

**ACTIVITIES OF NON- GOVERNMENTAL ORGANISATIONS AND PROJECT
IMPLEMENTATION: A STUDY OF WORLD VISION,
MOGADISHU, SOMALIA**

BY

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DECLARATION

I, **Mohamed Hassan Abdi Aar**, hereby declare that this research dissertation is the result of my original work and that no part of it has been presented for the award of higher degree in this university or elsewhere for the purpose of examination or otherwise.

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APPROVAL

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DEDICATION

I dedicate the success of this study and book to my father, Mr. Hassan Abdi and my mother, Mrs. Amina Abdi, who contributed tremendously towards the completion of this study.

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First and foremost, I thank the Almighty God, for his love and grace, who has given me the strength, wisdom, knowledge, protection and provision in all situations. Were it not for Allah, I would have been completely lost and therefore I always praise and say thank you. To him I give the Glory.

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LIST OF ACRONYMS

AMREF	African Medical and Research Foundation
ANGOC	Asian NGO Coalition for Agrarian Reform and Rural Development
CSFs	Critical Success Factors
CSOs	Civil Society Organisations
FAO	Food and Agriculture Organization
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisations
NGOs	Non-Governmental Organisation
PMBOK	Project Management Body of Knowledge
UN	United Nations
WHO	World Health Organisation
WVS	World Vision Somalia

ABSTRACT

This study focused on the activities of Non- Governmental Organisations and Project Implementation using a study of World Vision, Mogadishu, Somalia. The objectives of the study were to determine the effect of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia, to examine the effect of project team competence on the implementation of NGO- funded projects in World Vision, Somalia, to establish the extent to which community participation influences implementation of NGO-funded projects in World Vision, Somalia and to explore how government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia. The study was guided by the Contingency theory by Ainuddin, R. A. (2007). The study employed a cross-sectional study to examine the activities of Non- Governmental Organisations and Project Implementation. A sample of 105 was taken as per krecie's and Morgan's table following a target population of 143 people. The study used questionnaire and interview guide as the main tools for collecting data. The choice of data collection tools was dictated by the nature of data to be collected; the time available as well as the objective of the study. Findings from the study revealed that, project manager competence should be taken into account when assigning a project manager to a project, project manager were competence in the planning of the project activities and how resources will be utilized. Findings also revealed that groups and departments in organizations, coordination becomes a very important means of integrating the various activities, coordination facilitates social interactions where multiple actors work towards achieving a common goal, community participation influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices. The study concluded that, there is relationship between non-governmental organization and project implementation in World Vision organization Mogadishu, Somalia. A positive and significant relationship between non-governmental organization and project implementation in World Vision organization Mogadishu, Somalia and that Non-Governmental Projects require sufficient Manager Competences and coordination if their performance is to be felt. The study recommends that NGO project Managers should gain these competencies through training so that they are able to transform the livelihood of the people that benefit from their organizations, project managers and officers should effectively involve the community in areas such as goal identification, project design and others so that projects of NGOs are effectively implemented and Project managers in charge of Non-Governmental projects ought to ensure effective coordination of various project activities. This result to easy access of information from other team members and team members also become fully aware of the tasks they are expected to accomplish.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The study was carried out in order to examine the effect of non-governmental organizations in project implementation in World Vision, Somalia Mogadishu, Somalia. In the study non-governmental organization was considered as independent variable and project implementation in World Vision as the dependent variable. This chapter introduces the background of the study, statement of the problem, and purpose of the study, objectives of the study, research questions, scope of the study, and significance of the study.

1.1 Background to the study

This section encompasses four perspectives namely historical, theoretical, conceptual and contextual perspectives.

1.1.1 Historical perspective

According to Suzuki (1998) the first Non-Governmental Organisation was a Canadian church based society that was founded in Montreal in 1653. The objective of such church based NGOs was to spread religion and educate people in countries that were colonized in other continents. Suzuki further cites the first non-religious voluntary organizations being American Medical Assistance organizations like the American Medical Society, that was founded in 1847, and Save the Children, London, now known as Save the Children UK, which was founded in 1919. These organizations focused on education and disaster relief and received support from their governments because of the supportive role that they were playing in advancing their governments' policies abroad.

According to Markay (2018), the term NGO was first used by the UN charter in its clauses in 1947 at a time when NGOs were shifting to other areas of operations such as development as opposed to being solely relief organisations. Nonetheless, most NGOs in Africa were still founded on churches and focused on supporting farming activities and vocational trainings. The NGOs seldom addressed major socio- economic issues and thus prior to the 1980s, the entire NGO sector remained largely unknown in most parts of Africa (Oguseny, 2017). It is only since the 2020s that the NGO sector started being taken seriously as strategic area for societal

development. This is because, before the 2020s, the development agenda was mostly driven by the governments. However, when it was realised that governments were struggling to bring about development, NGOs came in to fill the gap (Gariyo, 2019).

In Africa still and other third world countries, development projects play a great role in providing basic social services such as infrastructure building, provision of basic education, agricultural extension, raising public awareness on different development issues such as gender equity, environmental protection. In particular, development projects aims at filling development gap where governments fall short. However, the poor performance of projects and the disappointment of project stakeholders and beneficiaries are always apparent and common in numerous projects (Kwak, 2022).

There has been a rapid rise of both indigenous and international NGOs in Uganda since 1986 (Kwesiga and Ratter, 1993). NGO projects are those that aim at improving the living conditions of people in the various communities where they operate by providing religious, educational, literary, agricultural, social or charitable support. Despite these numerous support projects, the results from the National Household Survey (2015/2016) show that the Northern Uganda Region still has the highest share of its population living in poverty estimated at 61 per cent compared to the National Poverty Headcount of 31 per cent. According to Lawson et. al. (2014), almost one- third of chronically poor households in Uganda reside in the North (2 in every 5 households are chronically poor). The persistence of poverty in Northern Uganda is to some extent attributed to the failure to implement projects aimed at reducing poverty, (Freeman et.al. 2020).

According to World Bank Assessment (2013), Kenya is the second most inequitable country in the world with the richest 10% of people owning 47% of the country's national income. With this financial inequity comes a huge difference in power and control over resources and services. Besides Gender, inequity remains a major problem in Kenya and even when laws have had slight amendments in favor of women, the practice still lags far behind. Women continue to be educated at an inferior rate to their counterparts, increasing their reliance on men. They are also limited to owning, acquiring, and controlling property throughout Kenya, regardless of social class, religion, or ethnic group. If women attempt to assert property rights

over men or in-laws, their families and communities often ostracize them.

Somalia has experienced civil war for over two decades. This has led to devastating results to the economy because of the state failure that accompanied the country's civil war (Abdilaahi, 2015). Due to civil war, famine as well as a volatile political environment, Somalia is largely a failed state. It does not have proper institutions and lacks policies that are necessary to facilitate meaningful economic progress. Consequently, most of its people are living in abject poverty (Abdi and Johnson, 2014). Despite all this, organizations have continued to exist in Somalia. There is a vibrant NGO sector that continues to exist especially since the country is almost entirely dependent on foreign assistance (Branczik, 2015).

NGO's in Somalia face unique challenges arising from the long state of war in the country such as lack of physical security in most parts of the country, lack of trained manpower, and the absence of a regulatory frame work to enforce rules and regulations and lack of formal financial services among others (Abdi & Johnson, 2014). Some of the NGOs in Somalia have their headquarters outside Somalia. There also exist Somali local NGOs wholly based in Somalia. Given that both types of the NGOs operate in Somalia, they probably encounter similar challenges when implementing their strategies. Probably due to the high level of insecurity very few studies if any have been performed on challenges faced by NGOs when implementing strategy in Somalia. This study will thus examine these challenges. The identification of these challenges may lead to a higher success rate of implementing already formulated strategic plans and thus achieving the intended strategic goals.

1.1.2 Theoretical perspective

The study was guided by the Contingency theory by Ainnuddin, R. A. (2007), the theory assumes that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Contingent leaders are flexible in choosing and adapting to succinct strategies to suit change in situation at a particular period in time in the running of the organization. In addition, The contingency theory, states that situational factors can affect the relationships between dependent and independent variables in the work environment, which in turn will affect employee behavior, motivation, and effectiveness. Success in analyzing organizational data and

improving employee motivation is contingent, or dependent, on the unique contingency variables of the particular organization. The contingency theory recognizes that an individualized approach is necessary to successfully use organizational behavior data to benefit employees and create a productive work environment.

1.1.2.1 Contributors to contingency theory

Several people contributed to the formation of the contingency theory, each conducting their own studies that helped shape the theory as a whole. Some of the main contributors include:

- Burns and Stalker: identified two types of organizational structures (organic and mechanistic) and two environmental categories (stable and dynamic).
- John Woodward: analyzed different types of technology and how they can influence an organization.
- Lorsch and Lawrence: proposed that organizations function in either simple or complex environments and that more complex environments adopt higher degrees of differentiation and integration.
- Fred Fiedler: proposed that matching a leader's style to situations that give the leader control and influence leads to effective leadership and improvement in the work environment.

1.1.3 Conceptual perspective

Non-governmental organizations (NGOs) are not-for-profit organizations that are usually independent from governments. Most of them are supported financially by donations but there are those that are run essentially by volunteers. NGOs worldwide are engaged in various activities, and take different forms in various parts of the world. The earliest NGOs are quoted to have started in the early sixteenth century with the earliest among them being church based organisations.

Implementation of strategy is the execution of the formulated strategy. Strategy implementation therefore alludes to crucial decisions that are made to put in place new strategy or strengthen the existing strategy. Some of the strategy implementation activities include setting of annual objectives, coming up with fresh policies, and allocating resources as required. Strategy

implementation therefore, is carefully considered processes of ensuring strategies that have been formulated within the organization are executed in order to achieve organisational goals and objectives (Ngonze, 2021). Plans must thus be executed in order to achieve the desired results thus making the strategy implementation stage extremely crucial in the strategic management cycle. Strategy implementation is thus a continuously changing process that is made up of constant decisions and activities by stakeholders of. Implementation of strategy is also affected by several interrelated internal and external factors that can affect turning the strategy into reality in order to achieve the set objectives (David, 2021).

Implementing strategy turns plans into actions to accomplish strategic goals. Implementation of a strategic plan is just as important, as the strategy itself. Crafting a strategy and execution are both sides of the same coin and need to resonate together (Pearce & Robinson, 2021). Strategy implementation process might bring about changes within the structure and culture of the organization since it involves daily decisions that affect allocation of resources, how to execute programmes, budgeting and following procedures (David, 2021).

1.1.4 Contextual perspective

The success of a strategy is defined as much by the soundness of the strategy itself as by the implementation of the strategy (Dekhane, 2014). Studies show that a significant number of firms fail to properly implement strategies despite having formulated them well. An Economist survey puts at 57 percent the number of firms that were unsuccessful in implementing their strategic initiatives in the past three years (Allio, 2019). The White Paper of Strategy Implementation of Chinese Corporations in 2016 likewise showed that around 83 percent of the companies that were surveyed did not have smooth implementation of their strategies, only 17 percent felt that they had a successful strategy implementation process. This thus shows that strategy implementation is a significant challenge for firms. In the modern dynamic era, the possibility of strategy implementation failure is real. Previous studies and literature also seemed to be skewed against strategy implementation. According to Hannagan (2022), a significant portion of literature has focused on the formulation component of strategy as opposed to strategy implementation. Even though studies of strategy implementation are now increasing, they are nonetheless still few and considered less stimulating than those of that are about formulation of

strategy (Atkinson, 2018). Otherwise, difficulties involving implementation of strategy continue unabated (Al-Gamdhi, 2019).

Various studies have been done mostly on challenges of implementing strategic plans for profit making businesses. Dekhane (2014) notes that several studies have confirmed that poor strategy implementation is the number one reason strategies are not successful and that less than 10% of all business strategies are effectively implemented. This emphasizes the point that a poor outcome of a strategy may well be as a result of poor implementation and not necessarily the strategy itself. Could this be the case in Somalia?

Pamela (2020) did research on the challenges of strategy implementation plans at Mumias Sugar Company and identified opposition to change, inadequate stakeholders' support, political interference, non-involvement of employees in developing the strategy as well as inadequate training as some of the challenges in effecting Mumias Sugar Company's strategic plan. Ochanda (2015) researched on strategy implementation challenges in Kenyan private security companies and identified environmental uncertainty and poor communication as some of the challenges facing strategy implementation in that industry. There have been lesser studies on factors affecting strategy implementation of non-profit organizations. Abdilahi (2015) researched on challenges and opportunities of NGOs in the more peaceful Somaliland and identified several challenges that NGOs face in Somaliland. These include lack of an institutional framework, inadequate skill or capacity, lack of infrastructure, poor relations with the authorities and poor relations with the communities.

According to Abdilahi (2015), the history of NGOs in Somalia goes back to the 1980s when international aid agencies came in to assist following a huge influx of Ethiopian refugees into Somalia following the Ogaden war in the late 1970s. However, a quick increase of NGOs operating in Somalia occurred in the 2020s in response of the collapse of the government, public services and structures following the plunge into civil war in 2021. With time, local Somali NGOs also sprung up to compliment work done by International NGOs. For a long time, NGOs in Somalia were operating without any institutional support or legal framework to foster growth and regulate their operations. Nevertheless, NGOs in Somalia play a crucial role in the rehabilitation and welfare of Somali citizens (Abdilahi, 2015).

Even though the structures of the local NGOs tend to mirror those of their international counterparts, the local NGOs are severely limited by their dependence on external funding and by their staff who may not have the requisite voluntary ethos or ideological commitment (Abdilaahi, 2015). Abdilaahi further states that NGOs in Somalia have ever since a myriad of challenges. The biggest challenge is insecurity and terrorism where most of the NGOs have declared enemies by religious extremists because of their relationship with donors. Attacks, killings and kidnappings of NGO staff by armed militia are common. The socio economic and political context that has resulted from the civil war has also led to the destruction of the economy, infrastructure and both civil and government institutions creating a difficult and chaotic environment in which to operate. Another challenge is the lack of a proper institutional framework. In addition, NGOs in Somalia have poor relations with the administration, local communities and international organisations. Relations with the government are viewed misunderstanding and mistrust. This is made worse by a perception that some of the NGOs control more resources than the government. In addition, the local communities view some NGOs as middlemen benefitting their local clansmen breeding envy and resentment.

The continuing war on terror as well as efforts of state building have brought about a very volatile political environment, resulting in some warlords perceiving humanitarian assistance and other NGO work to be partisan and biased. Since most NGOs are identified with the western world, they are seen to have a sinister political motive (Hammond & Vaughan-Lee 2022). In addition, NGOs in Somalia go through similar problems such as management of the organisation, staff management, answerability and inadequate funding with the most common challenges being donor dependency, poor leadership and gender bias (Abdi & Johnson 2014).

1.2 Statement of the problem

Non-Governmental Organizations in both international and local levels are working to fight poverty in developing countries. Some of the projects NGOs engage in include the provision of safe drinking water and adequate health services. These projects campaign for both national and international change on behalf of the voiceless and the poor in the society by helping them stand up for their rights and demand of local, national, and international change in their governments and multilateral organizations. The projects NGOs set out to implement should be completed successfully to make a meaningful impact on the community's well-being. They are

supposed to achieve objectives set by all the relevant stakeholders who include the community beneficiaries, the government, donors, the organization itself and its workers (as employees). Despite the quest for effective implementation of projects, many Non-Governmental organizations' projects in Mogadishu, Somalia have continuously experienced time overrun, budget overrun, unmet end product specifications, unmet customer needs and requirements and unmet management objectives, amidst all that continuous insecurity has also been a key issue (Auditor general's report, 2021). The high failure rate in Non- Governmental Organisations ' projects could be due to poor manager competencies (Scott-Young & Samson, 2014), lack of community involvement and poor coordination of the various activities. Therefore it's against such a background that the study seeks to examine the effect of the activities of non-governmental organizations and Project Implementation in World Vision, Mogadishu, Somalia.

1.3 Purpose of the study

The purpose of the study was to examine the effect of the activities of Non- Governmental Organisations and Project Implementation using a study of World Vision, Mogadishu, Somalia.

1.4 Specific objectives

The study was guided by the following objectives, to

- i. Determine the effects of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia.
- ii. Examine the effects of project team competence on the implementation of NGO- funded projects in World Vision, Somalia.
- iii. Establish the extent to which community participation influences implementation of NGO-funded projects in World Vision, Somalia.
- iv. Explore how government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia.

1.5 Research questions

The study was set to answer the following research questions:

- i. What are the effects of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia?
- ii. What are the effects of project team competence on the implementation of NGO- funded projects in World Vision, Somalia?
- iii. To what extent does community participation influences implementation of NGO-funded projects in World Vision, Somalia?
- iv. How government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia?

1.6 Scope of the study

1.6.1 Geographical scope

The study was carried out in World Vision Mogadishu, Somalia. World Vision is a relief, development and advocacy organization dedicated to working with children, families and communities to overcome poverty and injustice promote development and resilience. Over time, World Vision has rolled out programmes in various sectors of intervention targeting children, and also expanded in three main regions in Somalia (Doolow in South Central Somalia, Puntland and Somaliland).

1.6.2 Content scope

The study focused on the effect of management commitment and support on the implementation of NGO-funded projects, on the effect of project team competence on the implementation of NGO- funded projects, on the extent to which community participation influences implementation of NGO-funded projects and on how government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia.

1.6.3 Time scope

The study focused on a period of 5 years from 2017 to 2022, involving review of Programmes design documents, implementation of project programmes, project data bases, and baseline and evaluations reports. The period of 5 years was realistic to examine how non-governmental

organizations influence project implementation in World Vision, Somalia Mogadishu, Somalia as programme design phases cover a period of 5 years (WVS LEAP, 2018). The actual study lasted for a period of 7 months preferably from September, 2022 to February 2023.

1.7 Significance of the study

The results of this study will be of use to various parties including the NGO leadership, donors, policy makers, researchers and institutions of higher learning.

Non-governmental organization: The study will be of use to the NGO leadership in Somalia and other war torn countries since they will get an understanding of the challenges facing them in strategy implementation and get better ways to adopt in the context of their environments. Identification of the specific challenges may assist the NGOs in aligning their resources for better results in strategy implementation.

Donors and Policy makers: Donors and policy makers will also benefit from this study's findings since they may come up with guidelines to address the specific challenges encountered in strategy implementation. In addition, donors will get information in relation to potential challenges in strategy implementation which they may be able to address for them to achieve their desired goals.

World Vision, Somalia: The study will also benefit from the study by getting useful information on the expected challenges that they may face when implementing their strategies and hence devise methods of overcoming those challenges. In addition, researchers and institutions of higher learning may use the information gathered in this study as a basis for further studies and investigations that may lead to additions to the existing knowledge.

Management Consults: This study is also valuable to strategic management consultants working in conflict zones. The findings of this research may give them an insight of specific impeders of strategy implementation in such areas and thus improve their practice of assisting organisations successfully implement their strategies. Finally, the findings of this study can be useful to future Master in Project Planning and Management students as reference material to those who may be interested in this area of research.

1.8 Operational definition of key terms

Non-governmental Organization: A non-governmental organization (NGO) is any non-profit, voluntary citizens' group which is organized on a local, national or international level. Task-oriented and driven by people with a common interest, NGOs perform a variety of service and humanitarian functions, bring citizen concerns to Governments, advocate and monitor policies and encourage political participation through provision of information.

Project: Refers to a temporary endeavor undertaken to create a unique product, service or result (Fudge & Wolfe, 2018).

Project implementation: Project implementation (or project execution) is the phase where visions and plans become reality. This is the logical conclusion, after evaluating, deciding, visioning, planning, applying for funds and finding the financial resources of a project (Boonstra, 2013).

World Vision: This is an evangelical Christian humanitarian aid, development, and advocacy organization. It prefers to present itself as interdenominational and also employs staff from non-evangelical Christian denominations (Balmer, Randall, 2022).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the related literature that has been explored and studied both theoretically and empirically on the effect of non-governmental organizations and project implementation in World Vision, Somalia and elsewhere in the worlds using World Vision as the case study. This was done in line with the specific objectives of the study in order to identify the knowledgeable gaps. It was important to note that the greatest part of the existing literature on the works of other scholars, opinions, suggestions who have written about the topic of the study or those who have addressed similar issues as those of the variable that is available in the study.

2.1 Theoretical review

This study was underpinned on contingency theory by Ainuddin, (2007), according to him contingency theory is based on the premise that there is no best single approach to manage firms and that firms should devise managerial strategies based on the specific scenarios that they are experiencing at any given time. The Contingency Theory thus encourages managers to evaluate situational differences before making a decision on a course of action. This is because of the discrepancies in the environmental and organizational needs together with different structures, resources and capabilities in individual organizations.

Contingency theory contends that matching an approach to the situation leads to a higher probability of success (Nutt, 2017). According to Andersen (2013) Contingency theory stems from the complexity of organizational environment, and states that there is no general formula for the optimal strategy implementation. Situational factors may affect implementation success (Schultz & Ginzberg, 2020). Various factors based on the context may also determine conditions under which a specific implementation approach can be effective. The manager in charge of implementing the strategy may have leverage or advantage, obtained by the power of his or her position or the role in the organisation that augments the probability of success when particular approaches to strategy implementation are applied (Nutt, 2017).

The theory gives much concentration on three aspects of the corporation that are assumed to have an association with the operation and design of the implementation system. This entails the

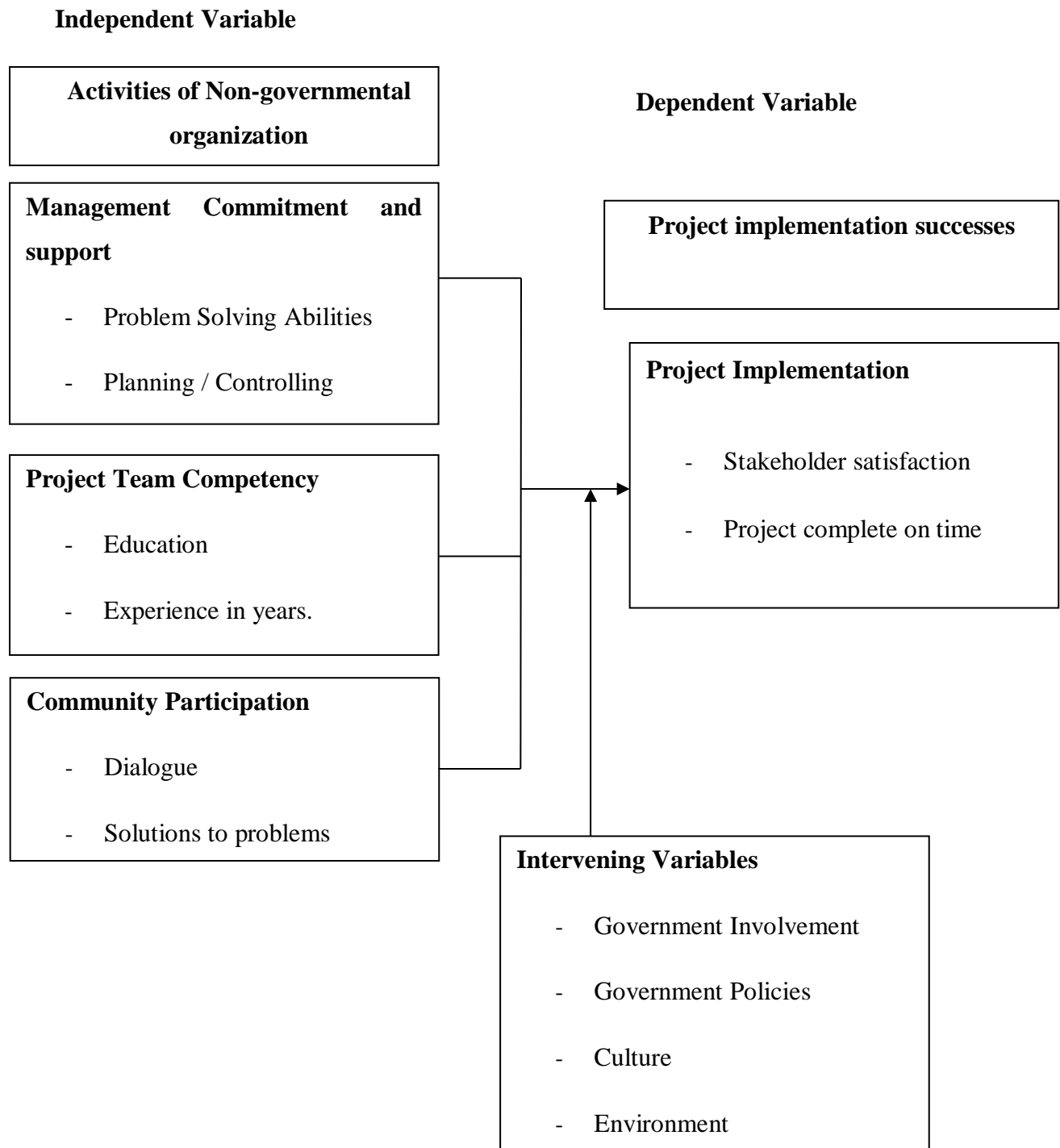
following: arrangement of the investment outcomes, the capital budgeting and professional competence of the organisation. Determinants such as environment and the technology employed constitute the contextual factors which explain why there is a difference in the implementation practices in organisations. This is attributed to the fact that the contextual factor highly determines the organizational structure (Chenhall, 2013). This is in line with the researcher also since the theory gives much concentration on three aspects of the corporation that are assumed to have an association with the operation and design of the project implementation system.

Nutt further identifies two situations that influence the type of contingency approach to be undertaken, high leverage situations and low leverage situations. In situations of high leverage, implementers have the power and ability to counter situations with high urgency and importance. Situations of high leverage call for quick and decisive response and action. Unilateral action can be justified in situations where the strategy implementers have adequate resources and power and quick action or response is required. In situations of low leverage where the implementing manager does not have adequate power or resources, the approach to be taken could be one that builds commitment, for example participation.

The theory's proposition to the study is that organizations have varying ways of a implementation strategies due to the differences in the contextual factors. Therefore, there is no uniformity in the Non-governmental organisations to be employed in the organisation. The way of success by NGOs of one project will not necessarily translate to the same in another project. In relation to the study, the selected NGOs in World Vision have to properly analyse their contextual factors before the adoption of any way of implementation strategies. According to this theory, the accessibility of implementation strategies can be influenced/determined by namely, cost of credit, collaterals, information access to implementation strategies of donors are highly determined by the specific contextual factors in each NGOs, hence will tend to vary from one project to another. The researcher agrees with the statement that the way of success by NGOs of one project will not necessarily translate to the same in another project.

2.2 Conceptual Framework

Figure 2.1; Conceptual Framework on Factors that Determine Implementation of Projects in NGOs



Source: Adopted from WHO (2015), as modified by the Researcher, 2022

Figure 2.1 above shows a diagrammatic representation of the conceptual frame work of the relationship between the independent and dependent variables. The study assessed the effect of the Activities of Non-governmental organization specific to the planning, executing and controlling functions to the success of a community development project. PMBOK Guide (2014) divides project management processes into initiating, Management Commitment and support, Project Team Competency and Community Participation. The study concentrated on the core processes of Management Commitment and support, Project Team Competency and Community Participation, whereas the dependent variable which was the Project Implementation, mainly on stakeholder satisfaction and project complete on time. However, if their incidences of challenges or difficulties in the operation of projects the following factors can be brought out which include Government Involvement, Government Policies, Culture and Environment.

2.3 Review of related literature

2.3.1 Management commitment and support on the implementation of NGO-funded projects

Competence refers to effective performance within a domain/context at different levels of proficiency (Cheetam and Chivers, 2015). Turner and Muller (2015), argue that the project manager competence should be taken into account when assigning a project manager to a project. The fact that manager competence is crucial for project success has been echoed by scholars like Dvir et al., (2016), who agrees with the above fact by indicating that manager competence is important in the project implementation. In a research carried out by Müller and Turner (2020), it was found that; manager competences correlate directly with project success measures especially, competences in managing project resources.

Khang and Moe (2018), found that the critical success factor for project implementation is the project manager competence in the planning of the project activities and how resources will be utilized. This is in line with Kearns (2017), who examined the impact of project planning on projects. He found out that planning is vital for the successful implementation of projects. In a study by Hyvari (2016), it was found out that there is a positive correlation between manager competence and performance. They aver that manager skills, knowledge and abilities are important competences that are needed for successful implementation of projects.

On the question of what managerial competences are perceived to be important for effective project implementation?, a study by Hyvari (2016), revealed that effective communication competence ranked highest while competences related to technical and conceptual skills ranked lowest. Studies of successful project managers identified success factors, as the ability to manage people, stress, and communications (Sumner, et al., 2016). The applicability of the transformational leadership model developed by Bass & Avolio (2017), was tested by Thite (2019), and his findings revealed that the more successful project managers exhibited greater degree of leadership behavior than did less successful project managers. The application of leadership as a critical success factor assumes added significance because the nature of project teams is typified by role conflict and role ambiguity. These factors make the challenge of managing project teams rather substantial (Sumner, et al., 2016).

Successful project outcomes result from a project manager delivering quality outputs in time through the efficient utilization of allocated resources for a project (Besner, & Hobbs, 2016). The success of a project hinges on the ability of the project manager to ensure timely delivery, adhere to budget constraints, manage scope and quality specifications (Schmid & Adams, 2018), and meet stakeholder expectations (Project Management Institute, 2018). The project manager must display the requisite leadership skills that are essential for the implementation of a successful project, in addition to having the requisite skills to guide a project team through the various phases and project cycles (Gehring, 2017). The project manager's ability to successfully lead a team and achieve goals is and will always be critical to the success of a project (Hyvari, 2016). Project managers use management skills such as defining problems, planning work, allocating resources, and controlling tasks.

Every project has a single manager. The project manager is the individual charged with planning and scheduling project task and day-to-day management of project execution. He or she is also the person with the greatest accountability for the endeavor's success. This person receives authority from the sponsor and plays a central role in each phase of the project's lifecycle, from design and organization to project closedown and evaluation- and everything in between (Hyvari, 2016). According to Crawford, Pollack, and England (2016), a project manager has many activities to be performed such as recruiting effective participants, providing a framework for the project's activities, keep the vision clear, and coordinate activities. The project manager is

responsible for negotiating with higher authorities, and with the sponsor in particular, mediates conflicts, identify needed resources, set milestones, manage the budget, ensure that everyone contributes and benefits. In retrospect, project managers are entitled to keep work on the track and finally ensure that project goals are delivered on time and budget.

According to Verma (2017), operating in the 21st century, project managers face the challenges of operating in a project environment characterized by high levels of uncertainty, cross-cultural teams, and global competition. A clear understanding of human aspect in project management and its effective use are required to inspire project stakeholders to work together in order to meet and beat project objectives. The purpose of project management is to plan, organize, and manage resources to bring about the successful completion of specific project goals, outcomes, and outputs. The project manager is responsible for ensuring the overall success of the project. However, this does not mean, however, that the project manager is personally responsible for completing the project work. The responsibility of the project managers is to ensure that the work of the project is carried out. Project managers work closely with an array of stakeholders to complete the work of the project (Project Management for Development Professionals- 2018).

According to Project Management Institute (2014), stakeholders may include members of the project team, implementing organizations (governmental, non-governmental and others), contractors, community groups and others. These stakeholders must work together to design, implement, and control all aspects of the project. Like many sectors, project managers in the international development sector often are required to manage stakeholders with whom they have no formal hierarchical relationship. It is not unusual for stakeholders within a single project to have different ethnicities, languages, cultures, and even nationalities. The challenge of managing groups within this context can be especially difficult.

Project Managers ensure that team members understand what they need to do, when it is due to, and when the project manager needs to intervene. A good project manager should be able to identify project risks and set project expectations correctly. Address project challenges resulting from poorly planned schedules, inadequate budgets, or unclear project scope. Finally, a Project Manager should be able to resolve internal conflicts among the project team. Ultimately, the project manager is accountable if a project team has poor morale and is missing deadlines.

There are various competencies (knowledge, skills, attitudes, and behaviors) that project managers are required to manage successful development projects. While multiple competency models exist for project managers, Muller and Turner (2017) organizes competencies into four areas. First area is Technical, these are often referred to collectively as the „science' of project management. The project manager identifies, selects, and employs the right tools and processes to ensure project management success. Leadership/Interpersonal– often referred to collectively as the „art“ of project management. They include project manager communication, inspiration, and resolve conflict. Personal/Self-Management, which constitutes the project manager's ability to personal management manage. For example, the ability of the project manager to prioritize effectively, manage time and organize work. Development Specific which is the ability to apply the technical, leadership/interpersonal and personal/self-management competencies in the context of international development projects.

To succeed, project managers need to develop their competencies in each of these four areas. As project managers' responsibilities increase from relatively simple projects to more complex projects, the requisite knowledge, skills, and behaviors in each of these competency areas will need to increase commensurately. Furthermore, one of the most nuanced abilities that project managers develop over time is the art of knowing what alternatives exist to address a challenge (budget over-runs, team conflicts, ambiguous roles, shifting schedules, unanticipated risks). Besides, the project manager is entitled to identify which competency (tool/skill/process) would be most appropriate to address the unique needs of each situation (Betty, 2013).

2.3.2 Project team competence on the implementation of NGO-funded projects

Since there are many individuals, groups and departments in organizations, coordination becomes a very important means of integrating the various activities in order to achieve the objectives of the organisation (Lyer & Jha 2015). According to Akrani (2021), coordination leads to unity of action and is the essence of management because it affects all functions of management namely, organizing, planning, staffing, controlling, communication and leading, which at the end results to effective implementation of given projects.

Coordination facilitates social interactions where multiple actors work towards achieving a common goal. Coordination is both at intra- and inter-organization level. Kapucu (2015), defines inter-organizational coordination as managing capability of inter-organizational collaborations

and relationships, which can be in many forms including inter-organizational teams, partnerships, alliances and networks. Intra-organizational coordination, on the other hand, is the mutual effect of working processes of two or more actors who work within the same organization in order to attain a certain objective (Liaquat & Uddin, 2022).

Kapucu, (2015), argue that, in a complex and dynamic environment, it is difficult for a single organization or actor to neither have sole responsibility of all responds nor be able to meet all demands immediately. Also, actors may spread over vast regions which may prove to be inappropriate for a single organization or actor to respond due to a lack of general coverage. According to (Akrani, 2021), coordination improves goodwill of the organisation by helping an organisation to sell high quality goods and services at lower prices. The study by Kubicki et al (2017), states that coordination is a vital activity during the project implementation process. In this context, coordination and cooperation among members are a prerequisite to build up effective and efficient processes of implementation.

Kubicki et al. (2017), claim that the success of project implementation is characterized by relations between participants. Pocock et. al., (2017), have the same opinion that a sufficient level of interaction between the community members and project officers brings success to the overall project performance. Hence, coordination is more needed for such environment to build up teamwork and integration working environment, and it is fundamentally necessary for ensuring the success of a project. Lyer & Jha (2015) agree that coordination between project participants is the most significant factor with the greatest impact on cost performance. Accordingly, lack of coordination may cause duplicity of work and thus results in wasteful expenditures.

In organizations, team members consist of varying function roles and other interlinked roles. Thus, it requires a high level of cooperation and coordination among project team throughout the implementation processes (Adedeji, 2018), so that a higher degree of operational efficiency can be achieved for a project (Hassoin, 2019). Adedeji, (2018), concur that a high level of coordination is a prerequisite among all the project teams, from office to the implementation site until the project is completed. According to Chris (2019), implementation of projects involves myriads of interrelated activities, tasks and work packages. One project may possibly make up to thousands of activities (Saram et al, 2019), from substructure work to the external work. Every

single activity requires the input of participants who have different and sole roles as well as technical expertise. With these complexities, project implementation has repeatedly distinguished the process of working and involving numerous and heterogeneous participants (Kubicki et al, 2016).

Adedeji (2018), identified the following as results of effective coordination of projects; there is an ease in getting the right number of personnel in various positions with the right skills that ensures right men on the jobs, presence of a competitive bidding environment meaning that a parent company gets the best contractor for the jobs, effective coordination structure will also promote creativity, and effective utilization of time.

All these results of effective coordination according to Adedeji (2018), leads to effective project implementation of project activities. With proper coordination, people would have proper sight of their roles within the total organisation and are not tempted to pursue their own departmental interests at the expense of organizational goals. It is necessary therefore, that the understanding of coordination as a factor in project implementation is enhanced through extending the boundary of research in this area of study. Katz, and Tushman, (2019), claims that coordination plays a significant role in managerial activity, his study also pointed out that coordination provides the best cooperation among team members, thereby improving the communication, integration and team working.

The initial findings by Gittell, (2019), have attracted many scholars and researches to thoroughly investigate the concepts of coordination. The concepts may be different from each other depending on how coordination is perceived by research scholars in their empirical studies. The study by Gittell, (2019), defines coordination as a mode of control, which has been fundamentally underpinned by organizational design principles. In this context, coordination must exist in any organization structure and it plays crucial roles in managing the interfaces in an organization. Malone (2014) argues that coordination theories are the focus on studying the interdependence between activities. Chang and Shen (2019), have the same opinion and define coordination as an approach of managing business by cooperating the interdependence in more than one task, people or organizational unit.

The study by Weiss, L. (2014), has stated that coordination is the mode of linking together different parts of an organization to perform a set of collective tasks. Thornhill (2016) has the same opinion that coordination between organizations is the operation of their relationships. These studies typically describe that relationship of personnel and activities can also be improved through the coordination. This claim is supported by Heckscher, and Adler, (2017), who observe coordination as the process of building programs by gluing together active pieces.

In this context, coordination is a necessity in ensuring the improved relationships of project member, tasks, and activities in terms of cooperation, integration and collaboration working environments. In some cases, coordination is discussed in information exchange context. Heckscher, and Adler, (2017) claim that coordination is the involvement of information exchange among active agents. Malone (2018) also defines coordination as the additional information processing, which is performed when multiple and connected actors pursue goals, a single actor pursuing the same goals would not appear. It shows that coordination plays crucial roles in information sharing in pursuing the participants are in one direction to prevent conflicts of information. Eventually, it improves the quality of information and reduces duplicate information exchange, which ultimately wastes time and money.

On the other hand, Wong (2014) observes coordination as different parts of an organization in supply chain to achieve mutual benefits. Adedeji (2018), have the same opinion that coordination functions to manage the different activities and intense supervision towards a common purpose. Lyer and Jha (2015) also agree that coordination aims at an effective harmonization of the planned efforts for accomplishing goals. This claim is also supported by Kubicki et al., (2017), who depicts that the integration and harmonious adjustment of individual work efforts towards the accomplishment of a larger goal is essential.

Verma (2017) describes team approach as a distinctive way of working that harnesses the collective skills, strengths, and energy of team members. Robinson & Robinson (2014) and Thamhain (2018) define a team as a group of people, but not all groups qualify as teams. At times, a group may be formed just for administrative purposes, for achieving personal goals, or for social affiliation. At other times, committees can stifle creativity and hinder decision-making. However, occasionally, a group of people combines high morale, effective task performance, and clear relevance to the organization.

A team is a group of people who work interdependently is committed to common goals, and who produce high-quality results. Katzenbach and Smith (2014) defined a team as a small number of people with complementary skills who are committed to a common purpose, performance goals, and common approach for which they hold themselves mutually accountable. Teamwork is a symbiotic process which leads to a much better result that is greater than the integration of individual performances. Thamhain (2018) describes effective teams as the ones that produce high-quality results and succeed in spite of many difficulties and cultural or philosophical differences. Effective teams have several task-oriented and people-oriented characteristics. According to Thamhain (2014), working environment within the project team has a significant impact on the success of the project. Therefore, Thamhain (2014) suggests that the project manager has a significant leadership role in blending the team. Within the team, different roles emerge for example a team leader, team members, and so forth.

As indicated by Kloppenborg and Petrick (2019), project team members are selected according to the skill requirements for the particular phase being undertaken. How many roles are identified and how specific they depend mostly on the size and the complexity of the project. Small projects are informally organized, with each team member potentially capable of playing any of the roles. Medium-sized teams have a more rigorous specialization. This specialization may be along functional or technical lines. Large projects need both functional and technical subdivisions at the same time. In addition, project management is usually not performed by a single individual. The project leader represents the team to the outside and implements the steering committee's decisions. Other team member roles are dictated by the nature of the work to be performed and the skills required.

The team climate and team dynamics is also a very important factor in ensuring project success. Reddin (2018) says that the team climate is characterized by interaction between individuals and units. The climate places a high value on communication in group settings. It is not just two-way communication that is important, but also communication multi-way, upwards, downwards, and laterally. There is less concern than average about power differentials between individuals or units. Verma (2015) and Verma (2016) bring out the important interpersonal skills required to be a project manager that are: communication, team building, coaching, motivating, decision-

making, delegating, training, directing, persuading/influencing, negotiating, and supporting those involved in the project.

Project managers must establish a climate of open communication and maintain effective communication links across the organizational interfaces. Kloppenborg and Petrick (2019) suggest that project leaders have a role in developing team characteristics into a collective set of virtues including ethics, respect and trust for others, honesty, prudence, courage, responsible use and sharing of power. Thus, from the preceding discussion it is clear that leadership plays an important role in team performance. It helps a team function as a well-knit unit as opposed to a group of individuals.

Tuckman's (2015) team development model draws attention to distinct phases of group transformation and development commonly referred to as the forming, storming, norming and performing stages. Tuckman (2015) believes the team development process can be sub-conscious but if the group is aware of the stages, then the team can be more effective more rapidly.

Awareness of the forming, storming, norming and performing cycle can be useful to a project manager. Verma (2017) thinks that progress from one stage to the next may vary from team to team, influenced by the maturity level of the team members, the project manager, and overall project environment. He believes that the project manager must move the team along the cycle to the last performing stage as fast as possible. International Journal of Business and Management October 2018 in a project, the time factor is a powerful driver both regarding task time constraints and regarding pressure on the individual.

Pinto and Thoms (2019) argue that project leaders must possess or develop temporal skills that align with the various tasks and situations that they must deal with to improve their chances of success. This time influence also has a clear effect on the team dynamics during the project. This impact could go so far as to affect the widely accepted team development model of forming, storming, norming and performing. Tuckman (2015) noted that time pressure has an effect on the group transformation process that could shape the cycle.

2.3.3 Community participation and implementation of NGO-funded projects

From a systems perspective, a community is similar to a living creature, comprising different parts that represent specialized functions, activities, or interests, each operating within specific boundaries to meet community needs. For the community to function well, each part has to effectively carry out its role in relation to the whole organism. A healthy community has well-connected, interdependent sectors that share responsibility for recognizing and resolving problems and enhancing its well-being. Individuals have their own sense of community membership that is beyond the definitions of community applied by researchers and engagement leaders. Individual sense of membership can change over time and may affect their participation in community activities (Minkler et al., 2014).

Miller & Shinn (2015), defines community involvement as the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices. Brett (2015), asserts that the main factor contributing to project success is community involvement during all phases of the project, especially the planning and design phases. To him community involvement in the project would impart ownership of the project to the community by ensuring the availability of the needed resources for the project implementation. According to Nangoli (2020), it was found out that, when the societies within which Non-governmental organizations operates are in support of its projects, the organization incurs lower cost on implementation of such projects.

This could be in terms of the locals availing some free labour during implementation. It could be in form of having locals actively pass on the information to other locals at no cost. In Northern Uganda, the successful implementation of Action Aid projects was partly attributed to community involvement. The community participated in these projects by provision of resources such as; land, bricks, sand, hardcore and labour (Action Aid Report on performance, 2020).

Ntayi et al., (2020), argues that collaborations (that are characteristic of social networks) improve performance through enabled resource acquisition. This implies that Project teams can cheaply source new and vital information through collaborations with the community (Rosenthal, 2017).

Brett (2015), however, contends that failure to adequately involve the community can cause considerable delays as a result of community reluctance or outright opposition to the project. Chavez et al., (2017), argues that limited success of many projects is due to the communication gap between the local communities and the project planners. To Chavez et al., (2017), community involvement should include a complete and total transfer of information from all of the parties involved to ensure that tradeoffs are adequately explained and decisions can be made based on the fullest possible set of data available at the time.

Culture shapes the process of community involvement, and effective involvement requires an understanding of culture (Blumenthal et al, 2014). To achieve successful collaboration with a community, all parties involved need to strive to understand the point of view of “insiders,” whether they are members of a neighborhood, religious institution, health practice, community organization, or public health agency. Key to developing such understanding is recognizing one’s own culture and how it shapes one’s beliefs and understanding (Airhihenbuwa, 2017; Harrell et al., 2016; Minkler, 2014).

For example, community-engaged programs and research often involve people from universities or health institutions working with community groups in areas labeled “low income” or “at risk.” Acknowledging diversity in background, experience, culture, income, and education and examining how society produces privilege, racism, and inequalities in power should be central to the process of community engagement. Such an approach can help partners better understand and address the roots of issues and guard against reproducing repressive patterns within their partnerships (Chávez et al., 2018; Chavez et al., 2017; Jones et al., 2020; Krieger et al., 2019; Yonas et al., 2016).

Community engagement requires participation of community members in projects that address their issues. Meaningful community participation extends beyond physical involvement to include generation of ideas, contributions to decision making, and sharing of responsibility. Among the factors that motivate people to participate want to play an active role in bettering their own lives, fulfilling social or religious obligations, feeling a need for a sense of community, and wanting cash or in-kind rewards. Whatever people’s motivations, obtaining meaningful community participation and having a successful, sustained initiative require that engagement leaders respect, listen to, and learn from community members. Presence of mutual respect and

co-learning can result in effective use of time, trust, effectiveness and efficiency in resource use within the organization (Henry, 2021; Miller et al, 2015; Minkler et al, 2019).

Gleitsmann (2015), argues that success of many projects is due to effective communication between the local communities and the project planners. To Gleitsmann, community involvement should include a complete and total transfer of information from all of the parties involved to ensure that tradeoffs are adequately explained and decisions can be made based on the fullest possible set of data available at the time. Culture shapes, identities and fosters notions of community, and it shapes how individuals and groups relate to each other, how meaning is created, and how power is defined. Furthermore, culture shapes ideas about partnership, trust, and negotiation. Therefore, culture shapes the process of community involvement, and effective involvement requires an understanding of culture (Blumenthal et al., 2014; Dévieux et al., 2015; Silka et al., 2018).

Wilcox (2014) expressed that, a community development project starts with the identification of a need or the realization that there is a need. Around the mid-seventies, there was growing awareness that various approaches for rural development like community development, integrated rural development, and basic needs did not result in substantial rural poverty alleviation. According to Pinto and Slevin, (2017) even subsequent efforts made in some countries such as rural works, concessional credit, rural employment programs did not improve the plight of the poor on a sustained basis. Economic growth was insufficiently combined with equity or just distribution of benefits.

Internationally, government and non-governmental agencies realized more and more that the main reason for many unsuccessful development projects due to the lack of active, effective, and lasting participation of the intended beneficiaries. Consequently, several agencies started to promote the participation of people, in particular, disadvantaged women and men, in development through various programs. According to Pretty (2015) to start with, there is a wide range of definitions and interpretations of participation. Sensitization, which means sensitizing people, is to make them more responsive to development programs and to encourage local initiatives and self-help.

Involvement whereby Peoples are involved as much as possible actively in the decision-making process which regards their development organizing group action to give to the excluded disadvantaged people control over resources, access to services and/or bargaining power. Also promoting the involvement of people in the planning and implementation of development efforts as well as in the sharing of their benefits and finally the involvement of a significant number of persons in situations or actions which enhance their well-being, for example, their income, security or self-esteem, (Scoons, 2015).

Self-development and self-reliance should be an outcome of participation. A better, wider meaning is that through participation the poor not only gradually practice self-development but may also contribute to modifying the existing system of the non-poor which left them out of development to varying extents (Pretty, 2015). According to Kumar (2022), at present there is a widespread consensus that effective beneficiary participation is practically indispensable to render a project successful. However, relatively few projects have an explicit design to attain effective participation. In fact, the existing development projects dealing with rural people can broadly be divided into two categories, Conventional Projects and Participatory Projects.

Conventional Projects include objectives and components for productive and other (supporting) activities such as training, extension, credit, irrigation and try to involve the intended beneficiaries in these activities to achieve the project objectives. The projects of this category have pre-designed project frameworks (objectives, action plans, inputs, outputs and time schedules) mainly based upon top-down planning. Many of them are large-scale, capital-intensive, and heavily staffed. The projects are meant for all people in a certain area who are mostly not consulted beforehand on their needs and desires. As the projects focus more on macro-economic than on social aspects and the poorer people's necessities, they mainly yield benefits to the better-off locals.

On the other hand, Participatory Projects deliberately promote participation which consequently is explicitly incorporated in their objectives, approach, and methodology. The distinction between these two types of projects results mainly from the fact that, in practice participation is conceived either as a means or as an end and in some cases in both ways (Kumar, 2022). Conventional projects that largely still prevail are predominantly production-oriented and

participation, when considered in the project design, is regarded as a means to achieve certain productive objectives which are pre-determined by an outside agency.

In some less conventional projects, there are graduations of a partial participatory approach: the rural poor may have been consulted on their needs, aspirations, potentials and willingness, and may also be involved somehow in project implementation. Basically, they are expected to participate, however, to varying extents in project benefits. These partial participatory approaches are certainly very useful and may help to avoid project failure; it may also lead to increased participation in the future (Pretty, 2015).

In truly participatory projects, participation is also seen as an end and thus taken up clearly in the objectives which however mostly include also productive goals. In fact, these projects have two legs: participation and production and practice show that in the long term they run better. Given the importance more and more placed on beneficiary participation, no wonder firstly that the number of participatory projects are increasing; they are supported by FAO, ILO, IFAD and other UN agencies, various progressive governments and furthermore to a great extent by NGOs. Secondly, those conventional projects, though easier to design and to manage, are regarded increasingly as out-dated and after all less feasible, cost-effective and prone to be successful (Scoones, 2022).

Finally, it should be stressed that the positive aspects of both conventional and participatory projects should be more and more merged. For example, the economic (feasibility, marketing, and so forth) and technical (research, technology transfer, and so forth) requirements for the development of certain (sub-) sectors (for example irrigation, crop production, livestock, extension, and credit) must be fully taken into account also in participatory projects. Workable coordination committees must match top planning and grass root (bottom-up) planning (Kumar, 2022). In this case, top planning includes bodies such as the national body or the district development committee). On the other hand, grass root planning includes groups or federations that come out with small-scale production plans.

2.3.4 How government involvement contributes to the implementation of projects done by NGOs

Where Government has a positive social agenda (or even where individual ministries do) towards the people and where NGOs are effective there is the potential for a strong, collaborative relationship. As Orwig and Brennan (2020) clarify, this does not mean the sub-contracting of placid NGOs, but "genuine partnership between NGOs and the government to work on a problem facing the country or a region... based on mutual respect, acceptance of autonomy, independence and pluralism of NGO opinions and positions." A healthy relationship is only conceivable when both parties share common objectives. If the government's commitment to poverty reduction is weak, NGOs will find dialogue and collaboration frustrating or even counter-productive. Likewise, repressive governments will be wary of NGOs which represent the poor or victimized. In such situations, NGOs will probably prefer to chart their own course (Betty, 2013).

However, as Tandon (2021) points out, such relations as pointed by Betty (2013) are rare, even when the conditions are met. The mutual distrust and jealousy appears to be deep-rooted. Government's fear that NGOs erode their political power or even threaten national security and NGOs mistrust the motivation of the government and its officials (Fowler, 2022). Though controversial and risky, many of the strategic NGOs are overcoming their inhibitions and are seeking closer collaboration with governments (Fernandez, 2017; Tandon, 2021. ANGOC, 2018; Garilao, 2017. Aga Khan Foundation, 2018). In this way, NGOs believe they will be better able to achieve the impact described above, and they will be able to expose the government to a grass-roots perspective which might otherwise be neglected. However, with closer collaboration comes increased risk of corruption, reduced independence, and financial dependency.

World Bank Assessment (Vietnam, 2018), drawn from a survey of 25 Bank-financed projects, indicates strong correlation between project success and the participation of grassroots organizations. More recently, the Bank has been deriving important insights from the public consultations included in Environmental Assessments in which NGOs often plays a major role. Such consultations are effective when all parties are prepared to be objective and to learn from each other. Where NGOs use selective reportage or distortion in order to heighten criticism of

the government, or where the government is not receptive to outside advice, "consultations" are likely to be no more than confrontations.

NGOs are often described as offering development alternatives, but this is misleading. The dictionary defines alternative as (meaning either of two or more possible courses; ... mutually exclusive.) The population of any country does not have a choice between the development model offered by government and that by NGOs. NGOs can play an important role in helping certain population groups, or filling in the gaps in state services, or in pressing for a change in the national development strategy, but they do not offer realistic alternative pathways. Their innovations may test out new approaches, but these only become sustainable or of significant scale if they influence national development (Bonnal, Gourc, & Lacoste, 2022).

When both parties see that their solutions are not competing for alternatives but are complementary contributions, the possibility for genuine collaboration is opened. However, even as they do so, they may harbor very different goals. The government may be keen to harness foreign funds and the NGOs' capacity for service delivery. The NGOs may seek to re-direct development priorities toward poverty reduction. Such unshared objectives may make for friction, but they are not necessarily incompatible. Official aid agencies by offering or withholding support can clearly have a major impact on the NGO sector.

In this way, but also through their project and policy dialogue with governments, official aid agencies are able to influence the State-NGO relationship and to enhance the political will necessary for constructive engagement. Some are realizing, particularly in the context of their concern for governance issues, that supporting the growth of a healthy NGO sector is an important contribution to development. The health of the State-NGO relationship (and the features determining the quality of that relationship) is sector-specific. Steps to improve the quality of relationship will also be sector-specific (Bebbington & Farrington, 2022).

The first form of relationship is where NGOs are in a dependent client position with the government in which NGOs implement state-prepared programs and/or receive funding from the State (a dependency of money, ideas, and resources). Examples include Tanzania (especially during the 1980s) and China. The second type of relationship is adversarial in which there are no common starting points and no wish from either side to search out areas of agreement. Examples

include Zaire, Kenya and Pinochet's Chile. The third and most constructive relationship emerging in certain liberal democracies is a collaborationist one. A genuine partnership to tackle mutually agreed problems, coupled with an energetic but constructive debate on areas of disagreement. Examples include India and Brazil. Each example that has been offered runs the risk of being an over-generalization. As with companies in the private sector, individual NGOs differ enormously from one another and hence there is a variety of State-NGO relationships. The illustrations here are of national pattern, (Tandon, 2021)

The State has various instruments it can use, for good or ill, to influence the health of the NGO sector (Brown, 2020). The level of response can be non-interventionist, active encouragement, partnership, co-option, or control. The policy instruments used may include factors of governance (encouraging public debate and consultation, and the right to organize interest groups), NGO regulations, and the legal framework (for example, regarding registration and reporting, auditing and accounting requirements). In addition, NGOs incentives include (taxation policies on income or local fund-raising, duties on imports, subsidies for NGOs, and so forth), and collaboration (use of NGOs in program/project implementation). Other incentives include Involvement in policy-making (serving on committees, assisting with public consultations). Other policies include public disclosure of information (NGOs serving as a conduit to inform the public about development schemes that affect them); Coordination requirements within the NGO sector and Direct expenditure, including official support (grants, contracts, and so forth), and research benefitting the NGO sector. (Brown, 2020)

For individual NGOs, the most favorable policy setting is when legal restrictions are minimized, when they have complete freedom to receive funds from whomever they choose, to speak out as they wish and to associate freely with whomever they select. Loose regulations and reporting open the door for unhealthy and even corrupt NGO activities, which may taint the sector as a whole. Where the expansion of the sector has been most rapid (for example South Asia and certain African countries), there is considerable concern about the rapid ascension of bogus NGOs. These NGOs serve their interests instead of vulnerable groups of people in the society. An assessment is required as to which regulations are necessary to ensure that incentives provided are used for the intended purpose and which merely hamper the contribution of the NGO sector, (World Bank, Assesment-2022).

2.4 Summary of the literature review

According to Pinto and Slevin (2018), the most well-known list of critical success factors include project mission, top management support, project schedule, client consultation, personnel, technical tasks, client acceptance, monitoring and feedback, communication and government involvement. This project report concentrated on only four of the factors that include top management support, project team, client acceptance, and government involvement. Generally, the determinants of implementation are the set of project variables that are strongly correlated to project success.

According to Rockart (2021), critical success factors are the limited number of areas in which satisfactory results will ensure successful competitive performance for the individual, department, or organization. There are few key areas that must be executed properly before business flourishes, and they include client acceptance, top management support, clear mission, and teamwork.

From the review, it is evident that the determinants of implementation are several and amongst the key are the variables of the study but it does not clearly show which of these variables are the most important in ensuring project implementation. Khang and Moe (2016) suggest that the critical success factors of a project are largely dependent on which stage of the project lifecycle the project is in the literature review does not clearly bring out which are the main factors or combination of factors that determine implementation of NGO projects. This study sought to address this gap so as to try and point out determinants of NGO projects in World Vision Mogadishu, Somalia.

2.5 Gaps in literature

Although it may not come out clearly, some NGOS may not be so much interested in filling in the developmental gaps in a particular country while implementing its projects. They may be planted to serve the interests of their funders (Mpofu 2022). Such NGOS objectives and goals are usually crafted or mirror the goals of their master international organizations operating in developed countries. Because of their heavy funding and sometimes also corruptly helping the sitting government with political campaign money, they are able to survive in developing countries like for this case Somalia. However, the governments are usually not able to control

them because they fear that interfering with them can make their relationship with usually the former colonial masters run sour. Therefore, despite their heavy financial prowess, they may not use be using their resources to significantly fill the poor countries' like Somalia for their development gaps.

Nguyen et al (2004), while undertaking a study of large scale construction contracts in Vietnam identified from among 20 factors of project performance, five (5) CSFs. These are competent project manager, provision of sufficient financial and non-financial resources to see the project to completion, dedicated and technically knowledgeable project team that has access to needed resources. In Somalia, apart from an analysis done by AMREF on the CSOs role in healthcare in Africa and the enabling factors, there is little to indicate that factual contribution of other scholars and / or researchers has been made in the target area.

The gap of these weaknesses in the literature cited above, calls for further research on the inherent factors influencing implementation successes of projects in World Vision. Such information is crucial and forms an integral part in the planning and execution of World Vision projects.

The study by Peter (2019), 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.

The study by Lavasseur, (2020), 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.

More so the study by Nkandu, Rodrigo and Alberto (2020), 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 (2022), 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 management that affect success of projects.

Thus a lot of literature has been reviewed in relation to management practice in general. Much of the literature review explains the process of management practices with limited studies analyzing the effect of the study independent variables that is risk management, evaluation, and stakeholder involvement to success of the projects. Most of the literature is from the developed countries and therefore the conclusions may not be applied to the developing countries like Somalia

Project implementation is central to NGOs service and NGOs assistance. The way that management procedure is operated has a massive impact on the speed and quality of the humanitarian service that can be provided. A number of challenges have been identified as affecting project management chains. These challenges are in most cases country specific. There is need to find out the challenges that face project implementation in Mogadishu Somalia and their impact on NGOs service delivery. In addition, the protection of humanitarian action from attack is an increasingly critical challenge for the NGOs sector. While available data indicate that global incidents of violence against humanitarian workers reached a peak in 2013, concerns over threats and violence against NGOs practitioners have continued to grow in recent years as agencies internalize this new operational reality. In the process, organizations in the field are confronted with mounting tensions as they seek to maintain access to populations in need while simultaneously ensuring the safety and security of their staff in complex environments.

In order to meet the success criteria, a number of factors exist that are critical and need to be identified for projects. More attentions need to be drawn to these factors and suitable resources need to be allocated to increase the chance of project success. In addition, the literature gaps

highlighted the necessity for studying World Vision service provision project success in Somalia. Successes of World Vision service provision Projects over the lifecycle has not been studied even though these structures have significant economic, social and environmental impacts. Despite a number of studies for identification of success criteria and factors contributing to success of World Vision service provision Project, no study has been conducted covering life-cycle of such projects in Somalia and no framework exists to ensure success of projects.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology which was adopted in the process of collecting, presenting, analyzing and interpreting the data to solve the research problem at hand. The methodology was skewed towards the research objectives and questions as laid down in chapter one. This methodology included: the research design, study population, determination of the sample size, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability, procedure of data collection, data analysis and measurement of variables. This design was preferred over the other designs because it relatively inexpensive and allowed the researcher to collect a great deal of information in comparatively shorter time. Data was obtained using self-report surveys enabling collection of much information from a large pool of participants. Amin (2015) argued that qualitative method helped in giving detailed information, while quantitative design involved the collection of numerical data, which gives facts on a given phenomenon. In addition, quantitative methods enabled descriptive data to be presented using charts and tables.

3.1 Research design

The study adopted a cross sectional survey design because it was quick and appropriate for the completion of the project within the stipulated period of time. Since the study is meant to test rather than generate theory, a quantitative approach which focused on describing and drawing inferences from the findings on the relationships between Project manager competence, community involvement, coordination in non-governmental organization and effective Project implementation was used.

3.2 Research population

Kombe and Tromp, (2016) defined population as a group of individuals, objects or items from which samples are taken for measurement or a larger group from which the sample is taken. The target population of this research comprised of respondents from non-governmental organization called World Vision in Mogadishu, Somalia. This area was selected because of its strategic programmes related to projects and how these projects are implemented in the area of Mogadishu, Somalia.

3.3 Sample size and selection

A sample of 105 was taken as per krejcie's and Morgan's table following a target population of 143 people. Krejcie's and Morgan's (1970) table of sample determination shows that for a population of 143 a sample of 105 is desirable. From this formula, it was proven that the sample when calculated is 105 people

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

n=sample size

N= the population size

e=level of significance, fixed

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

$$n = \frac{143}{1 + 143(0.0025)}$$

$$n = \frac{143}{1 + 0.3575}$$

$$n = \frac{143}{1.3575}$$

$$n = 105$$

Table 3.1: Showing respondents of the study

No	Respondents	Total Target Population	Sample size	Sampling strategy
	Project managers	12	12	Purposive sampling
	Project coordinators	15	15	Purposive sampling
	Government officials	35	26	Simple random sampling
	Members from Civil society organizations	25	18	Simple random sampling
	Beneficiaries	56	34	Simple random sampling
Total		143	105	

Source: Primary data (2022)

3.4 Sampling procedures

To determine the sample size for the study, several factors were considered such as the variables, the type of research design, and the methods of data collection, analysis and the size of accessible population (Mugenda & Mugenda 2017). More specifically the researcher employed both simple random sampling as well as purposive sampling techniques. The techniques allowed the researcher to use cases that had the required information with respect to the objective of the study.

3.5 Data collection methods

Data was collected from primary and secondary sources. Primary data was collected by the researcher that reflects the individual viewpoints of the participants by administering questionnaires and respondent's interviews, using structured interview schedules. This was most important tool, therefore it was carefully presented in person, and thus the research assistant carefully administered the questionnaire and records the response that was collected from

unpublished data from the selected area of study. An advantage of using primary data is that researchers are collecting information for the specific purposes of their study. In essence, the questions the researchers ask are tailored to elicit the data that helped them with their study. Researchers collect the data themselves, using surveys, interviews and direct observations (Research Directory, 2014).

Meanwhile, secondary data was collected using information that had already been produced by other authors to analyze and interpret the findings to form new research through documentary review. Secondary data is any kind of data that has been written by other scholars in field of study Science Direct, (2016). This put into account annual reports and other books from libraries. The researcher thoroughly reviewed these documents to obtain supplementary data to study. Therefore, the following data collection methods were used by the researcher.

3.5.1 Questionnaires surveys

A questionnaire survey is a research method consisting of a series of questions and other prompts for the purpose of gathering information from respondents (Kothari, 2015). In agreement with Kothari, (2015) a questionnaire with printed definite questions were administered to the respondents. The questionnaire was structured because of its convenience and high probability of obtaining valid information without fear or favor. The reason for selecting the questionnaire is because it is an appropriate method for collecting data, it offered greater assurance of anonymity, could be filled at the respondent's convenience hence increasing chances of getting valid information and it was cheap in a way of collecting data from a wide geographical area Amin, (2014). On the other hand, the choice of the questionnaire method was premised on its convenience and high probability of obtaining valid information without fear or favor.

3.5.2 Interviews

According to Khotari, (2014) Interviews are particularly useful for getting the story behind a participant's experiences. The interviewer pursued in-depth Information on the non-governmental organization and project implementation in World Vision, Somalia. Interviews were useful as follow-up to certain respondents to questionnaires, e.g., to further investigate their responses (McNamara, 2015). The interview data collection method employed, the interview

results was tagged on the research questions, which enabled the researcher to triangulate his findings with those, got from the questionnaire. Through interviews, an in-depth inquiry was realized; this enabled the researcher to obtain qualitative data.

3.6 Research instruments

The study used questionnaire and interview guide as the main tools for collecting data. The choice of data collection tools was dictated by the nature of data to be collected; the time available as well as the objective of the study. According to Oso and Onen (2018) questionnaires was used since the study was concerned with variables that could not be directly observed such as views, opinions, perceptions and feelings of the respondents.

3.6.1 Questionnaire

The questionnaire that was used in this study, it was systematic such that one question follows another in order of sequence, the study used both structured and unstructured questions in the questionnaire so as to ascertain the validity and reliability by permitting the collection of preconceived responses but also responses that were subjective. The questionnaire was designed in such a way that it captured both qualitative and quantitative data about the non-governmental organization and project implementation in World Vision, Somalia.

3.6.2 Key informants' interviews

The study used an interview schedule that focused on certain attributes and phenomena about the non-governmental organization and project implementation in World Vision, Somalia. Information collected using interviews was presented in the finding's sections.

3.7 Data quality control

In order to ensure data quality control, the different data collection methods helped to check the validity of the findings. The questionnaires were pilot tested for their reliability. This was done to ensure that the questions asked are properly understood by the respondents and to avoid any ambiguity.

3.7.1 Validity

Validity is the accuracy and meaningfulness of inferences, which are based on the research results or the degree to which results obtained from the analysis of the data actually represent the

phenomena under study (Mugenda & Mugenda, 2020). Amin, (2019) also defines validity as the ability to produce findings that are in agreement with theoretical and conceptual values. The validity of the instruments were tested to determine whether research measures what it intended to measure and to approximate the truthfulness of the results using the Content Validity Index (CVI) which was done using expert judgment of the Research Supervisors taking only variable scoring above 0.70 is accepted for Social Sciences (Amin, 2015). The CVI was measured using the formula:

$$\text{CVI} = \frac{\text{Number of items declared valid}}{\text{Total number of items}}$$

$$\begin{aligned}\text{CVI} &= \frac{26}{30} \times 100 \\ &= 86.7\%\end{aligned}$$

The rated findings were used to calculate content validity index (CVI) using the formula: The computed CVI of the instrument was 0.70 and above. This was considered valid because the minimum CVI recommended in the survey studies is 0.7 (Amin, 2015).

3.7.2. Reliability of the research Instrument

Reliability is the degree to which a data collection instrument consistently measures whatever it is measuring (Amin, 2015). The reliability of the instrument was tested to determine its consistency, or the degree to which it measures the same way each time it was used under the same condition with the same subjects. This was done by carrying out a pilot study on 10 subjects in from each of the selected areas of study before the actual study and adjustments were made to enhance its reliability. These 10 subjects were not part of the 105 respondents in the sample size. To ensure this, the researcher measured the internal consistency using the Cronbach's alpha coefficient basing on the five point likert scale items taking only variables with an alpha coefficient value more than 0.70 accepted for social research; (Amin, 2015) that was generated from SPSS. The researcher wanted to know the reliability tests for the study instruments.

Table 3.2: Cronbach's Alpha

Scope	Cronbach's Alpha	Number of items
Management Commitment and support	0.86	5
Project Team Competency	0.79	5
Community Participation	0.85	5
Stakeholder satisfaction	0.81	5
Project complete on time	0.75	4
Mean	0.82.3	50

The mean for the reliability test was established at 0.82.3 which was well above 0.70 and therefore the internal consistency (reliability) of the instrument was confirmed.

3.8 Data Gathering Procedures

3.8.1 During the administration of the questionnaires

The respondents were requested to answer completely and not to leave any part of the questionnaires unanswered. The researcher and assistants emphasized retrieval of the questionnaires within six days from the date of distribution. On retrieval, all returned questionnaires were checked if all are answered.

3.9 Data analysis

Data collected from the field was sorted, coded by assigning themes to the study variables and later entered into a computer using statistical software called SPSS (Statistical Package for Social Scientist) software to enable analysis. The data will be able to answer the research questions.

3.9.1: Quantitative data analysis:

According to Khotari, (2014), the analysis of quantitative data encompassed calculations such as averages, totals as compared to totals of responses expected. The process of data analysis involved editing, examining the collected raw data to detect errors and omissions and to correct this when possible. The first editing was done in the field and scrutinizing of the completed questionnaire. After central editing, questionnaire was then be brought back where computer data entry was done into a statistical package for social scientist (SPSS) software. SPSS was used to capture data, data analysis and management (Lind et al., 2016). Tables were generated and these

were exported from SPSS into the word document and interpretation was done. In data analysis, the research used Pearson Correlation relations showing significant values, regression analysis, descriptive tables showing means and standard deviation.

3.9.2. Qualitative data analysis

The researcher organized and prepared data for analysis by sorting and arranging the data into various themes as reflected in the key informant guide. The researcher read through all the data to obtain a general understanding of the information collected, coded the responses, and generated themes for analysis and interpretation of the meaning of the data (Saunders et al., 2019).

3.10. Ethical Considerations

The importance of ethical considerations in social research cannot be overemphasized. According to Cohen et al, (2017) this helped in protecting the integrity of the research process and the data obtained therein. On the outset, an introduction letter from Kampala International University was obtained to authenticate the status of the researcher as a registered member of the institution who is required to conduct fieldwork in relation to the topic under investigation. This letter was used to obtain permission from the selected areas under study.

3.11 Limitations of the Study

The researcher encountered some hindrances. These included some uncooperative respondents; where some respondent's didn't have the time and commitment to fill the questionnaires because they were busy with their daily works. To mitigate this, the researcher asked the respondents during their free time and then the researcher administer the questionnaires to the respondents during their free time.

Also, the researcher dropped the questionnaire for the respondents to fill in during their free time and collect them later. The project staff felt victimized by their seniors for giving sensitive information about the project implementation challenges and failure. To address this challenge, the project staff were assured that the responses for the study were kept confidential and were entirely be for academic purposes only and that no form of identification was required from them during the data collection exercise.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 Introduction

This chapter contains the presentation, interpretation and analysis of the findings focused on the effect of the activities of Non- Governmental Organisations and Project Implementation using a study of World Vision, Mogadishu, Somalia. The presentation of data was done using tables; analysis was done based on the statistics obtained on the study variables while the discussion was done by relating the study findings with the views of previous researchers. The chapter starts with information on background characteristics of respondents and later information on the four specific objectives of the study. The presentation was guided by the following research objectives;

- i. To determine the effects of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia.
- ii. To examine the effects of project team competence on the implementation of NGO-funded projects in World Vision, Somalia.
- iii. To establish the extent to which community participation influences implementation of NGO-funded projects in World Vision, Somalia.
- iv. To explore how government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia.

4.2 Background Characteristics of the respondents

This subsection provides a description of respondents by age, marital status, education level, and the duration spent in the area of study which was vital to understand the extent to which the sample represents the different categories of respondents to ensure that inferences are drawn on a sample representing the population under the study.

4.2.1: Classification of respondents by Gender

Table 4.1; Respondents Gender

Gender	Frequency	Percentage
Male	55	52.4
Female	50	47.6
Total	105	100

Source; primary data (2022)

According to table 4.1 above, the biggest percentage of the respondent's represented by 52.4% were found males whereas 47.6% of the respondents were found females. From the results it is evidenced that male respondents dominated this study the domination could have been due to the fact that World Vision in Somalia had many employees who are male. In addition, big numbers of male respondents could have been due to the fact that women are not at the fore front when it comes to issues which combined both male and female, they are always assigned gender roles which puts them away hence fail to participate in studies of this kind.

4.2.2: Classification of respondents by age

Table 4.2: Above displays the summary of statistics on the age of the respondents.

Age	Frequency	Percentage
Under 25	10	9.6
25-34	40	38
35-45	30	28.5
45 and above	25	23.8
Total	105	100

Source; Primary data (2022)

The highest percentage of the respondents, represented by 38%, were aged between 25-34 years, followed by 28.5% of the respondents who were in the age bracket of 35-45 years, then 23.8% of the respondents were between above 45 years and lastly 9.6% of respondents who were under 25 years. Results from the field shows that majority of respondents were in the age bracket between 25-34 years making 38%. The result implies that these respondents were youth which gives hope and satisfaction that World Vision projects are going to be successful in terms of

implementation; this is because the youth are people full of energy which gives assurance that these projects are going to be implemented well and successful.

4.2.3: Classification of respondents by marital Status

Table 4.3: Below presents the summary statistics of the respondent's marital status

Marital Status	Frequency	Percentage
Single	35	33%
Married	42	40%
Separated	18	17%
Widow	10	10%
Total	105	100

Source; Primary data (2022)

The biggest percentage of the respondents 40% were married whereas 33 % of the respondents were single, 17% had separated lastly 10% of the respondents were widowed. Results shows that many the respondents were married which implies that they have families and children. In addition, there is also a point of confirmation that married people are responsible people which gift a chance for World Vision as an organization in a sense that all projects presented by World Vision will be implemented successfully and there would be improved welfare of the beneficiaries in Mogadishu area Somalia.

4.2.4 Education qualification of respondent's

In this section the education qualification of respondent's was presented and it included certificate, diploma, degree, masters and others

Table 4.4: Education qualification of respondent's

Qualification	Frequency	Percentage
Certificate	41	39%
Diploma	29	28%
Degree	23	22%
Masters	5	5%
Others	7	6%
Total	105	100

Source: Primary data (2022)

From the filled questionnaires, it was found out that the highest percentage of the respondents represented by 39% were qualified with their certificates whereas 28% of the respondents were found with Diplomas in different fields, 22% of the respondents had Degrees in different fields, last but not the least 5% of the respondents had Masters degrees and lastly 6% of the respondents has skills and experience in other fields implying that the majority of respondents were learnt people and understood the non-governmental organization and project implementation in Mogadishu, Somalia which also signifies that all the project that will be brought by World Vision organization they will be implemented as planned as showed in table 4.4 above.

4.2.5 Period of work at this institution

Table 4.5; Period of work or stay in Mogadishu, Somalia

In this section respondents Period of work or stay in mogadishu, Somalia was presented and it included less than 1 year, 1-5 years and 6 years and above.

Qualification	Frequency	Percentage
Less than 1 year	10	10%
1-5 years	36	34%
6 years and above	59	56%
Total	105	100

Source: Primary data (2022)

According to table 4.5 above, it was found out that the biggest percentage of the respondents represented by 56% were found to have worked or stayed in Mogadishu with World Vision organisation for a period of 6 years and above whereas 34% of the respondents had worked or stayed in Mogadishu or with World Vision between 1-5 years and lastly 10% of the respondents said they had worked with World Vision organisation for less than a year. Results show that majority of respondents had stayed and worked with World Vision for a long period of time (6 years and above) which implies they have sufficient knowledge about non-governmental organisation projects and in this case it is going to be good for World Vision during implementation of its projects.

4.2.6 Awareness of the non-governmental and project implementation at World Vision in Mogadishu, Somalia

Table 4.6: Awareness of the non-governmental and project implementation at World Vision in Mogadishu, Somalia

In this part, respondents were asked of the knowledge about non-governmental and project implementation at World Vision in Mogadishu, Somalia and their responses were as follows;

Awareness	Frequency	Percentage
Yes	52	50%
No	21	20%
Not Sure	32	30%
Total	105	100

Source: Primary data (2022)

The highest percentage of the respondents, represented by 50% revealed yes that they were aware of the non-governmental and project implementation at World Vision in Mogadishu, Somalia whereas 30% of the respondents were found not sure about the non-governmental and project implementation at World Vision in Mogadishu, Somalia surprisingly 20% said they did not know the non-governmental and project implementation at World Vision in Mogadishu, Somalia. The results imply that projects presented by the World Vision organization are going to be implemented successfully because all the respondents including the beneficiaries are in

need of the World Vision projects further implying that they are going to embrace them as shown in table 4.6 above.

4.3 The effects of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.1 below:

Table 4.7; Descriptive statistics of the effects of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia

	Statement	Mean	Std Dev	Response mode
1.	Project manager competence should be taken into account when assigning a project manager to a project.	4.74	2.01	Strongly agree
2.	Project manager competence in the planning of the project activities and how resources will be utilized.	4.65	2.10	Strongly Agree
3.	Successful project outcomes result from a project manager delivering quality outputs in time through the efficient utilization of allocated resources for a project	4.31	2.02	Strongly agree
4.	Project manager is the individual charged with planning and scheduling project task and day-to-day management of project execution	4.45	0.71	Strongly agreed
5.	Human aspect in project management and its effective use are required to inspire project stakeholders to work together	4.01	2.71	Strongly Agreed
6.	Managers ensure that team members understand what they need to do, when it is due to, and when the project manager needs to intervene	4.39	2.06	Strongly agree
7.	Manager should be able to identify project risks and set project expectations correctly.	4.21	2.3	Agree
	Average mean	4.39		Strongly Agree

Source: Primary data (2022)

Interpretation guide

5–4.21	Strongly agree
4.20–3–41	Agree
3.40–2.61	Not sure
2.60–1.81	Disagree
1.80–1	Strongly disagree

Manager's competence and project implementation

Competency management is the practice of identifying the key skills necessary for an employee to reach target performance in their specific role, and then developing and optimizing those skills to best align with the business strategy of an organization. According to table 4.4 above indicates that, respondents strongly agreed that project manager competence should be taken into account when assigning a project manager to a project as represented with (mean=4.74, strongly agreed). As one of the World Vision manager has this to say;

“Managers in large NGOs like World Vision, Somalia usually started their career at these organizations among the staff members, and then they learned and got expertise that elected them to take leading positions. The growth of the NGOs in terms of size, developmental activities and workforce led them to attract more managers and experts from outside the organization. Also, the high turnover rate among the staff encourages NGOs to hire external candidates. Larger NGOs could develop internal systems of training and development to enhance the managerial skills and technical skills of the staff members” (World Vision project manager interview, 2022).

Manger's planning and resource utilization

Project managers have a lot of responsibilities. It's their job to ensure projects succeed on time and within budget. It's a job that requires managing a lot of moving parts, with PMs making project decisions in advance and on the fly. It's this shape shifting nature of projects that means, even with the best team and all the resources and time in the world, projects can still fail or not live up to expectations if resources aren't utilized properly. Respondents strongly agreed that

Project manager competence in the planning of the project activities and how resources will be utilized as represented with (mean= 4.65, strongly agreed).

“Resource utilization is the measure of how much of your available resources you are currently using. It can help you to plan how to utilize your resources more effectively to ensure that your organization is being as productive as possible. Effective utilization of resources can be helpful for both employees and employers. Not only does it ensure that employees have enough work to make their role viable and profitable, on the other side of the spectrum it can also prevent overworking and burnout providing a more balanced work life overall” (World Vision project manager interview, 2022) .

Manager’s delivering quality outputs

An NGO manager or director is someone in a management or leadership position in a non-government organization. They will take on the same type of roles that those in a government agency would have, taking care of various responsibilities that directly affect the future of the company. Responses on whether Successful project outcomes result from a project manager delivering quality outputs in time through the efficient utilization of allocated resources for a project was as follows (mean= 4.31, strongly agreed) one of the managers at World Vision, Somalia echoed;

“As leaders in an NGO, managers have responsibilities like developing an organization’s vision and goals, strategizing and analyzing risks, working with teams to ensure cohesion and good communication, ensuring well-being of staff and building relationships with stakeholders” (World Vision project manager interview, 2022).

Manager’s project scheduling and execution

A project schedule is a timetable that organizes tasks, resources and due dates in an ideal sequence so that a project can be completed on time. A project schedule is created during the planning phase. Respondents on whether Project manager is the individual charged with planning and scheduling project task and day-to-day management of project execution was as follows (mean= 4.45, strongly agreed). A manager at World Vision, Somalia revealed;

“Estimating the duration of project tasks as accurately as possible is key to creating a realistic schedule. To do this requires the use of various project scheduling techniques.

Project managers can interview their team and other stakeholders to get their perspective on how long certain tasks can take, and can refer to historic data from similar past projects. Additionally, project managers can use project scheduling techniques to increase the accuracy of their time estimates and minimize schedule risk” (World Vision project manager interview, 2022).

Managers competence and risk management

International non-governmental organizations (INGO) throughout the world face significant risks related to corruption and fraud in their operations. They also face challenges in terms of safeguarding the physical wellbeing of those working with, and otherwise affected by, their programs, including, but not limited to, program beneficiaries, third party partners, and INGO staff. An analysis on whether manager should be able to identify project risks and set project expectations correctly was as follows (mean=4.01, agreed).

One of the project coordinators at World Vision, Somalia has this to say;

“NGO community in Somalia, as well as donors, has recognized the importance of strengthening internal risk management and safeguarding measures across the board. As documented in this study, NGOs have been able to implement these mitigation measures to varying degrees, however, even where systems exist, they are not always fully implemented or adhered to” (World Vision project coordinator interview, 2022).

Manager’s competence and team organization

Responses on whether managers ensure that team members understand what they need to do, when it is due to, and when the project manager needs to intervene was as follows (mean= 4.39 strongly agreed). A project manager at World Vision, Somalia had this to say;

“Administrative activities are led by an administrative manager. This manager may have several staff members assisting him/her, including a Finance Assistant or a Membership Coordinator. Besides the financial management of an NGO, a Finance Assistant may also be responsible for fund-raising activities of the NGO. This means that he/she will have to work closely with the staff members responsible for communications and dissemination, as well as those responsible for programmes/projects. In the case of larger NGOs, this fund-raising responsibility may fall under a separate position specifically set up for the purpose. The membership coordinator manages the NGO's

members, membership fees, customer relations etc” (World Vision project manager interview, 2022).

According to table 4.4 the averages mean 4.39 strongly agreed which was a strong figure from the respondent’s on as far as the effect of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia was concerned.

4.4 Effects of project team competence on the implementation of NGO- funded projects in World Vision, Somalia

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.5 below:

Table 4.8: Descriptive statistics of the effects of project team competence on the implementation of NGO- funded projects in World Vision, Somalia

	Item	Mean	Std. Dev	Response mode
1.	Groups and departments in organizations, coordination becomes a very important means of integrating the various activities	3.45	1.23	Agree
2.	Coordination facilitates social interactions where multiple actors work towards achieving a common goal	4.74	3.01	Strongly agree
3.	Coordination improves goodwill of the NGOs	4.65	2.10	Strongly agree
4.	Team members consist of varying function roles and other interlinked roles.	4.45	2.32	Strongly agree
5.	Coordination as a mode of control, which has been fundamentally underpinned by organizational design principles	3.72	1.65	Agree
6.	Coordination plays crucial roles in managing the interfaces in an organization.	4.22	2.71	Strongly Agree
7.	Coordination is a necessity in ensuring the improved relationships of project member, tasks, and activities in terms of cooperation, integration and collaboration working environments.	4.33	2.19	Strongly Agree
	Average mean	3.93		Agree

Source: Primary data, (2022)

Interpretation guide

5–4.21	Strongly agree
4.20–3–41	Agree
3.40–2.61	Not sure
2.60–1.81	Disagree
1.80–1	Strongly disagree

Project teams and departments in NGO's

The project team is the group of people responsible for executing the tasks and producing deliverables outlined in the project plan and schedule, as directed by the project manager, at whatever level of effort or participation defined for them. The results shown in table 4.5 above reveal that, respondents strongly agreed that groups and departments in organizations, coordination becomes a very important means of integrating the various activities (mean=4.45, strongly agreed).

One of the managers at World Vision had this to say;

“The success of a NGO largely depends on the projects that it develops and implements. Successful projects are usually the result of careful planning and the talent and collaboration of a project team. Projects can't move forward without each of its key team members, but it's not always clear who those members are, or what roles they play. For example project team roles include project manager, project team member, project sponsor, executive sponsor and business analyst and describe each of their responsibilities” (World Vision project manager interview, 2022).

Team Coordination facilitates social interactions NGO

Networking is an efficient tool for the exchange of knowledge and information among NGOs. It should be based on their needs and their motivation to face challenges. Networking can be also a tool to disseminate information and knowledge. By defining common ground and joining forces, networking serves to strengthen NGOs' capacities and negotiating abilities. It promotes democracy and reinforces the developmental role of civil society organizations. Respondents also strongly agreed that coordination facilitates social interactions where multiple actors work

towards achieving a common goal was represented with (mean= 4.74, strongly agree). A coordinator World Vision revealed;

“A strong need for networking among members at an NGO like World Vision is very vital; its objectives, feasibility, and ethical criteria. It also sheds light on the challenges facing networks, their types, and the various structures adopted for networking. Further coordination is need between NGOs, government agencies, and donors” (World Vision project coordinator interview, 2022).

Team members and NGO roles

NGO activities include, but are not limited to, environmental, social, advocacy and human rights work. They can work to promote social or political change on a broad scale or very locally. NGOs play a critical part in developing society, improving communities, and promoting citizen participation. Respondents also revealed that team members consist of varying function roles and other interlinked roles was as follows (mean= 4.45, strongly agreed).

“Team effectiveness at World Vision, Somalia during projects implementation has a total of seven dimensions namely: Inter team coordination, community social linkage, team performance, knowledge, skills, and attitudes, leadership communication and engagement, decision making and information sharing, and team formation” (World Vision project coordinator interview, 2022).

Project team and organizational design principles

Organizational design is as much an art as it is a science. The process of creating a system in which people can work together to achieve common goals is highly complex and there is no one way to do it right. An analysis on whether coordination as a mode of control, which has been fundamentally underpinned by organizational design principles was as follows; (mean=3.72, agree).

“The principle states that responsibilities should be allocated to the person or team best fit to do them. This means that tasks are retained by higher levels based on their knowledge and competitive advantage. If this is not the case, they should be positioned lower in the organization. This means that the CEO should not be involved in every decision especially not decisions that involve specialists with much more subject-matter

knowledge. The CEO is there for the big picture and to balance complex decisions that impact the organization and strategy” (World Vision project manager interview, 2022).

Team member and ease of project

Project team member roles and responsibilities wouldn't be complete without a project sponsor. This person oversees the project from a high level. They are usually a member of senior management and are responsible for steering the overall vision. The role of a project leader, or project manager, is primarily to oversee the day-to-day details of the project. Some of the project lead's roles and responsibilities include making sure the project proceeds within a given timeframe, under the stated budget, and achieves the goals and objectives set. The project manager's responsibilities also include the people component. This person needs to oversee the project team to keep everyone on task, mitigate problems and make sure that everyone understands their individual role within the greater project. Respondents on whether coordination plays crucial roles in managing the interfaces in an organization was as follow (4.22 strongly agreed). As one of the coordinators reveals.

“Once you've established a project lead, you'll need to fill in support team members. A project team member could be an external consultant brought in to create a new website or an internal employee who researches and gathers feedback from various department heads. Project team member roles can be both full-time and part-time depending on the project's unique demands” (World Vision project coordinator interviews, 2022).

Coordination with team members

Project coordination skills are valuable to any career you want to pursue. It helps you better communicate, organize, and troubleshoot during the lifespan of any project. Learning the answer to "What is project coordination?" can help you be more effective in your role. In this article, we explore what project coordination means for an organization, review the difference between project coordinators and project managers, discover the benefits of project coordination, highlight the responsibilities of a project coordinator, and discuss the stages of project coordination. Responses on whether coordination is a necessity in ensuring the improved relationships of project member, tasks, and activities in terms of cooperation, integration and

collaboration working environments. was as follows (mean 4.33 strongly agreed). As one of the project coordinators revealed;

“Managing project deadlines, completing tasks, recording meeting minutes, and supporting team members to help ensure the project runs smoothly. The purpose of project coordination is to streamline the workflow of your tasks, and ensure everyone is fulfilling their responsibilities and working efficiently towards project goals. Project coordinators are an important part of the project team and typically assist project managers and support the team members” (World Vision project coordinator interview, 2022).

The results shown in table 4.5 reveal the average mean 3.93 agree which significant in as far as effect of project team competence on the implementation of NGO- funded projects in World Vision, Somalia was concerned.

4.5 How Community participation influences implementation of NGO-funded projects in World Vision, Somalia

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.6 below:

Table 4.9; Descriptive statistics of the community participation influences implementation of NGO-funded projects in World Vision, Somalia

	Item	Mean	Std Dev	Response mode
1	Influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.	4.78	3.01	Strongly Agree
2	Community participated in these projects by provision of resources such as; land, bricks, sand, hardcore and labour	4.92	1.91	Strongly Agree
3	Community-engaged programs and research often involve people from universities or health institutions working with community groups in areas labeled “low income” or “at risk.”	3.23	1.11	Agree
4	Community participation extends beyond physical involvement to include generation of ideas	4.30	2.01	Strongly Agree
5	Contributions to decision making, and sharing of responsibility	3.95	1.05	Agree
6	Participation by poor not only gradually practice self-development but may also contribute to modifying the existing system of the non-poor which left them out of development to varying extents	4.14	2.67	Agree
7	Community Influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.	4.15	2.34	Agree
	Average mean	4.21		Strongly Agree

Source: Primary data, (2022)

Interpretation guide

5–4.21	Strongly agree
4.20–3–41	Agree
3.40–2.61	Not sure
2.60–1.81	Disagree
1.80–1	Strongly disagree

Change relationships among project partners

Successful change happens when there is a focus on both the technical side of change and the people side of change. The technical side of change ensures that a solution is designed, developed and delivered effectively. The discipline of project management supports this effort. The people side of change ensures that the solution is embraced, adopted and utilized by employees in the organization. The discipline of change management supports this effort. Frequencies in table 4.6 indicate that; respondents strongly agreed with (mean=4.78 strongly agreed) that community participation influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.

“Creating a shared vision or goal "with a common objective" is an important starting point for forming a working relationship between the project team and the change management resource or team. Both groups have a singular focus - to improve the performance of the organization. Organizations undertake projects and initiatives to solve a problem or seize an opportunity - to create a situation where performance in the "future state" is better than performance in the "current state" (World Vision project manager interview, 2022).

Community participation through provision of resources

Community participation can be loosely defined as the involvement of people in a community in projects to solve their own problems. People cannot be forced to ‘participate’ in projects which affect their lives but should be given the opportunity where possible. This is held to be a basic human right and a fundamental principle of democracy. Community participation is especially important in emergency sanitation programmes where people may be unaccustomed to their surroundings and new sanitation facilities. Respondents also strongly agreed that community

participated in these projects by provision of resources such as; land, bricks, sand, hardcore and labour was as follows (mean=4.92 strongly agreed). From the key officials, one project coordinator reveals;

“Community participation can contribute greatly to the effectiveness and efficiency of a programme; the crucial factor in its success is the attitude of agency staff in the field. If staff do not treat people with respect or are seen to favour particular individuals or groups within a community, this can have a highly destructive effect on participation. For this reason it is important to identify key representatives and groups within the affected population early” (World Vision project coordinator, 2022)

Community-engaged programs

Engagement is not generally driven by a 'model' so much as by a framework of guiding principles, strategies, and approaches. This framework is based on principles that respect the right of all community members to be informed, consulted, involved and empowered. Community engagement employs a range of tools and strategies to ensure success. It also places a premium on fostering and enhancing trust as a critical element in long-term, sustainable engagement and effective governance.

“Community Engagement is working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices” (World Vision project manager’s interview, 2022)

Community participate by providing project ideas

Community participation is perceived to be an essential component in implementing development projects since people's needs are addressed best through participation. It is a central element of projects since local people are in full control and ownership of the projects. From the field respondents strongly agreed that community participation extends beyond physical

involvement to include generation of ideas (mean=4.30 strongly agreed). From the key respondents one project manager revealed;

“Local people are passive participants of the projects who are told what to do. The planning and decision making process is in the control of the NGOs and the local elites who actually make decisions on behalf of the local people. Additionally it was also found that the process of implementation of the projects were top-down in nature that actually restricted local people's participation. Therefore, participation is found to range from 'non-participation' to tokenism' of participation that cannot accomplish the goal of participatory development leading to unsustainability of projects” (World Vision project manager interview, 2022).

Community Contributions to decision making

Communities make many decisions, often these decisions are made by local officials or even by unofficial leaders. Mostly these decisions are what is best for the community, but some decisions are better made by the people whom they will most impact. On whether contributions to decision making, and sharing of responsibility was as follows (mean=3.95 agreed). World Vision project manager echoed;

“While community participation in all decision making is not possible, it is recommended that communities think strategically about when participation is essential for good decision making. It should be noted, that even though participatory decision making is time consuming, it may be less time consuming than making a decision for a group without input and having to deal with negative outcomes or belatedly need to enter into a more community driven process” (World Vision project manager interview, 2022).

Community contribute to modifying existing project system

Community development is process where community members come together to take collective action and generate solutions to common problems. It is a broad concept, applied to the practices of civic leaders, activists, involved citizens, and professionals to improve various aspects of communities, typically aiming to build stronger and more resilient local communities. From the field respondents strongly agreed that community participation by poor not only gradually

practice self-development but may also contribute to modifying the existing system of the non-poor which left them out of development to varying extents (mean 4.14 strongly agreed)

“Community development involves changing the relationships between ordinary people and people in positions of power, so that everyone can take part in the issues that affect their lives. It starts from the principle that within any community there is a wealth of knowledge and experience which, if used in creative ways, can be channeled into collective action to achieve the communities' desired goals” (World Vision project coordinator interview, 2022).

Community acts as catalysts for changing policies, programs, and practices

Community engagement is a need in community development initiatives. It requires the participation of community members in projects that address their issues. From the field, respondents revealed that community influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices was as follows (mean 4.15 strongly agreed). Project coordination from World Vision, Somalia revealed;

“Meaningful community participation extends beyond physical involvement to include generation of ideas, contributions to decision making, and sharing of responsibility. Among the factors that motivate people to participate are wanting to play an active role in bettering their own lives, fulfilling social or religious obligations, feeling a need for a sense of community, and wanting cash or in-kind rewards” (World Vision project coordinator interview, 2022).

Table 4.5; indicate that the average means 4.21 strongly agreed which was a phenomenal response from the respondent on as far as community participation influences implementation of NGO-funded projects in World Vision, Somalia was concerned.

4.6 Government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.5 below:

Table 4.6: Descriptive statistics of the government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia

	Item	Mean	Std. Dev	Response mode
1.	Government's commitment to poverty reduction is weak, NGOs will find dialogue and collaboration frustrating or even counter-productive.	4.32	2.34	Strongly agree
2.	Government Bank-financed projects, indicates strong correlation between project success and the participation of grassroots organizations	4.31	2.32	Strongly agree
3.	The government may be keen to harness foreign funds and the NGOs' capacity for service delivery	3.65	2.10	Agree
4.	State-NGO relationship and to enhance the political will necessary for constructive engagement	4.42	2.32	Strongly agree
5.	The State has various instruments it can use, for good or ill, to influence the health of the NGO sector	4.33	2.69	Strongly agree
6.	Relationship is where NGOs are in a dependent client position with the government in which NGOs implement state-prepared programs and/or receive funding from the State	4.43	2.71	Strongly agree
7.	Through their project and policy dialogue with governments, official aid agencies are able to influence the State-NGO relationship and to enhance the political will necessary for constructive engagement.	4.10	2.52	Agree
	Average mean	4.22		Strongly agree

Source: Primary data (2022)

Interpretation guide

5–4.21	Strongly agree
4.20–3–41	Agree
3.40–2.61	Not sure
2.60–1.81	Disagree
1.80–1	Strongly disagree

Government's commitment and NGO projects

NGOs worldwide perform a wide range of services aimed towards human wellbeing and social welfare. These organizations relentlessly work towards development and bringing a positive change in the society. NGOs may have different structures, activities and policies, but all NGOs are committed towards their cause and perform their functions to achieve their respective goals. From the field results shown in table 4.5 above reveal that, respondents strongly agreed Government's commitment to poverty reduction is weak, NGOs will find dialogue and collaboration frustrating or even counter-productive (mean=4.32, strongly agreed)

As one of the project managers echoed;

“NGOs and governments are different. We have different goals, different mandates, and different constraints. But we need one another: NGOs can be nimble and flexible and can try things that governments can't afford to do, whether financially or politically. And while NGOs can take risks and fail, NGOs need governments to scale, especially in fields like health care and education. Governments set national policies and funding, which provide scale and sustainability. And governments can leverage the support of NGOs to innovate and enhance accountability” (word vision project managers, 2022).

Government Bank-financed projects

The Bank can be important to NGOs by providing opportunities for collaboration and dialogue with their governments; ensuring enhanced resources for “scaling up” or replicating proven NGO approaches; providing information relevant to local, national, or international development strategies. And encouraging governments to provide a more enabling environment for civil society. Respondents strongly agreed that Government Bank-financed projects, indicates strong

correlation between project success and the participation of grassroots organizations as revealed by; (mean= 4.31, strongly agreed)

“To realize the full potential of partnership with NGOs, the Bank needs to be careful and sensitive in the selection of NGOs to work with, focusing on developing country NGOs and NGOs with considerable grassroots experience; for this, it needs to develop capacity in resident missions for working with NGOs. In such partnership the Bank needs to involve governments fully with the aim of fostering constructive “trialogue” among government, NGOs, and the Bank, and it must ensure in its business procedures (e.g., contracts and procurement) that there is sufficient flexibility for involving NGOs, including community-based organizations” (World Vision project manager interview, 2022).

Government harness NGOs' funds

Many private donors are starting to think more like investors, seeking better value for money and returns on investment in terms of social outcomes, and expecting NGOs to be more accountable and transparent than ever. One of the project coordinators revealed;

“As nonprofit organizations, NGOs rely on a variety of sources for funding projects, operations, salaries, and other overhead costs. Because the annual budget of an NGO can be in the hundreds of millions (or even billions) of dollars, fundraising efforts are important for the NGO’s existence and success” (World Vision project coordinator interview, 2022).

State-NGO relationship and to enhance the political

In some countries, nongovernmental organizations (NGOs) are major contributors to development processes. This is not uniform, however. In a number of countries, NGOs are weak or play more of an oppositional rather than operational role and governments are highly suspicious of them. A number of factors influence the development impact of NGOs; many of which are determined by the relationship between the NGO sector and the State. An analysis on whether the State has various instruments it can use, for good or ill, to influence the health of the NGO sector was as follows; (mean=4.33, strongly agreed).

“Concentrating on issues which affect the efficacy of NGOs, the attainment of governments' poverty reduction and other social objectives, and collaboration between

NGOs and the public sector. It explores the main elements of government policy and practice which affect NGOs and which could foster a more conducive environment for positive NGO contribution to development” (World Vision project coordinator, 2022).

State instruments and their influence NGO

NGOs have been supported by donor governments as efficient and effective ways to advance grassroots poverty alleviation. International Non-governmental Organization (INGOs) promote attention to gender violence and prop up local legal institutions, making this site a leader in international criminal law despite broader state weaknesses. Responses on whether project and policy dialogue with governments, official aid agencies are able to influence the State-NGO relationship and to enhance the political will necessary for constructive engagement ranged from; (mean= 4.10, agreed). One of the project coordinator at World Vision revealed;

“NGOs work with the full array of global actors international organizations, global corporations, labor groups, religious institutions, peacekeepers to affect global policy, deliver important services, and advance social change. Wonderfully interdisciplinary and tackling all levels of analysis, the NGO research community should resist attempts by the still-state-centric” (World Vision project coordinator interview, 2022).

4.7 Pearson Correlations

Pearson Correlations was derived by assessing the degree of variations in the independent variable (non-governmental organization) and the dependent variable (project implementation) vary.

Table 410: Correlation analysis between non-governmental organization and project implementation in World Vision Mogadishu, Somalia

		Non-governmental organization	Project implementation
Non-governmental organization	Pearson Correlation	1	.703
	Sig. (2-tailed)		.000
	N	105	105
Project implementation	Pearson Correlation	.703	1
	Sig. (2-tailed)	.000	
	N	105	105

A strong positive relationship ($r=.703$, $p<0.01$) was established because .703 is close to 1, with a p-value of 0.000 which is less than 0.01 implying that a positive relationship that was significant at 0.01 level existed between non-governmental organization and project implementation in World Vision, Somalia. Therefore an alternative hypothesis (H_i) was retained and it was concluded that there was a significant relationship between non-governmental organization and project implementation in World Vision, Somalia. Results further imply that if effective non-governmental organization strategies are put in place then project implementation would be achieved.

4.8 Multi-linear regression of non-governmental organization and project implementation in World Vision, Somalia

Further analysis was done using multi-linear regression to establish the contribution of each of the non-governmental organization approaches on the performance of project implementation.

Table 4.11: Multi-linear regression of non-governmental organization and project implementation in World Vision, Somalia

Model	Unstandardized		Standardized	T	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	1.349	.256		5.278	.000
Management commitment	.001	.085	.001	.013	.989
Project team competence	.157	.060	.190	2.621	.009
Community participation	.272	.052	.355	5.280	.000

R = .451, R2 = .203, Adj. R2 = .191, p < 0.05, 0.01

Management commitment

The multi-linear regression results in table 4.7 shows that a one-unit increase in management commitment results to 0.1% increase in project implementation in World Vision Mogadishu, Somalia (beta=.001, P=0.989>0.05). The relationship was not statistically significant at 5%. The weak management competence does not significantly contribute to project implementation in World Vision Mogadishu, Somalia when other factors in the model are held constant.

Project team competence

The multi-linear regression results in table 14 shows that a one-unit increase in project team competence results to 19% increase in project implementation in World Vision Mogadishu, Somalia (beta=.190, P=0.009<0.05). The relationship was statistically significant at 5%. The weak project team competence does not significantly contribute to project implementation in World Vision Mogadishu, Somalia when other factors in the model are held constant. This

implies that more project team competence are perfectly put into practice the more the project implementation in World Vision Mogadishu, Somalia. The relationship was statistically significant at 5%.

Community participation

The multi-linear regression results in table 14 shows that a one-unit increase in community participation results to 35.5% increase in project implementation in World Vision Mogadishu, Somalia (beta=355, P=0.000). The relationship was statistically significant at 5%. The moderate community participation significantly contributes to project implementation in World Vision Mogadishu, Somalia when other factors in the model are held constant, because, through community participation that project under World Vision, Somalia will achieve their implementation programs. Therefore results implies that the more community participation practices are put in place the better the project implementation in World Vision Mogadishu, Somalia.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the findings of the study in summary and also compares and contrasts findings of similar studies. It also gives conclusions drawn from findings of the study and recommendation for further research.

5.2 Summary of the findings

The biggest percentage of the respondent's represented by 52.4% were found males whereas 47.6% of the respondents were found females. From the results it is evidenced that male respondent dominated this study the domination could have been due to the fact that World Vision in Somalia had many employees who are male. The biggest percentage of the respondents represented by 38% were aged between 25-34 years followed by 28.5% of the respondents who were in the age bracket of 35-45 years, then 23.8% of the respondents were between above 45 years and lastly 9.6% of respondents who were under 25 years.

The biggest percentage of the respondents 40% were married whereas 33 % of the respondents were single, 17% had separated lastly 10% of the respondents were widowed. Results shows that many the respondents were married. It was found out that the biggest percentage of the respondents represented by 39% were qualified with their certificates whereas 28% of the respondents were found with Diplomas in different fields, 22% of the respondents had Degrees in different fields, last but not the least 5% of the respondents had Masters degrees and lastly 6% of the respondents has skills and experience in other fields.

It was found out that the biggest percentage of the respondents represented by 56% were found to have worked or stayed in Mogadishu with World Vision organisation for a period of 6 years and above whereas 34% of the respondents had worked or stayed in Mogadishu or with World Vision between 1-5 years and lastly 10% of the respondents said they had worked with World Vision organisation for less than a year. The biggest percentage of the respondents represented by 50% revealed yes that they were aware of the non-governmental and project implementation at World

Vision in Mogadishu, Somalia whereas 30% of the respondents were found not sure about the non-governmental and project implementation at World Vision in Mogadishu, Somalia surprisingly 20% said they did not know the non-governmental and project implementation at World Vision in Mogadishu, Somalia.

5.3 Discussions of the study findings

In the first part of this section, the results of the study are discussed based on the research study hypothesis in the first chapter.

5.3.1 Effects of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia

From the field findings, it was found out that project manager competence should be taken into account when assigning a project manager to a project. Results were compared with Khang and Moe (2018), found that the critical success factor for project implementation is the project manager competence in the planning of the project activities and how resources will be utilized. Further findings were in line with Kearns (2017), who examined the impact of project planning on projects. He found out that planning is vital for the successful implementation of projects. In a study by Hyvari (2016), it was found out that there is a positive correlation between manager competence and performance. They aver that manager skills, knowledge and abilities are important competences that are needed for successful implementation of projects.

Findings from the field also revealed that project manager competence in the planning of the project activities and how resources will be utilized. In the same way, Hyvari (2016), revealed that effective communication competence ranked highest while competences related to technical and conceptual skills ranked lowest. Studies of successful project managers identified success factors, as the ability to manage people, stress, and communications. The application of leadership as a critical success factor assumes added significance because the nature of project teams is typified by role conflict and role ambiguity. These factors make the challenge of managing project teams rather substantial

From the result in field, it was found out that successful project outcomes result from a project manager delivering quality outputs in time through the efficient utilization of allocated resources. Similarly to note, Successful project outcomes result from a project manager delivering quality

outputs in time through the efficient utilization of allocated resources for a project (Besner, & Hobbs, 2016). The success of a project hinges on the ability of the project manager to ensure timely delivery, adhere to budget constraints, manage scope and quality specifications (Schmid & Adams, 2018), and meet stakeholder expectations (Project Management Institute, 2018). The project manager must display the requisite leadership skills that are essential for the implementation of a successful project, in addition to having the requisite skills to guide a project team through the various phases and project cycles (Gehring, 2017).

5.3.2 Effects of project team competence on the implementation of NGO- funded projects in World Vision, Somalia.

From the field results, it was found out that groups and departments in organizations, coordination becomes a very important means of integrating the various activities. In the same way, according to Akrani (2021), coordination leads to unity of action and is the essence of management because it affects all functions of management namely, organizing, planning, staffing, controlling, communication and leading, which at the end results to effective implementation of given projects. Coordination facilitates social interactions where multiple actors work towards achieving a common goal. Coordination is both at intra- and inter-organization level.

Further findings reveal that coordination facilitates social interactions where multiple actors work towards achieving a common goal. Similarly to note, Kapucu (2015), defines inter-organizational coordination as managing capability of inter-organizational collaborations and relationships, which can be in many forms including inter-organizational teams, partnerships, alliances and networks. Intra-organizational coordination, on the other hand, is the mutual effect of working processes of two or more actors who work within the same organization in order to attain a certain objective.

From the field, team members consist of varying function roles and other interlinked roles. The findings were compared with Kubicki et al., (2017), claim that the success of project implementation is characterized by relations between participants. Pocock et al., (2017), have the same opinion that a sufficient level of interaction between the community members and project officers brings success to the overall project performance. Hence, coordination is more needed for such environment to build up teamwork and integration working environment, and it is

fundamentally necessary for ensuring the success of a project. Lye & Jha (2015) agree that coordination between project participants is the most significant factor with the greatest impact on cost performance. Accordingly, lack of coordination may cause duplicity of work and thus results in wasteful expenditures.

5.3.3 How Community participation influences implementation of NGO-funded projects in World Vision, Somalia.

From the filled questionnaires, it was found out that community participation influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices. The findings were in line with Miller & Shinn (2015), who asserts that community involvement as the process of working collaboratively with and through groups of people affiliated by geographic proximity, special interest, or similar situations to address issues affecting the well-being of those people. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices.

Further to notes, it was found out that community participated in these projects by provision of resources such as; land, bricks, sand, hardcore and labour. Similarly to note, Ntayi et al., (2020), argues that collaborations (that are characteristic of social networks) improve performance through enabled resource acquisition. This implies that Project teams can cheaply source new and vital information through collaborations with the community (Rosenthal, 2017). Brett (2015), however, contends that failure to adequately involve the community can cause considerable delays as a result of community reluctance or outright opposition to the project.

In addition, it was found out that community participation extends beyond physical involvement to include generation of ideas. The findings were in agreement with (Henry, 2021; Miller et al , 2015; Minkler et al, 2019) that Community engagement requires participation of community members in projects that address their issues. Meaningful community participation extends beyond physical involvement to include generation of ideas, contributions to decision making, and sharing of responsibility. Among the factors that motivate people to participate want to play an active role in bettering their own lives, fulfilling social or religious obligations, feeling a need for a sense of community, and wanting cash or in-kind rewards. Whatever people's motivations,

obtaining meaningful community participation and having a successful, sustained initiative require that engagement leaders respect, listen to, and learn from community members. Presence of mutual respect and co-learning can result in effective use of time, trust, effectiveness and efficiency in resource use within the organization.

5.3.4 Government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia

Findings reveals that government's commitment to poverty reduction is weak, NGOs will find dialogue and collaboration frustrating or even counter-productive. In the same way World Bank Assessment (Vietnam, 2018), drawn from a survey of 25 Bank-financed projects, indicates strong correlation between project success and the participation of grassroots organizations. More recently, the Bank has been deriving important insights from the public consultations included in Environmental Assessments in which NGOs often plays a major role. Such consultations are effective when all parties are prepared to be objective and to learn from each other. Where NGOs use selective reportage or distortion in order to heighten criticism of the government, or where the government is not receptive to outside advice, "consultations" are likely to be no more than confrontations.

Government Bank-financed projects, indicates strong correlation between project success and the participation of grassroots organizations. Also In this way, but also through their project and policy dialogue with governments, official aid agencies are able to influence the State-NGO relationship and to enhance the political will necessary for constructive engagement. Some are realizing, particularly in the context of their concern for governance issues, that supporting the growth of a healthy NGO sector is an important contribution to development. The health of the State-NGO relationship (and the features determining the quality of that relationship) is sector-specific. Steps to improve the quality of relationship will also be sector-specific (Bebbington & Farrington, 2022).

5.4 Conclusion

The study was meant to establish the relationship between non-governmental organization and project implementation. The findings showed a positive and significant relationship between non-governmental organization and project implementation in World Vision organization Mogadishu, Somalia. It can therefore be concluded that Non-Governmental Projects require

sufficient Manager Competences and coordination if their performance is to be felt. If project manager competencies and coordination are combined with other factors like it was established by the study findings, they would consequently boost Non-Governmental projects ability to improve the livelihood of the communities they work for thus effective implementation of Non-Governmental Projects.

Further conclusion reveals that lack of involvement or participation in the project planning and initiation was identified as a major challenge encountered in project implementation. However, the management and staff believe that they achieved the desired project goals and objectives. They derived these from baseline assessments and extensive evaluation of the project area before the IPA begun its operations. However, the community members felt that this was not a true picture of the situation on the ground. They stated that majorities were not involved in the project conceptualization and inception and only a few members participate.

Another major problem as noted in the implementation of projects in this IPA was their main source of livelihood. Large majorities of the community members were nomadic pastoralists and this posed a major problem in implementation of some of the projects for example sponsorship project. It can be concluded therefore that the four parameters that is: Project management, Project team, Community participation, and Government involvement are all key factors that lead to successful project implementation. A significant finding was without Government support or involvement NGO's cannot effectively implement projects.

5.5 Recommendations

Based on the findings of the study, the following recommendations were put forward. First, to implement effectively NGO projects they will require effective management of the projects, effective project teams, community participation, and a government involvement. There were some gaps in community participation where the community members did not feel like they were adequately involved. Therefore, it is recommendable that there is a greater involvement in the planning of the next quarter so that community members feel a sense of ownership of the project.

The second recommendation is information sharing. Sharing information with government agencies would strengthen the relationship between NGO's and government agencies as they implement projects that are community targeted. In effect, sharing will reduce duplication of

efforts or projects. A competent project team is important for the success of NGO based projects and therefore management should encourage trainings to build the teams capacities.

NGO project Managers should gain these competencies through training so that they are able to transform the livelihood of the people that benefit from their organisations.

The study recommends that project managers and officers should effectively involve the community in areas such as goal identification, project design and others so that projects of NGOs are effectively implemented.

The Project managers in charge of Non-Governmental projects ought to ensure effective coordination of various project activities. This result to easy access of information from other team members and team members also become fully aware of the tasks they are expected to accomplish.

5.6. Contribution to the existing body of knowledge

Most of the existing literature on the NGOs activities in Somalia explores the Project Implementation of the NGOs activities/provisions role of non-governmental organizations such as World Vision. However very little scholarly attention has been dedicated to the contributions of Project Implementation. This study has contributed to knowledge by examining the contributions of project implementation to NGOs activities in Mogadishu, Somalia. The study principally found that project implementation contributes to World Vision activities in Mogadishu through Management Commitment and support, Project Team Competency and community Participation. Also, Project Implementation take advantage of their proximity to the extensive networks to monitor and document the behaviour of implementing parties whilst prescribing national and international action against ‘spoilers’ of NGO’s activities efforts.

5.7 Suggestions for further studies

The study sought to assess the effect of non-governmental organisation support on the success of World Vision projects in Mogadishu, Somalia. Similar studies should be carried out in other countries and results compared with the aim of delivering better project such as HIV/AIDS programming.

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APPENDICES

Appendix I: Questionnaire for government officials, members from civil society organizations and beneficiaries

Introduction

I am **MOHAMED HASSAN ABDI AAR**, a student of Kampala International University and currently collecting data for compilation for my dissertation as a partial requirement. The research I am conducting relates to “*nongovernmental organizations and project implementation in Mogadishu, Somalia. A study of World Vision, Mogadishu, Somalia*”. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality and you do not need to indicate your identity anywhere on the questionnaire. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Tick / fill in the most appropriate answer.

1. Gender:

a) Female ☐ b) Male ☐

2. Age

a) Below 20 years ☐ b) 20 – 25 years ☐ c) 26 – 30 years ☐
d) 31 – 35years ☐ e) 36 – 40 Years ☐ f) Above 40 years. ☐

3. Highest level of education Qualification ☐

a) Certificate ☐ b) Diploma ☐ c) Degree ☐ d) Masters ☐
e) Others (specify)

3. Marital Status

a) Single ☐ b) Married ☐ c) Divorced ☐ d) Widowed ☐
e) Separated ☐

4. For how long have you benefited from World Vision, Somalia?

☐ ☐ ☐

a) Less than a year b) 1-5 years c) 6-10 years ☐ d) 10 years and above

INSTRUCTIONS

Indicate the extent to which you agree and disagree with the statements on the items in each of the section by ticking (✓) the appropriate number listed in the tables.

Strongly Agree (SA)	Agree (A)	Undecided	Disagree (D)	Strongly Disagree (SD)
1	2	3	4	5

SECTION B:

A	Effect of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia	SA	A	U	D	SD
A1	Manager competences correlate directly with project success measures especially, competences in managing project resources.					
A2	Project manager competence contributes in the planning of the project activities and how resources will be utilized					
A3	Managerial competences are perceived to be important for effective project implementation					
A4	Successful project managers contributes to the ability to manage people, stress, and communications					
A5	Project managers exhibited greater degree of leadership behavior than did less successful project managers					
A6	Project manager delivering quality outputs in time through the efficient utilization of allocated resources for a project					
A7	Project manager ensures timely delivery, adhere to budget constraints, manage scope and quality specifications					
A8	Project manager must display the requisite leadership skills that are essential for the implementation of a successful project,					
A9	Project managers use management skills such as defining problems, planning work, allocating resources, and					

	controlling tasks					
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SECTION C:

B	Effect of project team competence on the implementation of NGO- funded projects in World Vision, Somalia	SA	A	U	D	SD
B1	Coordination leads to unity of action and is the essence of management					
B2	Coordination facilitates social interactions where multiple actors work towards achieving a common goal					
B3	Coordination is both at intra- and inter-organization level					
B4	Coordination improves goodwill of the organisation by helping an organisation to sell high quality goods and services at lower prices					
B5	Coordination is a vital activity during the project implementation process					
B6	Coordination and cooperation among members are a prerequisite to build up effective and efficient processes of implementation					
B7	Coordination is more needed for such environment to build up teamwork and integration working environment, and it is fundamentally necessary for ensuring the success of a project					
B8	Coordination between project participants is the most significant factor with the greatest impact on cost performance					
B9	Lack of coordination may cause duplicity of work and thus results in wasteful expenditures					

SECTION D

No.	Community participation influences implementation of NGO-funded projects in World Vision, Somalia	SA	A	U	D	SD
C1	Community involvement in the project would impart ownership of the project to the community by ensuring the availability of the needed resources for the project implementation.					
C2	Societies within which Non-governmental organizations operates are in support of its projects					
C3	Locals availing some free labour during implementation					
C4	Successful implementation of Action Aid projects was partly attributed to community involvement					
C5	Community participated in these projects by provision of resources such as; land, bricks, sand, hardcore and labour					
C6	Community involvement should include a complete and total transfer of information from all of the parties involved to ensure that tradeoffs are adequately explained					
C7	Community involvement, and effective involvement requires an understanding of culture					

SECTION E

No.	Government involvement contributes to the implementation of projects done by NGOs in World Vision, Somalia	SA	A	U	D	SD
E1	Government has a positive social agenda (or even where individual ministries do) towards the people and where NGOs are effective					
E2	Genuine partnership between NGOs and the government to work on a problem facing the country or a region					

E3	NGOs will find dialogue and collaboration frustrating or even counter-productive					
E4	NGOs believe they will be better able to achieve the impact described above, and they will be able to expose the government to a grass- roots perspective					
E5	NGOs can play an important role in helping certain population groups, or filling in the gaps in state services					
E6	State-NGO relationship and to enhance the political will necessary for constructive engagement.					
E7	State-NGO relationship (and the features determining the quality of that relationship) is sector-specific					

THANK YOU FOR YOUR TIME AND COOPERATION

Appendix II: Interview guide for project coordinators and project managers

Introduction

I am **MOHAMED HASSAN ABDI AAR**, a student of Kampala International University and currently collecting data for compilation for my dissertation as a partial requirement. The research I am conducting relates to “*nongovernmental organizations and project implementation in Mogadishu, Somalia. A study of World Vision, Mogadishu, Somalia*”. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality and you do not need to indicate your identity anywhere on the questionnaire. Please spare some time and give your most appropriate and honest responses.

1. What is the influence of management commitment and support on the implementation of NGO-funded projects in World Vision, Somalia?

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.....

2. What is the effect of project team competence on the implementation of NGO- funded projects in World Vision, Somalia?

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3. To what extent has community participation influences implementation of NGO-funded projects in World Vision, Somalia?

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4. How government involvement has contributes to the implementation of projects done by NGOs in World Vision, Somalia?

.....

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THANKS FOR YOUR TIME

Appendix III: Work plan

Time resources required for the thesis report.

2022 -2023	Sep	Oct	Nov	Dec.	Jan	Feb	Mar	Apr	May	Jun	Jul
Proposal											
Data Collection											
Data Compiling and Analysis											
Thesis Report Writing											

Appendix IV: Research budget estimates

ITEM	AMOUNT IN UGX
Stationery	200,000
Accommodation	700,000
Research Equipment	400,000
Consultation expenses	550,000
Meals	600,000
Transport	600,000
Miscellaneous	400,000
GRAND TOTAL	3,450,000

Appendix V: Sample size determination

Note: “N” is population size and “S” is sample size.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	170	118	<i>400</i>	<i>196</i>	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	373
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20200	377
75	63	230	144	550	225	1900	320	30000	379
80	66	240	148	600	234	2020	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Source: Krejcie, R. V., & Morgan, D.W. (1970).