and unit cost of monitoring works totaling to SHLN 5,808 million (Garowe District Statistical Abstract, 2018/2019). However these difficult circumstances create risks on project completion date, lower quality of work, higher cost than estimated and communicated to donors, creation of variation orders due to change in design and specifications of construction materials, disputes with contractors and other unforeseen conditions that sometimes out of control of the organizations as projects owner and contractors. Based on the above constrains proper

project governance is an important tool to mitigate these risks and to have donors trust and continuous support. Consequently, this study helps the concerned institutions especially the international, local organizations and the donor parties understanding the main determinants which could help them improving the quality of project in the Garowe Street Lighting and so increasing the level of success.

### **1.3 Objectives of Study**

#### **1.3.1 General Objective**

To examine the effect of governance on project effectiveness of Garowe Street Lighting Project, Somalia.

#### **1.3.2 Specific Objectives**

- (i) To examine the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia
- (ii) To establish the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia
- (iii) To investigate the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia.

### **1.4 Research Questions**

- (i) What is the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia?
- (ii) What is the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia?
- (iii) What is the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia?

## **1.5 Hypothesis**

H0<sub>1</sub>: There is no significant effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia.

H0<sub>2</sub>: There is no significant effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia.

H0<sub>3</sub>: There is no significant effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia.

## **1.6 Scope of Study**

### **1.6.1 Geographical Scope**

This study took place from Garowe Street Lighting Project, Somalia. Garowe city is the capital of the Puntland State of Somalia and one of the four districts in the Nugaal region in Puntland. It is located North-East of the intersection of Southern Somalia, Somaliland and Ethiopia and has a transverse North-South highway connecting major cities in northern and southern Somalia: Bossaso, major port on the Gulf of Aden, Galkayo, capital of Mudug region, and Mogadishu, the main national urban centre. The researcher chose this project because it's one of the projects set in Garowe towards Strategic Urban Planning which consisted street lightening project for evening business hours hence project ineffectiveness despite governance mechanisms put in place.

### **1.6.2 Content scope**

The study focused on the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia, the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia, the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia and the effect of Governance of Projects Management on project effectiveness of Garowe Street Lighting Project, Somalia.

### **1.6.3 Time scope**

The research study focused on a period of 8 years (2011-2018) because it was during this time period that Garowe Street Lighting Project experienced project ineffectiveness although the project applied governance. The data collection process took three months (September to November 2019) because of the nature of exercise that was undertaken in gathering, editing and processing data.

### **1.7 Significance of the study**

This study influences literature in various ways. For example, the importance of project management factors, especially the Garowe Street lighting project and its impact, is now extremely important.

This study will help stakeholders, especially international organizations, to improve their position regarding their projects. The effectiveness of this project will increase efficiency when it is dependent upon project management.

As a result, taking into account key project management factors will improve the core processes of each phase. In addition, this study will help international organizations to build a development benchmark that will effectively and efficiently implement their projects on the basis of key project management factors.

The study will act as a source of reference to the future researchers regarding governance and project effectiveness.

The study will also enable the researcher to complete his Master's degree in Project Planning and Management.

### **1.8 Definitions of key terms**

#### **Governance:**

Project governance is the management framework within which project decisions are made (Morgan & Gbedemah, 2010). Project governance is a critical element of any project, since the accountabilities and responsibilities associated with an organization's business as usual activities



are laid down in their organizational governance arrangements; seldom does an equivalent framework exist to govern the development of its capital investments (projects).

**Project effectiveness:**

Project effectiveness measures the appropriateness of the goals that an organization is pursuing and the degree of achieving these goals (Idoro, 2012). Again, this is a core measure in Project Management since it is all about applying knowledge and tools and techniques to achieve project goals.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

The chapter dealt with literature review from various scholars on the major variables of the study included; theoretical review, conceptual framework, the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia, the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia, the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia and the effect of Governance of Projects Management on project effectiveness of Garowe Street Lighting Project, Somalia.

#### **2.1 Theoretical Review**

The theoretical basis for the performance outcomes of project governance was founded on the agency theory. The theory adequately explains the relationship between the two parties in project governance and conflicts that arise between the contractors and hiring entity, in this case in Mogadishu– Somalia which finally affect the performance of road construction projects. While the state targets the goal of constructing high quality street lights, on the contrary, the contractors want to maximize profits out of the contracted projects, which leads them to do substandard work through minimizing inputs to maximize gains.

According to Lician and Jesse (2014), the agency theory occurs when one person or entity, the agent (road project contractor), is able to make decisions on behalf of, or that impact another person or entity (Garowe Street Lighting Project) the principal. This dilemma exists in circumstances where the agent is motivated to act in his own best interest, which are centrally to those of principals (timely delivery, quality of work, customer satisfaction), and is an example of moral hazard.

The Agency's theory is based on the assumption that there is a negative difference between risk and incentives (Ling, 2004). The agency theory argues that disagreements will occur when the

director, for example, client and agent example, project manager, different interests in project implementation.

Eisenhardt (1989), indicated that the agency problem arises where the two parties have different interests and asymmetric information (the agent having more information) such that the principal cannot directly ensure that the agent is acting in his interest (Garowe Somalia) particularly when activities that are useful to the principal and costly to the agent (enough quantity and desired road quality materials), and where elements of what the agent does are costly for the principal to observe (monitoring intensity, evaluation, and risk management). The deviations from the principal's interests (efficiency and effectiveness, timely delivery, customer satisfaction) by the agent are called the agency costs. Various mechanisms may be used to align the interest of the agent with those of the principal. The principal may use piece rate (commissions, performance measurement, or the threat of termination of employment (contract) to align workers (project contractors) interest with their own (Garowe Somalia). However, the theory does not show the relationship between the interest of the principal and the agent to the elements observed by the principal to minimize the costs. Further, the theory does not indicate how the principal minimizes the information asymmetry (through monitoring intensity, risk management and evaluation) to achieve the interest of the principal (which include efficiency and effectiveness, timely delivery, reduction in road construction costs, and customer satisfaction).

According to Cooper and Schinder, (2011), indicated that as managers (contractors) identify stakeholder (in this case Garowe Street Lighting Project) values, they also need to identify the tools, resources, and constraints that define the range of action they might take in delivering services (risk management, evaluation, and monitoring in the study). Here, two institutions are central to the contracting process: The contractors and Government entity (Garowe Street Lighting Project). Contract laws set the boundaries within which managers (contractors) must operate, thereby permitting, authorizing, or requiring a range of actions. At its root, a contract is a legal instrument, an "agreement by particular parties [who] accept a set of rules to govern their relationship, whether it is for the purchase of services or for a cooperative working agreement". As the law establishes what is authorized and prohibited, it also defines a manager's (contractor's) zone of discretion, either through legal ambiguity or direct delegation. Discretion allows for considerable flexibility, creativity, and innovation in contracting, whereas legal aspects can restrict

discretion to such an extent that managers have limited ability to manage contracts effectively. Managers clearly need a sound understanding of the laws, ordinances, and administrative statutes governing both the contracting process in general and their particular services (Rosenbloom and Piotrowski, 2005; Wise, 1990). However, the theory did not indicate how the adherence to the laws, ordinances, and administrative statutes such as monitoring by the road inspectors would impact on the performance of the road construction projects.

Along with legal resources and constraints, organizational arrangements also define the capacity, resources, and transaction costs for managing performance by the principal. If the goals are effectiveness and efficiency, then contracting with a private vendor may be more desirable, because private employees (contractors) operate with higher-powered, compensation-based, and profit oriented incentives. Effective management is necessary to monitor how contractors and public entities are achieving performance values (e.g efficiency, quality, and equity). To this end, building project governance capacity includes acquiring and nurturing physical infrastructure, financial resources, and perhaps more important, human capital. However, the theory did not show how and why effectiveness and efficiency were achieved when services were contracted to private service providers.

According to Williamson (2013), project governance problems stem from relationships in which a principal (a contracting government) contracts with an agent (a vendor) for the production of goods and services in which the agent has expertise. The principal looks to prevent the agent from opportunistically exploiting its information advantages by carefully designing contracts, offering incentives, and monitoring the agent so that it performs according to contract specifications. Strong and effective markets, however, require some fairly strict conditions. They need large numbers of buyers and sellers, participants need to be well informed about products and each other's preferences, and actors must be able to enter and exit the market and exchange resources at low costs. However, he did not indicate how the use of information advantage such as designing the contract, offering incentives and monitoring incentives would affect the performance of the projects, which research gap was addressed by this study.

The Agency Theory explains how to best organize relationships in which one party determines the work while another party does the work. In this case, the study examined the relationship between

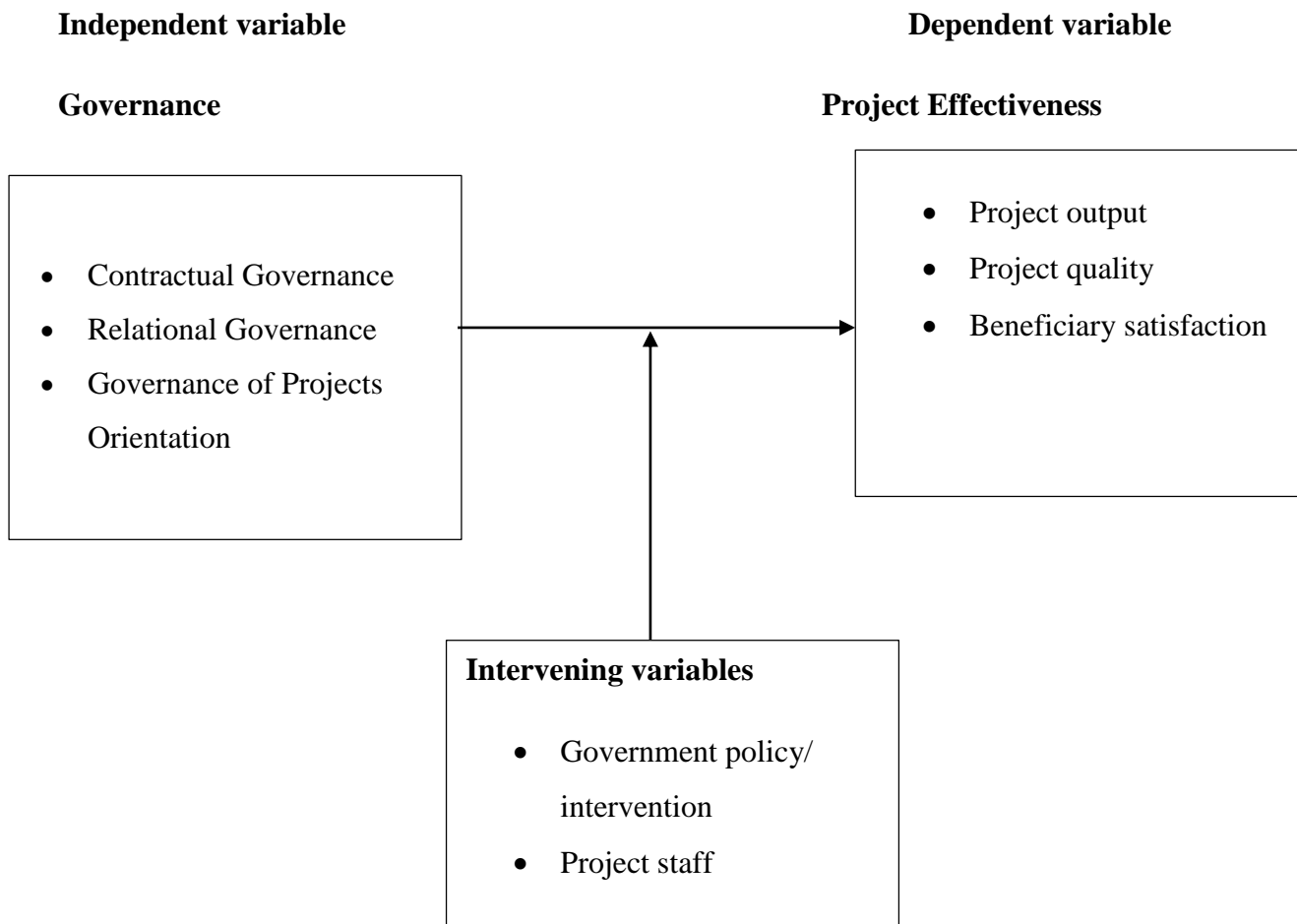
Garowe Street Lighting Project departments through project governance with the contractors. In this relationship, the *principal* (Garowe Street Lighting Project) hires an *agent* (contractors) to do the work, or to perform a task the principal is unable or unwilling to do (road construction). For example, in corporations, the principals are the shareholders of a company, delegating to the agent *i.e.* the management of the company, to perform tasks on their behalf. Agency theory assumes both the principal and the agent are motivated by self-interest. This assumption of self-interest dooms agency theory to inevitable inherent conflicts. Thus, if both parties are motivated by self-interest, agents are likely to pursue self-interested objectives that deviate and even conflict with the goals of the principal. Yet, agents are supposed to act in the sole interest of their principals (Eisenhardt, 1989).

According to Eisenhardt (1989), to determine when an agent does (and does not) act in their principal's interest, the standard of "Agency Loss" has become commonly used. Agency loss is the difference between the best possible outcome for the principal and the consequences of the acts of the agent. For instance, when an agent acts consistently with the principal's interests, agency loss is zero. The more an agent's acts deviate from the principal's interests, the more agency loss increases. When an agent acts entirely in his own self-interest, against the interest of the principal, then agency loss becomes high. Apart from discussing how the agency costs arise, he did not discuss any initiatives such as monitoring intensity, evaluation, and risk management by both the agent and the principal to reduce the agency losses of which this research gap will be addressed by this study.

## **2.2 Conceptual framework**

This is a diagrammatic representation of variables. The framework shows the linkage of variables in their measurable units.

**Figure 2.1: Showing relationship between independent variable (Governance) and dependent variable (project effectiveness)**



Source: Adopted from Frame, J. D. (2015).

The conceptual framework above indicates that the independent variable is governance which concerns; Contractual Governance, Relational Governance and Governance of Projects Orientation whereas the project effectiveness is the dependent variable and it focuses on; Project output, Project quality and Beneficiary satisfaction. The intervening variables are; Government policy/ intervention and Project staff.

## **2.3 Review of related literature**

### **2.3.1 Contractual Governance**

Project management provides a framework for project objectives and identifies ways to achieve these goals and identifies the results of the monitoring (Turner, 2016). There are two flows of research on the concept of project management, one of which considers project management as any extra budgetary phenomenon, while others view the transaction value theory or agency-based project management as a sub-structure of a particular project. (Akhola et al., (2013)) Project management provides hybrid structures with formal and informal mechanisms (Muller, & Turner, 2010).

Management mechanisms guarantee economic entities to protect their interests from opportunistic behavior (Wow & Hayd 2010). These guarantees include formal written contracts, norms of relationships, specific investment and guarantees (Cannon et al., 2010; Hyde et al., 2017; Van and others; 2013 and Zhang and Zhou 2013). The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties (Akhola, 2013).

Contracts help stakeholders create different management structures (Ghoshal et al., 2013). Different types of contracts, such as various management structures, optimize management costs in different organizations (Turner and Simist 2011). From the domestic point of view, formal mechanisms govern the project by controlling costs related to control over costs, tabular control and oversight (Pricak 2015). Then in this work we took control forms (time, cost and volume) to measure the management structure, i.e. contractual relationships and the formal mechanism for software management.

The Contracting Parties will manage and manage uncertainty through informal mechanisms that cannot be managed by official management, especially at the initial stages of the project (Hellström et al., 2013). Informal relationships are governed by uncontrolled rules, not covenants, but cultures (Chen & Manley 2014). Chinese "Guanxi" (interpersonal communications or relationships) is a social and cultural value in the Chinese society that uses individuals and firms to develop cooperation and effectively manage relations (Park and Luo, 2011). But the Chinese software

project has little to do with the study of informal relationships in management. The study then draws attention to informal relations in the study of the informal mechanism.

The contract had detailed the obligations and rights of every party. When two means of control are interconnected, certain reductions in the coordinated implementation of the effort decrease. In addition, the discoveries will improve the results of coordinated efforts if administrators in the East Asia NPD co-operate with them, if the level of contractual protection is directly managed, and if they contribute to social management.

Supply chain governance, whether contractual or relational, attempts to mitigate conflict and promote cooperation between trading partners (Williamson, 1996; Wathne & Heide, 2004). Research on governance has traditionally centered on governance mechanisms under a formal compliance perspective. A large stream of research, including the transaction cost approach, has shown that formal contracts provide the safeguards and adaptation mechanisms that can protect economic exchange from the consequences of bounded rationality and opportunism (Williamson, 1985). Formal contracts may detail roles and responsibilities to be performed, specify procedures for monitoring and penalties for noncompliance, and determine outputs to be delivered (Poppo & Zenger, 2002; Reuer & Arino, 2007).

An EPC project is a complex dynamic system, which involves participants and their interdependencies (Jaafari, 2001). According to the TCE theory, in response to exchange hazards, firms either draw complex contracts or choose to be vertically integrated when contracts are too costly to enforce. The various project processes generally are organized into distinct firms which are related to each other through transactions governed by contractual relation (Winch, 2001), i.e., the contracting is chosen as a governance mechanism.

Although contractual governance is viewed as the primary means for safeguarding transactions, the implications of relational governance have been discussed by researchers from various fields. To relational governance, Macneil (1980) argue that relational exchange relies heavily on social components—most frequently, trust. Transaction cost have been shown to be lower by effects of trust (Macann, 2013). Sociologists have also demonstrated the embedded role that trust and other forms of social relationships play in economic transactions (Granovetter, 1985). This study defines



relational governance as interfirm exchanges which include significant relationship-specific assets, combined with a high level of interorganizational trust (Zaheer & Venkatraman, 1995).

In my own view, Contractual Governance plays an essential role in boosting the project effectiveness. They are key to rational and contractual management satisfaction levels. However, the level of effectiveness of contractual management is weaker than rational management. That is why they said that managers should maintain a moderate level of contractual management when spending more on rational management to achieve effective management results.

### **2.3.2 Relational Governance**

Relational governance mechanisms (such as trust) are regarded as a means to enhance transaction-specific investments associated with less monitoring and bargaining (Barney & Hansen, 1994). (Holm *et al.*, 1996) argued that increased levels of understanding in a relationship will increase the overall commitment level of the relationship. The existence of trust between two partners can help to facilitate joint planning and problem solving (Claro *et al.*, 2003), and can help to create a stable and committed relationship (Talay & Akdeniz, 2014).

Trust is frequently considered to be the positive expectations one party has about another party's intentions. While there are many definitions about trust, most contain two elements: "the confidence of the expected results," and "the willingness to accept vulnerability" (Rousseau, 1998). From the point of formation, trust includes both psychological intervention in micro-level, and system installation in macro-level. At the micro level, Das and Teng (2001) thought that trust includes the acceptance of different forms of vulnerability. This vulnerability bases on the optimistic expectations of goodwill and competence. So trust can be divided into goodwill trust and competence trust. Goodwill trust means even there are speculative motive and opportunity, the party still adheres to the moral responsibilities and obligations, and put collective interests above personal interests; while competence trust means that one party is expected to have the ability and knowledge to complete a certain behavior in accordance with the requirements of other party. (Hartman, 2002) added intuition trust on this basis, which means the impressions of others on intuition and emotion. There are also some scholars who distinguished the trust from the

perspective of different trust levels, such as (Lewick & Bunker, 1998). These trusts include calculative trust, knowledge-based trust, and cognition-based trust. At the macro level, (Hummels & Roosendaal, 2001) considered that trust can be established on the basis of the legal system and the formal procedures, which is system-based trust. And it plays a significant role in normal operation of organization and the relationships among organizations. Integrated predecessors' point of view, (Wong *et al.*, 2008) defined trust as one party has sufficient confidence on the reliability and honesty of other parties. These mainly include system-based trust, cognition-based trust, and affect-based trust, and those effectiveness have been verified.

There is a considerable amount of literature on the emergence of relational governance. A first reason identified, and where scholars reach a major consensus, is the introduction of relational governance as a consequence of contractual incompleteness. According to Pinto et al. (2009), it is impossible to include provisions for every single future contingency in formal contracts; in fact, there is no logical way of forecasting all the situations that might unfold as the project is under execution. Therefore, relational governance arises as a response to this incompleteness (Wang & Chen, 2006).

Nonetheless, relational governance plays a double role with the handling of incomplete contracts. As stated before, it may come to fill the gap always existent in contractual documents, but it may also help in the fine-tuning of said documents. Through the sustainment and development of a relationship, lessons are learned from the previous exchange, which is therefore reflected in the refinement of the contract's revisions (Poppo & Zenger, 2002).

In addition, a second reason derives from this inevitable incompleteness of contracts. Since they can't forecast upcoming situations, there is an inherent inability of formal contracts to specify how the parties should behave in the presence of uncertainty or unforeseen events. Formal contracts do not set any guidelines for adaptive responses of the contracting parties. Hence, as disturbances arise, formal contracts are unable to accommodate expectations and obligations in a way that suits both parties. It is in these cases, that relational mechanisms dictate how to maintain the continuity of the relationship and how to reach a mutually acceptable resolution that overcomes the contractual deficiencies (Luo, 2002).

Relational management is defined as management implications arising from relational inter-relationships such as communication / communication, information exchange, trust, and others (Patel & Robinson, 2010). The project's overall plan and the implementation scheme were shared by every party. The social network includes social rules and social processes. The construction project enters its social network and is influenced by social rules and social processes. Buildings-related relationships should be affected. Any enhanced contract can only eliminate part of simultaneous opportunism and lead to contractual deficiencies, so relationship management is an important means of managing part of the market's opportunism. Relational management is a strong addition to the contractual control of the construction project (Pighi et al., 2011). Parties involved in this project regarded each other as major partners.

Flexibility in building practice improves project orientation for future changes (In 2019). Collaboration will help design organizations to establish bilateral relations through mutual adjustment and concerted action. Exchange of information may be possible to share the two parties' individual plans and goals. Therefore, problems and corrections can easily be solved at the time. By setting these rules, the parties agree on long-term interests, thereby reducing rationality, limiting opportunism and reducing transaction cost (Morgan & Gbedemah, 2010).

Relational management helps exchange of information among the parties frequently. But it can cheaply resolve conflicts caused by project uncertainty (NPC, 2014). The main cause of the conflict in the process of project creation is the controversy between owners and communications operators. Environmental uncertainty increases the degree of conflict. Thus, confrontation is created in the industrial environment. These conflicts arise from organizational, informational, interpersonal, lack of materials and labor, and so on. By setting partner goals, improving communication, and resolving conflicts friendly, we will speed up the conflict resolution process and reduce transaction costs. Further research has shown that collaboration between the parties increases the effectiveness of the project (Ogunsina & Ogunsemi, 2012).

The partnership model of the construction project has characteristics of relational management. In accordance with this project management model, the project team is established by signing a partnership agreement (Patel & Robinson, 2010), which sets out general objectives for the project, taking into account the interests of all parties. In the case of good relations mechanisms, the risks of projects can be set aside and conflicts can be resolved in a friendly manner. Larsson studied

several models of partnerships in North America and found that these projects managed to achieve goals, costs and technical goals, and satisfaction with key stakeholders' projects than other models of project management.

In my own view, managing contract management and relational management in exchange management. Contract management focuses on the elaboration of formal contracts and strict performance of contracts. Relational management is aimed at establishing norms of relationships that encourage parties to continue cooperation and investment.

### **2.3.3 Governance of Projects Orientation**

(GoPO) structure should be differentiated, so there is no need to introduce a changeable corporate governance structure (GoPO), which involves stakeholder engagement and introduction of shareholders (Müller & Lecoeuvre, 2014). Experts who know the four paradigms of governance regarding illustrative ideas based on the introduction of the organization's management to fill this gap will be trained to be a well-equipped economist, an artist, a conformist and distracting pragmatist. These paradigms need help from post-table reception. It may be important to note that the four paradigms are in need of help, usually unusual, i.e. Single association can use different paradigms (Muller and Lekouvre, 2014).

Here the organization is focused on the shareholder's direction and outcome of the project. The purpose of such an organization is to achieve high return on investment. This can be achieved through effective project management tools and methods (Müller & Lecoeuvre, 2014). This model is effective for direct projects with limited liability requirements.

Such organizations are aimed at controlling the shareholder's behavior and behavior. These organizations are consistent with existing practices that benefit from the following processes in the structure. This model can be effective for homogeneous projects (Müller & Lecoeuvre, 2014).

The organization using this model draws attention to the orientation and behavior of stakeholders. Such an organization is focused on processes and is compatible with project management tools, which enables flexibility and compliance with changing needs of stakeholders (Müller & Lecoeuvre, 2014). This model is best used for complex project types. The aforementioned paradigms allow the use of GoPO structures and their subsequent classification due to the

relationship between GoPO and various project variables (Müller & Leconte, 2014). In addition, these paradigms help you recognize the existing GoPO trend and improve its paradigm to improve the project's success capabilities. Although it is difficult to consider one paradigm to be the best; the complexity of the project suggests that the paradigm of prospective stakeholders will succeed on the project (Collupte, 2017).

Oppong (2013) argues that when orientation of stakeholders are involved in project planning and influence the development of projects and programs to more effectively exercise their rights, their participation in the implementation and monitoring of activities becomes more meaningful. The more stakeholders know about the project, the more they will develop a sense of ownership and participation in its implementation.

The governance model by Müller (2009) uses categories, called governance paradigms, where an organization governing a particular project fits into one of four paradigms. It addresses corporate governance orientation (shareholder–stakeholder orientation) and the organizational approach to control (behavior versus outcome control). The corporate governance dimension builds on models from Clarke (2004) and Hernandez (2012) who claim that a corporation's governance orientation can be found on a continuum from shareholder to stakeholder orientation. The second dimension “control” represents the control exercised by the governing institution over the project and its manager. This distinguishes between organizational control, which focuses on goal accomplishment by controlling outcomes (e.g., reaching a set of objectives), versus compliance with a focus on employees' behavior (e.g., following a process, such as a project management PMM) (Brown and Eisenhardt, 1997; Ouchi, 1980; Ouchi and Price, 1978).

## **2.4 Empirical Review**

Several literatures and scholars in the field of project management asserted the importance of the relationship between governance and success of projects. They argued that the project governance has a great impact on the level of success of any project. Different examples including Joslin, R., & Müller, R., (2016) indicated that project governance contributes heavily in the success of projects where the bad governance is considered to be one of the main factors that lead to the failure of projects. They stated that researchers soon realized that success factors without structure,

grouping, and context would result in increased project risks; therefore, the possibility of the success of these projects will be lower than in the case of systematic structure.

Written works ahead corporate governance furthermore corporate execution demonstrates a relationship the middle of governance also authoritative success, such-and-such weaker governance instruments bring more stupendous ever-enduring issues bringing about bring down corporate execution and more stupendous shareholder privileges bring a certain sway once corporate execution (Hirschey et al., 2009).

The researchers see project governance as important in ensuring successful project delivery, they stated that the success of any project will never be accomplished without having a systematic controlling process that aims at governing the interest of different beneficiaries inside the organization especially the owners, stakeholders and investors (Joslin and Müller, 2015).

On the equal footing, (Bekker, M.C., Steyn, H., 2008) articulated that project governance has a great impact on project success where it considered to be as a main determinant which contributes on the success of project.

Some elective demonstrations ought to be acknowledged because of their incredulous sway ahead project prosperity especially the individuals about cost, danger and time. Therefore, these components incorporate the likelihood that activities for higher hazard levels are legislated all the more thorough over the individuals for more level hazard levels, that is, for all the more shareholder introduction and from office hypothesis perspective, as opposed with lesquerella thorough and stewardship driven governance to more level danger ventures.

Lavasser (2010) examined the effect of organization structure in the management of power projects in Zambia. Lavasser issued 135 questionnaires to project managers and 79 to project contractors. The study found out that organization structure was significant in determining the duration it took to complete the projects. The study also found out that there were many levels of authority that one had to pass through to obtain approvals of project tasks. Further, the study indicated that adaptation of projectized organization structure not only fostered collaboration but also sped up decision making. This led to project completion within the time scheduled. It also helped project managers to overcome organizational issues and thus improve the performance of projects. The

study used cost and time taken to complete the projects as indicators for performance. However, the study did not cover extensively other variables such as project management practices.

Nkandu, Rodrigo, Cecilia and Alberto (2010) focused on the effect of functional organization structure in the construction of infrastructure projects in South Africa. The objective of the study was to establish its applicability in managing projects. The study examined two areas; first the power projects and secondly the railway projects. Data for the study came from 37 project managers and 20 contractors who were undertaking the projects. The study found out that the functional manager allocated and monitored the construction work and carried out tasks such as performance evaluation and setting payment levels. They also noted that in functional organizational structure, project managers and project contractors were always in conflict over resource allocation and control of workers since project managers had limited authority. However the study did not include other variables such as resource mobilization and project monitoring and evaluation.

Richard (2011) study examined functional, matrix and projectized organizational structures to establish the impact of allocating authority and responsibilities to project managers and if this had any effect in the performance of projects. The study was conducted in Eastern Europe. The study found out that both project managers and functional managers had authority in matrix organization structure and this led to having a stronger team culture. However, the potential for conflict between functional managers and project managers still exist because of resource conflict. Also, everyone who was in a project team still had two bosses; functional manager and project manager. However, the study failed to address other variables that influenced the performance of infrastructure projects and the model used for analysis was not disclosed by the researcher.

Kumar, Ajay and Fanny (2012) study on the effect of organization structure on the performance of infrastructure projects in the United Kingdom indicated that functional organizational structures were set up for ongoing operations and this organization structure was found in firms whose primary purpose was to produce standardized goods. Gulyani, Sumila, Debrata and Darby (2012) study on the role of organization structure on infrastructure performance in England noted that projects that belong to the same functional division do not generate many organizational issues. However, the study indicated that those projects that cut across functional divisions are really challenging to construct. Projects that cut across functional divisions are difficult to manage

because they require the project manager to obtain assistance and cooperation from other managers. The project manager in this case has no direct functional authority to undertake the project in order to meet project objectives. This made the process complicated and caused project delays. Mwangi (2012) study further asserted that projectized organization structure enabled team members to have a deep expertise and thus led to better performance of projects.

Bjarne (2012) study sought to establish whether a firm gained competitive advantage through adoption of a given organization structure in Central Europe. A sample of 65 respondents consisting of project managers and project contractors was used. The study results indicated that organizations that adopted projectized organization structure completed projects within the scheduled time and the quality of the projects was satisfactory over those that used functional or matrix organization structure. Graham and Mohamed (2013) study examined the role of project managers in the allocation and organization of work for the designated project teams in the U.S. The study noted that project managers needed full authority and responsibility in managing infrastructure projects. Daniels (2014) criticized this organization structure as having less specialization; team members are “jack of all trades”.

In projectized organization structure, the project manager was solely responsible for the construction of the project (Lock, 2009). The project manager had authority to allocate resources and direct team members to perform project tasks (Schaffer & Siegele, 2009). Hodge and Greeve (2011) investigated determinants of project success and found out that for the purpose of proper implementation of the project, an independent project team should be created with its own technical staff and management. Resources should also be assigned to the project team and the project manager given full authority to implement the project. All members of the team should report directly to the project manager. However, the study did not discuss the effect of other variables such as group dynamics management and project risks management on performance of infrastructure projects.

Guash (2012) study was on organization structure and its implications in managing infrastructure projects in Malaysia. The study covered 50 firms and found out that when projects were removed from functional divisions, the lines of communication were shortened. This enhanced the ability to make swift decisions. The study also noted that the establishment of project teams led to a high level of commitment from team members, hence effective and efficient performance of



infrastructure projects. Further, project teams worked with strong power, more cohesion and individuals have clear responsibilities. In addition, projectized organizations also developed and maintained a pool of experienced staff due to their involvement in many similar projects. Bowman (2013) complemented the findings of the research done by Guash. Bowman indicated that projectized organization structure model made it easier to manage projects because the whole structure focused on the projects.

Indeed, project governance could be described as the pool which include and consider the interest of different stakeholders in organization. It organizes the relationship among beneficiaries of organization including owners, stakeholders, employees, and others. As a result, it ensures of the good relationship among them in a way that lead to accomplishing the required results as effective as possible. Thus, good governance contributes heavily on the success of projects regardless the type or the structure of projects through organizing the relationship among partners, employees and other stakeholders as well.

## **2.4 Research Gaps**

The study by Lavasseur, (2010), the Focus of the Study was to examine the effects of organization structure in the management power projects Zambia. Key Findings were that adaptation of projectized structure fosters collaboration and speeds up decision making. Identified gap was that the study did not consider other variables that determine performance of infrastructure projects. However the current study sought to consider mediation effect of organization structure.

A study conducted by Oppong (2013) shows that the notion of effectiveness of projects is a complex concept and varies based on industry type, country and phases of projects. The literature review reveals that traditional iron triangle approach (time, cost and scope) as criteria for measuring effectiveness of project is not adequate anymore. Hence, projects need to be evaluated by a wider and more complex set of criteria covering latest accepted modern values by the community.

The study by Peter (2009), the Focus of the Study was to analyze the effects of delay of road infrastructure projects in Zambia. Key Findings were that the Management skills play a significant

role in determining performance of road construction firms. Research Gap Study failed to consider other variables like resource mobilization, however the Current study sought to incorporate moderation of government policy.

More so the study by Nkandu, Rodrigo and Alberto (2010), focus of the study was to establish the effects of functional structure on implementation of infrastructure projects in South Africa. Its key findings were that Project managers and contractors are always in conflict over resource allocation and control of workers. Identified gap was that the study assumed other variables that determine performance of infrastructure projects e.g. project risks management. However the current study sought to incorporate moderation by considering government policy.

Furthermore the study by Majanja (2012), was set to establish the financing constraints that hinder performance of construction firms in Kenya. It was found out that Public-Private Partnerships was found to be statistically significant in funding infrastructure projects. However the study failed to consider the effect of monitoring other variables that determine performance of infrastructure projects. This current study sought to consider project governance that affect effectiveness of projects.

Still, there also exist a gap between what is suggested in the governance literature and what is carried out in practice. Some of the reason behind the discrepancy stems from the ambiguity of the sustainability concept. There is general consensus regarding the three basic dimensions of sustainability: social, economic and ecological, as well as what it suggests for project governance; emphasizing the long-term view, including local, regional and global issues and stakeholders as well as underlying values. However, sorting out what genuinely will contribute to sustainability in practice is a difficult task. It is demanding the proper competence from decision makers and project practitioners, and quite possibly a significant mind shift. To understand the extent of this, as well as where to address mapping the mental models of project practitioners, project owners and stakeholders with regards to sustainability will be a promising start.

A list of factors that contribute to project effectiveness is retrieved after reviewing existing literature on governance, including: common perception of what best practices are; project managers' commitment to a series of necessary activities in their daily project management

practices; an organization's capabilities in achieving best practices. Furthermore, measures of project effectiveness are categorized in the following: market anticipation, successful targeting of object market, and quality of the process of project management, customer satisfaction, market share or dominance, profitability.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Introduction**

This chapter dealt with the introduction, research design, description of the geographical area and population, targeted collection, selection methods, reliability and reliability of data collection methods, measurement methods, statistical procedures and sampling procedures.

#### **3.2. Research Design**

This research adopted a descriptive research design based on quantitative and qualitative research methods. The descriptive research design in line with Gall, (1996) that enable the study in collecting the information for the cross section of the population. The research is used due to the common method of the social research. Amin (2015) that are descriptive design enable the attainment of the entire populations. The methods for the study are time savings and are less of the costs for the population that the researcher costs. The qualitative and quantitative research design enabled the attainment the data from the field. The quantitative approach was used to collect and analyze data on the project governance because it allows for a broader study, involving a greater number of subjects, and enhancing the generalization of the results. The qualitative approach on the other hand was used effectiveness of Garowe Street lighting project in Garowe Somalia because it provides depth and detail since it looks deeper than analyzing ranks and counts by recording attitudes, feelings and behaviors. Therefore this design was used because it brings out clearly the analysis of project governance on effectiveness of Garowe Street lighting project in Garowe Somalia.

#### **3.3 Study Population**

The study took place from of Garowe Street Lighting Project, Somalia. The researcher used this project to study. According to the Garowe Street Lighting Project (2018), the total number of projects was 260 people. The researcher is directed to all 260 respondents and includes; Top

administrators of Garowe Street Lighting Project, Garowe Street Lighting Project managers, Garowe Street Lighting Project staff, Project beneficiaries and community leaders.

### 3.4 Sample Size

#### 3.4.1 Quantitative sample size

The sample size of 158 respondents is determined by targeted and random sampling methods. The reason is that the nature of the data obtained requires a variety of methods to better understand the problem of the study being investigated. In addition, this method is commonly known for high reliability and reliability, as well as eliminating misleading statements based on Amin (2014).

The sample size is derived using the Slovenian formula;

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

Where n is the sample size

N is the sample population

e<sup>2</sup> is the level of significance (0.05<sup>2</sup>)

$$\text{Therefore, } n = \frac{260}{1 + 260(0.05^2)}$$

$$n = 158$$

**Table 3.1: The selected sample size for Quantitative**

Category	Target population	Sample size	Sampling Techniques
Project Staff	114	69	Random sampling
Program Beneficiaries	146	89	Random sampling
<b>TOTAL</b>	<b>260</b>	<b>158</b>	

Source: Researcher, 2020

### 3.4.2 Qualitative Sample

**Table 3.2: The Selected sample size for Qualitative**

<b>Category</b>	<b>Target population</b>	<b>Sample size</b>	<b>Sampling Techniques</b>
Project Stakeholders	05	02	Purposive sampling
Project Programmes Manager	09	04	Purposive sampling
District Coordinator	04	01	Purposive sampling
Government Official	08	02	Purposive sampling
Community Leaders	09	03	Purposive sampling
<b>Total</b>	<b>35</b>	<b>12</b>	

Source: Primary data, 2020

### 3.5 Sampling methods

#### 3.5.1 Purposive sampling

This sampling method involves the selection of a number of Project Stakeholders, Project Programmes Manager, District Coordinator, Government Official and Community Leaders as they deal with issues such as project management and project efficiency, so they have important information on this topic.

#### 3.5.2 Simple Random sampling

Random selection is used randomly to select respondents from the population list. Project staff and project beneficiaries are selected randomly to obtain equal representation of respondents. Thus, each member has the opportunity to be elected.

## **3.6 Sources of Data**

### **3.6.1 Primary Data**

This is done through interviews with interviewers and respondents.

### **3.6.2 Secondary Data**

This was obtained from textbooks and other outstanding scholarly publications, such as published magazines, written sources, including published and unpublished documents, company reports and online sources, which are used to manage the project and provide more information about the project Effectiveness.

## **3.7 Research Instruments**

### **3.7.1 Self-administered Questionnaires**

The researcher used surveys as the primary source of data collection. Closed-ended questionnaires were used for data collection and are distributed to project staff and other stakeholders to respond. The instrument is selected purposefully, because it considers individual opinions of respondents and thus allows respondents to use their data in a wide range of ways as they are never ashamed. The tool was purposefully chosen because it took into account the personal views of the respondents and thus allowed the respondents to use their information to present a wide range of information, as they were never ashamed. The first section focused on the demographic characteristics of the respondents while the second section focused on items of the independent variables under study. Responses was weighted on a five point Likert scale where 5 represented strongly agree, 4 represented agree, 3 represented Not sure, 2 represented Disagree, and 1 represented Strongly disagree. The third section was also the dependent questionnaires which was weighted on a five point Likert scale where 5 represented strongly agree, 4 represented agree, 3 represented not sure, 2 represented Disagree, and 1 represented strongly disagree

### **3.7.2 Key informant Interviews**

The researcher will administer unstructured interviews to key informants in the study including; 2 project Stakeholders, 4 Project Programmes Manager, 1 District Coordinator, 2 Government Official and 3 Community Leaders who could effectively interpret the information in the interview guide. Therefore, the researcher was able to communicate with the respondents and ask questions about the study. The tool was used purposefully, as it provides system information flow depending on the sequence of questions, and also helps cover information that is not included in the questionnaires.

## **3.8 Validity and reliability of the Instrument**

### **3.8.1 Validity of the Instrument**

This instrument mainly ensured through expert judgment and the researcher made sure the coefficient of validity to be at least 70%. After the assessment of the questionnaire, the necessary adjustments will make bearing in mind of the objectives of the study. The researcher used the following formula to calculate the validity of the instrument.

$$CVI = \frac{\text{no of items declared valid}}{\text{total no of items}}$$

The researcher used the following formula to calculate the validity of the instrument as below

$$CVI = \frac{24}{27} * 100\% = 89\%$$

This implies that the instrument was valid since the CVI result was above 70%.

Validity is important because it determines what survey questions to use, and helps ensure that researchers are using questions that truly measure the issues of importance.



### 3.8.2 Reliability of the Instrument

Reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials. The Cronbach's reliability test was performed to ascertain the reliability of the instrument. Classification on quality of Cronbach's Alpha value by Stevens (2013) states that the value exceeding 0.9 is excellent, between 0.9 and 0.8 is good, 0.7 to 0.8 is acceptable, 0.6 to 0.7 is questionable and 0.5 to 0.6 is poor, and below 0.5 as unacceptable. The Cronbach's results of both internal control and accountability should be between 0.75 and 0.8 respectively to be interpreted as acceptable (Stevens, 2013).

**Table 3.3: Cornbach's Alpha**

<b>Constructs</b>	<b>Cornbach's Alpha</b>	<b>No. of items</b>
Contractual Governance	0.91	5
Rational Governance	0.83	5
Governance of Projects Orientation	0.76	5
Project Effectiveness	0.71	9
	<b>0.852</b>	<b>24</b>

SPSS version 16.0 was used to calculate the Cronbach's Alpha, and since the value was above 0.852 which is above 0.70, hence declaring an instrument reliable.

Reliability is important because it enables replication of research procedures or the ability to use research tools and procedures that yield consistent measurements. Also, researchers was able to satisfactorily draw conclusions, formulate theories, or make claims about the generalizability of their research.

### **3.9 Data collection procedure**

The researcher got the introductory letter from the Kampala International University. After obtaining the letter, the researcher went to the field with the data collection tools to gather information.

### **3.10 Data Analysis**

#### **3.10.1 Quantitative data analysis**

The quantitative data involved information from the questionnaires only. Data from the field was too raw for proper interpretation. It was therefore vital to put it into order and structure it, so as to drive meaning and information from it. The raw data obtained from questionnaires was cleaned, sorted and coded. The coded data was entered into the Computer, checked and statistically analyzed using the statistical package for social scientists (SPSS) software package to generate descriptive and inferential statistics.

#### **3.10.2 Qualitative data analysis**

Qualitative data was collected from interview discussions with project managers. Qualitative data analysis involves such processes as coding (open, axial, and selective), categorising and making sense of the essential meanings of the phenomenon. This stage of analysis basically involves total immersion for as long as it is needed in order to ensure both a pure and a thorough description of the phenomenon. Content analysis was used to edit the data and re-organize it into meaningful shorter sentences. The data was analyzed and organized based on patterns, repetitions and commonalities into themes based on the study variables. The data then was used to reinforce information got from questionnaires to draw conclusion and recommendations.

### **3.11 Ethical Consideration**

The study provided the confidentiality and confidentiality of the information provided by the respondent, and is used exclusively for academic purposes. On the other hand, the researcher receives the consent of respondents by signing the questionnaire prior to filling in the questionnaires to ensure the safety of the person and / or society involved.

## CHAPTER FOUR

### DATA PRESENTATION, INTERPRETATION AND ANALYSIS

#### 4.0 Introduction

This chapter deals with the presentation and analysis of the major findings from the research instruments that were used for collecting the data with specific emphasis on the specific objectives of the study.

#### 4.1. Response Rate

**Table 4.1: Response rate**

Questionnaires distributed	Questionnaires returned	Response rate
158	158	$\frac{158}{158} * 100\% = 100\% \%$

**Source: Primary Data (2020)**

The table above indicates that out of 158 questionnaires distributed, only 158 of them were returned and this implies that the response rate was 100% which is relatively good.

#### 4.2 Description of respondents' background information

The section focuses on the aspects of gender, age, and level of education filled on the questionnaire.

##### 4.2.1 Gender of the respondents

Respondents were asked to indicate their gender. This sought to ensure proportionate representation in the study by both the male and female respondents. Data collected is presented in table 4.2 below.

**Table 4.2: Showing the Gender of respondents**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Male	107	68
Female	51	32
<b>Total</b>	<b>158</b>	<b>100.0</b>

**Source: Primary Data (2020).**

The responses shows that 107 (68%) respondents were male and the 51 (32%) were females. This shows that the number of males were higher than that of females. This shows that there is gender discrimination in the study area.

#### **4.1.2 Age of the respondents**

Respondents were asked to indicate their ages. In this study, age of respondents was categorized as follows; 19-25 yrs, 26- 30 yrs, 31-45 yrs and 46 and above

**Table 4.3: Showing the Age of respondents**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
19-25 yrs	73	46
26- 30 yrs	55	35
31-45 yrs	20	13
46 and above	10	6
<b>Total</b>	<b>158</b>	<b>100.0</b>

**Source: Primary Data (2020).**

The responses from the above table shows that 73 (46%) were between 19-25 and 26-30 was 55 (35%) and 31-45 years 20 the last category 46 and above were 10(6%). This shows that most respondents were between 20-35. This further shows that the majorities of the respondents were

middle aged adults and thus had proper understanding of Governance and Project Effectiveness:  
A Case Study of Garowe Street Lighting Project.

#### 4.1.3 Education level of respondents

Respondents were asked to indicate their education level. This was aimed at enabling the researcher to describe the level of education of the respondents which could also affect study variables. In this study, level of education was categorized into; Certificate, Diploma, Bachelors degree and Other.

**Table 4.4: Showing the Education level of respondents**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Certificate	20	13%
Diploma	55	35%
Bachelor degree	66	42%
Master degree	9	6%
Other	8	5%
<b>Total</b>	<b>158</b>	<b>100.0</b>

**Source: Primary Data (2020).**

The study findings on table 4.4 indicated that 20 (13%) were of certificate holders, 55 (35%) were Diploma holders, 66 (42%) were at Bachelor level, 9 (6%) were of Master holder and lastly only 8 (5%) were categorized has others such has tertiary. This shows that most respondents were university level. This further shows that most of them had proper understanding of Governance and Project Effectiveness of Garowe Street Lighting Project.

#### 4.1.4 Years of Experience

Respondents were asked to indicate their education level. This was aimed at enabling the researcher to describe the level of education of the respondents which could also affect study

variables. In this study, level of education was categorized into; Less than 3 years, 3 to 9 years, 10 to 12 years, and Above 12 years

**Table 4.5: Showing the respondents Years of Experience**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Less than 3 years	20	13
3 to 9 years	66	42
10 to 12 years	55	35
Above 12 years	17	11
<b>Total</b>	<b>158</b>	<b>100.0</b>

**Source: Primary Data (2020).**

The study results in table 4.5 above shows that in order to conduct research that is reliable, the researcher took an initiative to take more respondents who are experienced basing on the number of years they been involved in their specialty. It was seen that respondents who had worked for less than 3 years were 20 representing 13%. Those who had worked for the organization for 3-9 years were 66 representing 42% and those who had worked for 10-12 years were 55 representing 35% and above 12years were 17 respondents representing 11% and 17% respectively. This further shows that most of them had proper understanding of topic at hand because of their experience in project construction.

#### **4.3 Description of independent variable: Stakeholder Participation (n=158)**

This section presents the description of the independent variable using means and standard deviation. According to the conceptual framework (Figure 2.1), the Independent variable in this study was based on the study objectives in terms of 3 constructs (i.e. Contractual Governance, Relational Governance, Governance of Projects Orientation) among employees in Garowe Street Lighting Project. Thus section B of the questionnaires was devoted to the Independent variable.

#### 4.3.1. Findings on the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia

Specific objective number one of the study was to examine effect of Resource Planning on Project sustainability of civil based organizations in Mogadishu, Somalia. Several questions were asked in this regard. The responses are in respect of this question as shown below:

**Table 4.6: Showing Responses about the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia.**

<b>Effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
Our relationship with the other parties was governed primarily by written contracts	158	3.35	1.830	Very Good
The contract had detailed the obligations and rights of every party	158	3.05	1.746	Good
The contract had a clear statement of the time, place and the way of project fulfillment	158	2.78	1.667	Good
The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties	158	2.46	1.568	Poor
The contract had specified major principles or guidelines for handling unanticipated contingencies as they arise	158	3.27	1.288	Very Good
<b>Average Mean</b>		<b>2.98</b>	<b>1.620</b>	<b>Good</b>

**Source: Primary Data (2020).**

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation:

For the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia.

<b>Mean Range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

Study results in table 4.6 indicated that the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia was rated good and this was indicated by the overall mean of 2.98, Std. Deviation 1.620, implying that there is a formalized system intended to help the Garowe Street Lighting Project on how contractual governance effectiveness on the project after consulting the members. And on whether the relationship with the other parties was governed primarily by written contracts and this was indicated by the average mean of 3.35, Std. Deviation of 1.830, which implies that it is not possible to implement any project unless the written contracts are signed with the implementing organizations which describes the responsibilities, obligations for the two organizations and the timeline table for implementing the projects; in addition to, a detail technical description of the whole project phases.

Still study results in table 4.6 on whether the contract had detailed the obligations and rights of every party this was indicated by the average mean of 3.05, Std. Deviation of 1.74 this further shows that Contract management influences the coordinated outcomes of the effort with the obligations and rights of every party thus being essential in decision making for success of the project.

Results in table 4.6 however indicated that the contract had a clear statement of the time, place and the way of project fulfillment this was rated good with an average mean of 2.78, Std. Deviation of 1.667, this implies that the contract had a clear statement of the time, place and the way of project fulfillment which is helpful to the way of increasing its effectiveness.

Study results however indicated that the contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties and this was rated poor (mean=2.46), Std. Deviation of 1.568, this implies that most of the



respondents were not aware or sure whether there are described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties which much hinder the effectiveness of the project success.

Study results indicated that the contract had specified major principles or guidelines for handling unanticipated contingencies as they arise, this was rated very good by the average mean of 3.27, Std. Deviation of 1.288, hence implying that the contract had specified major principles or guidelines for handling unanticipated contingencies as they arise thus increasing on the effectiveness of the Garowe Street Lighting Project.

Results from the interview indicated that;

*Most of the project managers who were interviewed revealed that it is important for stakeholders to participate in Contractual Governance of the project because participation and governance of contracts of stakeholders in projects is instrumental in having better designed projects, ensuring benefits reach the intended goals of the project and its effectiveness in terms of cost and time is assured.*

*One of the project managers interviewed agreed that “he was aware of role of Contractual Governance play role in boosting the project effectiveness ‘Contractual Governance in planning of project. He further mentioned that through Contractual Governance stakeholders feel ownership of projects and solutions and encourage transparency and accountability of the organizations offering service”.*

*One of the top administrators claimed that “An agreement will be a lawful understanding between characteristic persons, legitimate substances and different associations over an undertaking. The contractual governance anxieties use a utilized customized, legally-binding understanding to recognize those inter-organization exchanging organization. This contract might make the association tying on its commitments”.*

#### 4.3.2 Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia.

Specific Objective number two of the study was to establish the effects of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia. Several questions were asked and the responses are summarized, analyzed and interpreted below:

**Table 4.7: Shows the Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

<b>Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
<b>RESPONSE</b>				
Relational management is a strong addition to the contractual control of the project	158	3.27	1.808	Very Good
Relational management helps exchange of information among the parties frequently	158	3.21	1.792	Good
Relational management is aimed at establishing norms of relationships that encourage parties to continue cooperation and investment	158	2.82	1.679	Good
The project's overall plan and the implementation scheme were shared by every party	158	2.58	1.476	Good
Parties involved in this project regarded each other as major partners	158	2.87	1.694	Good
<b>Average mean</b>		<b>2.87</b>	<b>1.69</b>	<b>Good</b>

**Source: Primary Data (2020).**

The following mean ranges were used to arrive at the mean of the individual indicators and interpretation:

For the Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia.

<b>Mean Range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From table the study findings 4.7 with respect to the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia, this rated good and this was indicated by the average mean of 2.87 Std. Deviation 1.69, hence implying that rational governance on project effectiveness is carried out and always assessed well in order to improve project effectiveness. Relational management is a strong addition to the contractual control of the project (mean=3.27), this was rated very good implying that there is a strong Relational management in addition to the contractual control of the project.

However study results further went on that Relational management helps exchange of information among the parties frequently with (mean=3.21), this was rated good thus this implies that relational management helps exchange of information among the parties frequently, more so this means that the rational contractual control still continues to be a very essential aspect of the project.

Relational management is aimed at establishing norms of relationships that encourage parties to continue cooperation and investment and this was rated good by the average mean of 2.82, thus this indicates that relational management is aimed at establishing norms of relationships that encourage parties to continue cooperation and investment for the project effectiveness, thus implying that most project managers operating in different projects in Garowe have relied on relational management to help them identify main funding sources from donors and NGOs which has helped to facilitate in implementation of the proposed projects.

However the study results also shown that the project's overall plan and the implementation scheme were shared by every party and was rated good with a mean of 2.58 and this implies that, the parties agreed about the changing situations during the projects phases as to implement the projects without any disputes and to achieve the organizational goals.

Lastly study results above indicated that Parties involved in this project regarded each other as major partners and this was rated good with a mean of 2.87, hence implying that when Parties involved in this project regarded each other as major partners and hence contributing towards the effectiveness of that project.

Results from the interview method;

Most of the donors/ investors in the project who were interviewed *noted that they were involved in the project especially at a regional level which concerned about contractual decision making and project planning. Some of them suggested that it was important to get involved in contractual project planning since it would make the project more sustainable and hence leading to successful planning of this project.*

One of the project manager stated that: *“In spite of that certainty that contracts assume a part to governance, the individuals who outline these contracts can’t anticipate knowing states and situations, because of those certain reasonability from claiming mankind's beings, particularly to those undertakings that would extraordinary and one-off thus leading to project effectiveness”*

Another respondent stated that: *“In this respect, useful casual connections between stakeholders expand the shared comprehension that could move forward those effectiveness of the formal governance component. In addition, a lot of people participation standards must be made through the utilization about express contracts. The majority issues might make determined relying around casual control for example, associations. Useful casual stakeholder association is conducive of the actualize all the for formal governance instrument”*

### 4.3.3 Findings on the Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia

Objective number three of the study was to examine the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia the responses in this area are presented, analyzed and discussed below:

**Table 4.8: Showing Response on the Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia**

<b>Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
The structure of Governance of Projects Orientation should be differentiated, so there is no need to introduce a changeable corporate governance structure	158	3.27	1.808	Very Good
Governance of Projects Orientation can be effective for homogeneous projects	158	3.21	1.792	Good
Governance of Projects Orientation enhances stakeholder engagement and introduction of shareholders	158	2.82	1.679	Good
Although it is difficult to consider one paradigm to be the best; the complexity of the project suggests that the paradigm of prospective stakeholders will succeed on the project	158	2.18	1.476	Poor
It may be important to note that the four paradigms are in need of help, usually unusual	158	3.10	1.761	Good
<b>Average Mean</b>		<b>2.92</b>	<b>1.703</b>	<b>Good</b>

**Source: Primary Data (2020).**

The following mean ranges were used to interpret the means:

For the Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia.

<b>Mean Range</b>	<b>Response Mode</b>	<b>Interpretation</b>
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From study results in table 4.8 with respect to the Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia, this was rated Good and this was indicated by the overall average mean of 2.92 Std. Deviation of 1.703, hence implying that Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia hence leading to the effectiveness of its activities.

Study results in table 4.8 indicated that the structure of Governance of Projects Orientation should be differentiated, so there is no need to introduce a changeable corporate governance structure and this was rated very good and indicated by the mean of 3.27, Std. Deviation of 1.808, which implies that the structure of Governance of Projects Orientation should be differentiated, so there is no need to introduce a changeable corporate governance structure. And this becomes an advantage to the management of Garowe Street Lighting Project when conducting project to meets the set goals and objectives of Projects.

Study results further indicated that Governance of Projects Orientation can be effective for homogeneous projects and this was rated good (mean=3.21), Std. Deviation of 1.792, this implied that Governance of Projects Orientation can be effective for homogeneous projects hence making projects more effective and a success, and it also implies that the Governance of Projects Orientation can be effective for homogeneous projects being very vital in meeting the set goals and objectives of lighting projects.

More so governance of Projects Orientation enhances stakeholder engagement and introduction of shareholders this was ranked as good (mean=2.82), Std. Deviation of 1.679, however this indicates that since Governance of Projects Orientation enhances stakeholder engagement and introduction of shareholders thus creating a strong relationship between the stakeholders and the project effectiveness of lighting projects.

Study results further indicated that although it is difficult to consider one paradigm to be the best; the complexity of the project suggests that the paradigm of prospective stakeholders will succeed on the project and this was rated poor (mean=2.18), Std. Deviation of 1.476, however this implies that the respondents either did not agree or understanding the statement although it is difficult to consider one paradigm to be the best; the complexity of the project suggests that the paradigm of prospective stakeholders will succeed on the project.

Lastly study results further indicated that it may be important to note that the four paradigms are in need of help, usually unusual was rated good (mean=3.10), Std. Deviation of 1.761, however this implies that that It may be important to note that the four paradigms are in need of help, usually unusual which has led on the effectiveness of lighting projects in Garowe Somalia.

Results for interview methods;

One of the project manager indicated that *“the application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project thus governance of project orientation.”*

Some of the project managers interviewed agreed that *“they were aware of the role played by governance of project orientation in project effectiveness during project. Most of them noted that governance of project orientation helps in reducing incidences of corruption and ensuring equitable distribution of construction project benefits.”*

#### **4.4 Description of Dependent variable: Project Effectiveness (n=158)**

According to the study results conceptual framework (figure 2.1), Project effectiveness was measured in terms of 3 constructs with each contributing items in the data collection instrument (i.e. questionnaire on Project effectiveness, section C, (Appendix I). The constructs are Project output, Project quality, and Beneficiary satisfaction. This is followed by presentation of findings from qualitative data to corroborate the quantitative findings.

**Table 4.9: Showing statistics (i.e. means) on staff self-rating on Project Performance**

<b>PROJECT EFFECTIVENESS</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Interpretation</b>
Finishing project on time	158	3.25	1.796	Good
Finishing project within the agreed cost	158	3.27	1.808	Very Good
Delivering a project to the agreed scope	158	3.21	1.792	Good
Delivering a project to the agreed quality	158	2.82	1.679	Good
Product acceptance and impact on the customer or end user	158	2.18	1.476	Poor
Effect of the project on the organization to move and prepare for the future	158	2.87	1.694	Good
Project quality among donors	158	2.99	1.54	Good
Beneficiary Satisfaction towards the project	158	3.10	1.761	Good
Conformity of the goods and services delivered to the project plan	158	2.93	1.711	Good
<b>Average mean</b>		<b>2.96</b>	<b>1.696</b>	<b>Good</b>

**Source: Primary Data (2020).**

**The following mean ranges were used to interpret the means:**

Mean Range	Response Mode	Interpretation
3.26-4.00	Strongly agree	Very good
2.51-3.25	Agree	Good
1.76-2.50	Disagree	Poor
1.00-1.75	Strongly disagree	Very poor

From the study findings in table 4.8 with respect to the dependent construct that is project performances, this rated Good and this was indicated by the overall average mean of 2.96, Std. Deviation of 1.696, hence implying that project performances of road construction Projects is



effectively done. Results in table 4.9 indicated that Finishing project on time and this was rated good and indicated by the mean of 3.25, Std. Deviation of 1.796 and interpreted as very good which implies that projects are finished in time.

Study results further indicated Finishing project within the agreed cost and this was rated very good (mean=3.27), Std. Deviation of 1.808, this implied that Project the finishing projects are finished at the agreed cost hence indicating that the stakeholders are trustworthy.

More so Delivering a project to the agreed scope was ranked as good (mean=3.21), Std. Deviation of 1.792 however this indicates that the delivering of a project to the agreed scope makes the beneficiaries happy and proficient of construction projects.

Results further indicated that Delivering a project to the agreed quality was rated good (mean=2.28), Std. Deviation of 1.679, however this implies that that Delivering a project to the agreed quality was strong in response hence effectiveness of construction projects in Mogadishu Somalia. More so Product acceptance and impact on the customer or end user and was rated good as (mean=2.18), Std. Deviation of 1.476, this shows that ineffectiveness in Product acceptance and impact on the customer or end user has made Garowe Street Lighting project a success when conducting project meets needs of users of these projects.

Study results further indicated that effect of the project on the organization to move and prepare for the future was rated good (mean=2.87), Std. Deviation of 1.694 however this implies that that the effect of the project on the organization to move and prepare for the future of construction projects in Mogadishu Somalia. More so Project quality among donors and was rated good as (mean=2.99), Std. Deviation of 1.54, this showed that Project quality among donors has made Garowe Street Lighting project a success when conducting project.

Study results further indicated that Beneficiary Satisfaction towards the project was rated good (mean=3.10), Std. Deviation of 1.761, however this implies that that there is effective Beneficiary Satisfaction towards the project construction projects in Mogadishu Somalia. More so Conformity of the goods and services delivered to the project plan and was rated good as (mean=2.93), Std. Deviation of 1.711, this showed that Conformity of the goods and services delivered to the project plan thus involvement of the project in the conformity of the project; it helps to improve on gauging the success and overall progress of the project.

#### 4.5 Effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia

**Table 4.10: Showing Results of the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.623 <sup>a</sup>	.388	.381	.49354

a. Predictors: (Constant), Contractual Governance

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.874	1	13.874	56.956	.000 <sup>a</sup>
	Residual	21.922	90	.244		
	Total	35.796	91			

a. Predictors: (Constant), Contractual Governance

b. Dependent Variable: Project effectiveness of lighting project

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.103	.244		4.513	.000
	Contractual Governance	.629	.083	.623	7.547	.000

a. Dependent Variable: Project effectiveness of lighting project

**Source: Primary Data (2020).**

Regression analysis results in the Model Summary table 4.10 revealed that Contractual Governance accounted for 38.8% on Project effectiveness of Garowe lighting project in Garowe

Somalia and this was indicated by r-squared of 0.388, implying that to small extent Contractual Governance as an aspect of stakeholders involvement contributes to the Project effectiveness of Garowe lighting project in Garowe Somalia. The ANOVA table indicated that Contractual Governance as a system of governance significantly affects the Project effectiveness of lighting project and this was indicated by the F-value=56.956 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Contractual Governance as an aspect of governance highly contributes to the Project effectiveness of Garowe lighting project in Garowe Somalia. The coefficients table indicated that considering the standard error, Contractual Governance significantly influence the Project effectiveness of Garowe lighting project in Garowe Somalia ( $\beta=0.629$ , Sig=0. 000).

### **Decision on hypothesis**

The hypothesis on the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia was rejected since the significant value was found to be less than 0.05 (Sig=0. 000).

**4.6 Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia.**

**Table 4.11: Showing Results of Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia.**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.473 <sup>a</sup>	.224	.215	.55553

a. Predictors: (Constant), Relational Governance

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.021	1	8.021	25.992	.000 <sup>a</sup>
	Residual	27.775	90	.309		
	Total	35.796	91			

a. Predictors: (Constant), Relational Governance

b. Dependent Variable: Project effectiveness of lighting project

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.326	.315		4.207	.000
	Relational Governance	.562	.110	.473	5.098	.000

a. Dependent Variable: Project effectiveness of lighting project

**Source: Primary Data 2020.**

Regression analysis in the study results in the Model Summary table 4.11 indicated that the Relational Governance accounted for 22.4% on Project effectiveness of Garowe lighting project

in Garowe Somalia and this was indicated by r-squared of 0.224, implying that Relational Governance as a system of governance significantly contributes 22.4% on the Project effectiveness of Garowe lighting project in Garowe Somalia. The ANOVA table indicated that Relational Governance significantly affects the Project effectiveness of lighting project and this was indicated by the F-value=25.992 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Relational Governance as a system of governance highly affects the Project effectiveness of Garowe lighting project in Garowe Somalia. The coefficients table 4.9 indicated that considering the standard error, Relational Governance significantly affects the Project effectiveness of lighting project ( $\beta=0.562$ , Sig=0.000).

### **Decision on hypothesis**

The hypothesis on the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

#### 4.7 Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia

**Table 4. 12: Showing Results of the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780 <sup>a</sup>	.609	.604	.39451

a. Predictors: (Constant), Governance of Projects Orientation

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.788	1	21.788	139.990	.000 <sup>a</sup>
	Residual	14.008	90	.156		
	Total	35.796	91			

a. Predictors: (Constant), Governance of Projects Orientation

b. Dependent Variable: Project effectiveness of lighting project

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.672	.193		3.476	.001
	Governance of Projects Orientation	.741	.063	.780	11.832	.000

a. Dependent Variable: Project effectiveness of lighting project

**Source: Primary Data 2020.**

Regression analysis results in the model Summary table 4.12 indicated that the Governance of Projects Orientation significantly affects Project effectiveness of Garowe lighting project in

Garowe Somalia at a rate of 60.9% and this was indicated by r-squared of 0.609, hence implying that Governance of Projects Orientation significantly influences the Project effectiveness of Garowe lighting project in Garowe Somalia. The ANOVA table indicated a positive significant effect Governance of Projects Orientation has on Project effectiveness of lighting project and this was indicated by the positive Beta=0.741 and Sig-value=.000, since the sig. value (0.000) was less than 0.05 and which is the maximum level of significance required to declare a significant effect. This implies that Governance of Projects Orientation highly affects the Project effectiveness of Garowe lighting project in Garowe Somalia. Still this implied that high levels of Governance of Projects Orientation improve the level of Project effectiveness of lighting project and poor Governance of Projects Orientation measures reduce it. The coefficients table indicated that considering the standard error, Governance of Projects Orientation significantly affects the Project effectiveness of lighting project ( $\beta=0.741$ , Sig=0.000).

#### **Decision on hypothesis**

The hypothesis on the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia, was rejected since the significant value was found to be less than 0.05 (Sig=0.000).

#### 4.8 Multiple Linear Regression

**Table 4.13: Multiple Linear Regression analysis between the Independent and dependent Variables**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.440 <sup>a</sup>	.506	.612	.13191

a. Predictors: (Constant), Contractual Governance, Relational Governance, Governance of Projects Orientation

**ANOVA<sup>b</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.271	3	1.757	5.168	.001 <sup>a</sup>
	Residual	2.192	126	.017		
	Total	7.464	129			

a. Predictors: (Constant), Contractual Governance, Relational Governance, Governance of Projects Orientation

b. Dependent Variable: Project effectiveness of lighting project

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.173	.184		8.254	.000
	Relational Governance	.469	.057	.089	4.759	.000
	Governance of Projects Orientation	.513	.034	.499	3.733	.001
	Contractual Governance	.403	.032	.483	2.840	.001

a. Dependent Variable: Project effectiveness of lighting project

**Source: primary data, 2020.**



Regression analysis study results in table 4.13 revealed that governance accounted for 61.2% on Project effectiveness of Garowe lighting project in Garowe Somalia and this was indicated by adjusted r squared of 0.612, this imply that governance significantly affect the Project effectiveness of Garowe lighting project in Garowe Somalia, and this is indicated by the F-value=0.513, and Sig=0. 001. The coefficients table indicated that of all the aspects of governance , Relational Governance accounted for the biggest influence on Project effectiveness of Garowe lighting project in Garowe Somalia ( $\beta=0.513$ , Sig=0. 001).

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presented the discussion of findings, conclusions and recommendations drawn from the study.

#### **5.1 Discussion of findings**

##### **5.1.1 Demographic characteristics of respondents**

The study findings revealed 107 (68%) respondents were male and the 51 (32%) were females. By employing both male and female employees, it suggests that projects upholds gender diversity which has been hailed by many practitioners and academics alike as a core value that represents the “right” way to do professional work (Dwight, 2003).

More so according to the responses from table 4.3 indicated that 20(13%) were of certificate holders, 55 (35%) were Diploma holders, 66(42%) were at Bachelor level, 9 (6%) were of Master holder and lastly only 8(5%) were categorized has others such has tertiary. This shows that most respondents were university level. This state of affairs agrees with Magoutas et al., (2012) who stressed that it is important to work with highly educated people since having personnel with high level of education is a determining factor of the research and innovation process, thus facilitating improvements in productivity and competitiveness of a project.

It was further discovered that 73 (46%) respondents were between 19-25 and 26-30 were represented by 55 (35%) and 31-45 years 20 the last category 46 and above were 10(6%). This shows that most respondents were between 20-35. This further shows that the majorities of the respondents were middle aged adults for the project. This state of affairs agrees with Darwin (2015) who identified age diversity as one of the strategic measures that can add value to a project over its effectiveness.

### **5.1.2 Specific Objective one: Effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

Results in table 4.6 indicated that the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia was rated good and this was indicated by the overall mean of 2.98, implying that there is a formalized system intended to help the Garowe Street Lighting Project on how contractual governance effectiveness on the project after consulting the members. And the relationship with the other parties was governed primarily by written contracts and this was indicated by the average mean of 3.35, implying that the relationship with the other parties was governed primarily by written contracts for the effectiveness of the project. This was in line with Guo et al., (2013), they all argued that contracts help stakeholders create different management structures. Furthermore Turner and Simist (2011), indicated that different types of contracts, such as various management structures, optimize management costs in different organizations (From the domestic point of view, formal mechanisms govern the project by controlling costs related to control over costs, tabular control and oversight (Pricak 2015). Then in this work we took control forms (time, cost and volume) to measure the management structure, i.e. contractual relationships and the formal mechanism for software management.

Still study results in table 4.6 the contract had detailed the obligations and rights of every party this was indicated by the average mean of 3.05 this further shows that Contract management influences the coordinated outcomes of the effort and its effect is weaker than social governance thus being essential in decision making of projects. This was also in line with Wow & Hayd (2010), who stated that Management mechanisms guarantee economic entities to protect their interests from opportunistic behavior. These guarantees include formal written contracts, norms of relationships, specific investment and guarantees (Cannon et al., 2010; Hyde et al., 2017; Van and others; 2013 and Zhang and Zhou 2013). The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties (Ahola et al., 2013).

Study results in table 4.6 however indicated that the contract had a clear statement of the time, place and the way of project fulfillment this was rated good with an average mean of 2.78, this implies that the contract had a clear statement of the time, place and the way of project fulfillment

which is helpful to the way of increasing its effectiveness. This is also in line with Hellström et al., (2013), contracting Parties will manage and manage uncertainty through informal mechanisms that cannot be managed by official management, especially at the initial stages of the project. Informal relationships are governed by uncontrolled rules, not covenants, but cultures (Chen & Manley 2014). Chinese "Guanxi" (interpersonal communications or relationships) is a social and cultural value in the Chinese society that uses individuals and firms to develop cooperation and effectively manage relations (Park and Luo, 2011). But the Chinese software project has little to do with the study of informal relationships in management. The study then draws attention to informal relations in the study of the informal mechanism.

### **5.1.3 Specific Objective two: Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

Study results indicated with respect to the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia, this rated good and this was indicated by the average mean of 2.87, hence implying that rational governance on project effectiveness is carried out and always assessed well in order to improve project effectiveness. Relational management is a strong addition to the contractual control of the project (mean=3.27), this was rated very good implying that there is a strong Relational management in addition to the contractual control of the project. This is in line with Patel & Robinson, (2010), both argued that relational management is defined as management implications arising from relational inter-relationships such as communication / communication, information exchange, trust, and others. The project's overall plan and the implementation scheme were shared by every party. The social network includes social rules and social processes. The construction project enters its social network and is influenced by social rules and social processes. Buildings-related relationships should be affected. Any enhanced contract can only eliminate part of simultaneous opportunism and lead to contractual deficiencies, so relationship management is an important means of managing part of the market's opportunism. Relational management is a strong addition to the contractual control of the construction project (Pighi et al., 2011). Parties involved in this project regarded each other as major partners.

However, the study results further went on that Relational management helps exchange of information among the parties frequently with (mean=3.21), this was rated good thus this implies

that relational management helps exchange of information among the parties frequently, more so this means that the rational contractual control still continues to be a very essential aspect of the project. The results were also in line with NPC, (2014), Relational management helps exchange of information among the parties frequently. But it can cheaply resolve conflicts caused by project uncertainty). The main cause of the conflict in the process of project creation is the controversy between owners and communications operators. Environmental uncertainty increases the degree of conflict. Thus, confrontation is created in the industrial environment. These conflicts arise from organizational, informational, interpersonal, lack of materials and labor, and so on. By setting partner goals, improving communication, and resolving conflicts friendly, we will speed up the conflict resolution process and reduce transaction costs. Further research has shown that collaboration between the parties increases the effectiveness of the project (Ogunsina & Ogunsemi, 2012).

#### **5.1.4 Specific Objective three: Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia**

Study results indicated that effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia, this rated Good and this was indicated by the overall average mean of 2.92, hence implying that Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia hence leading to the effectiveness of its activities. This is in line with Müller & Lecoeuvre, (2014) both argued that the organization is focused on the shareholder's direction and outcome of the project. The purpose of such an organization is to achieve high return on investment. This can be achieved through effective project management tools and methods. This model is effective for direct projects with limited liability requirements.

Furthermore, the study results indicated that the structure of Governance of Projects Orientation should be differentiated, so there is no need to introduce a changeable corporate governance structure and this was rated very good and indicated by the mean of 3.27, which implies that the structure of Governance of Projects Orientation should be differentiated, so there is no need to introduce a changeable corporate governance structure. And this becomes an advantage to the management of Garowe Street Lighting Project when conducting project to meets the set goals

and objectives of Projects. This was also in line with Müller & Lecoivre, (2014), who argued that (GoPO) structure should be differentiated, so there is no need to introduce a changeable corporate governance structure (GoPO), which involves stakeholder engagement and introduction of shareholders (). Experts who know the four paradigms of governance regarding illustrative ideas based on the introduction of the organization's management to fill this gap will be trained to be a well-equipped economist, an artist, a conformist and distracting pragmatist. These paradigms need help from post-table reception. It may be important to note that the four paradigms are in need of help, usually unusual, i. e. Single association can use different paradigms (Muller and Lekouvre, 2014).

## **5.2 Conclusions**

### **5.2.1 Specific Objective one: Effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

The study results concluded that there is a positive relationship between contractual governance and project effectiveness. The result of this study showed that the contractual governance is considered to be the most important criterion of project governance in achieving project effectiveness. The contractual governance is considered to be the highest rate amongst the other criteria. This is because of the importance of contracts for Garowe Street Lighting Project which includes the whole picture of projects in details.

Furthermore the study results concluded that the reasons for Contractual Governance includes developing a strategy that would deliver the project goals and that the critical dimensions of time, cost, quality and scope can never be attained if a project contract is not in place.

### **5.2.2 Specific Objective two: Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

The study results concluded that the relational governance has a medium effect on project success as shown through the data analysis. It's clear that the relational governance is the least one amongst the other criteria. This is because that the relational governance is monitored and developed implicitly during the initiation of the projects. In addition, the implementing organization understands and agrees about the procedures of Garowe Street Lighting Project first place.

The study results further concluded that Relational Governance on project effectiveness links between the past, present and future actions. Relational Governance on project effectiveness processes can be managed by the donors financing the assessed activities, by an independent branch of the implementing organization, by the project managers or implementing team themselves and/or by a private company.

### **5.2.3 Specific Objective three: Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia**

The study result concluded that there is a significant relationship between the governance of project orientation and project effectiveness. The result of this study showed that there is a strong relationship between governance of project orientation and project effectiveness. As revealed, governance of project orientation resulted from the nature of Somalia government focus mainly on their orientation when taking any decision.

Furthermore the study results concluded that the Governance of Projects Orientation and Meeting set goals and objectives, existing knowledge about the program from previous set goals and the decisions to which the goals will contribute are important factors to consider. A program that has been thoroughly tested in a context similar to the current implementation setting may require fewer resources to satisfy information needs

### **5.3 Recommendations**

#### **5.3.1 Specific Objective One: Effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

The study recommends that the government should consider putting in place a framework to guarantee contractors to access credit facilities from financial institutions. This is because the findings of this study indicated that financial, physical and technical resources have a significant effect on performance of road infrastructure projects.

It is recommended that project governance practices should be applied systematically to the project cycle from initiation to the close out stage of projects, to realise greater benefits.

Further the study results recommended that it's preferable for stakeholders to consider the contractual governance as the main item of governance due to its importance for project effectiveness where it implies the whole picture between Garowe Street lighting project and the implementing parties.

#### **5.3.2 Specific Objective two: Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia**

The study recommends that it's advisable for project stakeholders to shed the light on other important factors that affect the success of projects such as cost, time, and quality.

Furthermore the study recommends that it's advisable for donor organisations to concentrate on the other factors of governance (relational governance, governance of project orientation, and governance of project management) due to their importance on achieving desirable results and having preferable performance.

The study also recommends that government of Somalia should emphasize Transparency during awarding of rational governance (avoidance of long contracting tendering process) is key to the effectiveness of Projects. The government should encourage community participation, cooperation among committee members and auditing of complete project to access their worth.



### **5.3.3 Specific Objective three: Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia**

The study recommends that it's important for donor organisations to monitor the implementation of projects phases through developing a systematic governing plan that contains systematic steps undertaking by each department.

Furthermore the study recommends that it's important for the government to have an adjustment plan with an effective project team to coop with changing circumstances.

The study also recommends that it's preferable for government to have a flexible strategy which deal with different situations and serve the needs of stockholders and beneficiaries.

Donor Organizations should continuously train all project staff and leadership on both stakeholder analysis and participation in their projects to enable them to competently involve all stakeholders in Governance of Projects Orientation.

The study therefore recommends that the community should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial to them. Therefore, all the stakeholders should be involved in the choosing the project location, analyzing the needs of the community in terms of the type of school and in financial analysis of the costs and benefits.

### **5.4 Contributions to knowledge**

This paper contributes to the understanding that the effectiveness of Garowe street lighting project is not only determined by the manner in which it is applied, but in the way organizational governance paradigms influence the selection and evolution of this project. Another contribution is the targeting of professionals who are engaged in professional organizations, which led to better responses, because these respondents are interested in their profession over and above their employer's demands.

## **5.5 Areas of Further Research**

More research needs to be done on the following;

- (i) Impact of project management on Governance of Projects Orientation
- (ii) Effect of risk management on Governance of Projects Orientation

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## APPENDICES

### APPENDIX I: QUESTIONNAIRE FOR PROJECT STAFF

Dear respondent,

I am by the names of **ABDULKADIR ABDINOUR ISSE, 2019-01-05054**, a student at International University of East Africa, studying a Master of Project Planning and Management. This questionnaire is intended to collect information on **GOVERNANCE AND PROJECT EFFECTIVENESS: A CASE STUDY OF GAROWE STREET LIGHTING PROJECT, GAROWE, SOMALIA**. The information obtained will be strictly for academic purposes and it will be treated with at most confidentiality. I kindly request you to fill this questionnaire.

Thank you.

Yours faithfully .....

#### SECTION A: BACKGROUND VARIABLES

To help us to classify your responses, please supply the following facts by circling the right option as appropriate.

- 1: **Gender:** Male   
Female

#### 2: Age bracket of the respondent:

- |                          |        |                          |              |
|--------------------------|--------|--------------------------|--------------|
| <input type="checkbox"/> | 19-25  | <input type="checkbox"/> | 46 and above |
| <input type="checkbox"/> | 26- 30 |                          |              |
| <input type="checkbox"/> | 31-45  |                          |              |

#### 3: Educational level:

- |                          |                 |                          |             |
|--------------------------|-----------------|--------------------------|-------------|
| <input type="checkbox"/> | Master          | <input type="checkbox"/> | Certificate |
| <input type="checkbox"/> | Bachelor degree | <input type="checkbox"/> | Other       |
| <input type="checkbox"/> | Diploma         |                          |             |

**SECTION B:**

Please indicate your response mode by writing only the score in the blank provided for each of the items or statement stated below.

**KEY**

<b>Response mode</b>	<b>Score</b>
Strongly agree (agree with no doubt at all)	<b>5</b>
Agree (agree with minor doubt)	<b>4</b>
Not sure (Neither agree nor disagree)	<b>3</b>
Disagree (disagree with minor doubt)	<b>2</b>
Strongly disagree (disagree with no doubt at all)	<b>1</b>

**PART 1:**

<b>Construct</b>	<b>Effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Our relationship with the other parties was governed primarily by written contracts					
2	The contract had detailed the obligations and rights of every party					
3	The contract had a clear statement of the time, place and the way of project fulfillment					
4	The contract had described the safety management requirements, quality standards, contract price and its payment to manage the agreements among parties					
5	The contract had specified major principles or guidelines for handling unanticipated contingencies as they arise					

**SECTION C:**

Please indicate your response mode by writing only the score in the blank provided for each of the items or statement stated below.

**KEY**

<b>Response mode</b>	<b>Score</b>
Strongly agree (agree with no doubt at all)	<b>5</b>
Agree (agree with minor doubt)	<b>4</b>
Not sure (Neither agree nor disagree)	<b>3</b>
Disagree (disagree with minor doubt)	<b>2</b>
Strongly disagree (disagree with no doubt at all)	<b>1</b>

<b>Construct</b>	<b>Effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Relational management is a strong addition to the contractual control of the project					
2	Relational management helps exchange of information among the parties frequently					
3	Relational management is aimed at establishing norms of relationships that encourage parties to continue cooperation and investment					
4	The project's overall plan and the implementation scheme were shared by every party					
5	Parties involved in this project regarded each other as major partners					

**SECTION D:**

Please indicate your response mode by writing only the score in the blank provided for each of the items or statement stated below.

**KEY**

<b>Response mode</b>	<b>Score</b>
Strongly agree (agree with no doubt at all)	<b>5</b>
Agree (agree with minor doubt)	<b>4</b>
Not sure (Neither agree nor disagree)	<b>3</b>
Disagree (disagree with minor doubt)	<b>2</b>
Strongly disagree (disagree with no doubt at all)	<b>1</b>

<b>Construct</b>	<b>Effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The structure of Governance of Projects Orientation should be differentiated, so there is no need to introduce a changeable corporate governance structure					
2	Governance of Projects Orientation can be effective for homogeneous projects					
3	Governance of Projects Orientation enhances stakeholder engagement and introduction of shareholders					
4	Although it is difficult to consider one paradigm to be the best; the complexity of the project suggests that the paradigm of prospective stakeholders will succeed on the project					
5	It may be important to note that the four paradigms are in need of help, usually unusual					

**SECTION E:**

1. Please tick the appropriate box depending on your level of agreement or disagreement as arranged in the 5 Likert Scale:

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree

<b>NO</b>	<b>PROJECT EFFECTIVENESS</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Finishing project on time					
<b>2</b>	Finishing project within the agreed cost					
<b>3</b>	Delivering a project to the agreed scope					
<b>4</b>	Delivering a project to the agreed quality					
<b>5</b>	Product acceptance and impact on the customer or end user					
<b>6</b>	Effect of the project on the organization to move and prepare for the future					
<b>7</b>	Project quality among donors					
<b>8</b>	Beneficiary Satisfaction towards the project					
<b>9</b>	Conformity of the goods and services delivered to the project plan					

## **APPENDIX II: INTERVIEW GUIDE FOR TOP ADMINISTRATORS AND PROJECT MANAGERS**

Are you aware of the role played by governance towards project effectiveness?

If yes, what is the effect of Contractual Governance on project effectiveness of Garowe Street Lighting Project, Somalia?

To what extent does Contractual Governance impact project effectiveness of Garowe Street Lighting Project, Somalia?

What is the effect of Relational Governance on project effectiveness of Garowe Street Lighting Project, Somalia?

To what level does Relational Governance impact project effectiveness of Garowe Street Lighting Project, Somalia?

What is the effect of Governance of Projects Orientation on project effectiveness of Garowe Street Lighting Project, Somalia?

**APPENDIX III: MAP SHOWING LOCATION OF GAROWE STREET LIGHTING PROJECT IN GAROWE, SOMALIA**

