PROJECT MANAGEMENT AND SUCCESS OF SOMALI NATIONAL IDENTIFICATION SYSTEM (SNIS) PROJECT, MOGADISHU

BY

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A THESIS DISSERTATION SUBMITTED TO THE FACULTY OF HUMANITIES AND SOCIAL SCIENCES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR AWARD OF MASTER'S DEGREE IN PROJECT PLANNING AND MANAGEMENT OF KAMPALA INTERNATIONAL UNIVERSITY

AUGUST, 2021

DECLARATION

I Muktar Ahmed Mohamed, declare that this research dissertation on "Project management and success of Somali National Identification System (SNIS) Project, Mogadishu" has never been submitted to any other institution of higher learning.

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APPROVAL

This confirms that this thesis dissertation on "Project management and success of Somali National Identification System (SNIS) Project, Mogadishu" is ready for submission to the faculty of Humanities and Social Sciences of Kampala International University.

Signed: ..... Date 5th Aug 2021

Supervisor: Dr. Hassan Sseguja

DEDICATION

First of all, I would like to dedicate this piece of work to the Almighty Allah who has enabled me to carry out this research successfully and to my beloved parents without forgetting my dear siblings. May the Almighty Allah bless you all.

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Firstly, I am greatly indebted to my supervisor **Dr. Hassan Sseguja** who has tireless read through this research report to guide and correct me. I appreciate your effort. I cannot fail to acknowledge my lecturers for the knowledge that they passed on to me, without you this would not have been an easy task. May Allah Bless you all.

I would like to convey my sincere thanks to the management of Somali National Identification System and the respondents who participated in the interviews and those that helped in filling the questionnaires. Thank you so much, your contribution enabled me to write this research report.

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LIST OF ACRONYMS

ICT	Information and Communication Technology
KPI	Key Performance Indicator
OGC	Office of Government Commerce
P2MM	Prince23 maturity model
P3M3	Portfolio, Program and Project Maturity Model
PM	Project Management
PMI	Project Management Institute
SNIS	Somali National Identification System
TOC	Theory of Constraints
UDEs	Undesirable effects
UK	United Kingdom

ABSTRACT

This study sought to examine the effect of project management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia, with the following specific objectives (i.) to assess the effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia, (ii) to establish the effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia, and (iii) to assess the effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. This study was guided by the Theory of Constraints (TOC) developed by Goldratt (1990). This study adopted correlational research design. The study used both questionnaires and interview and the main Research Instruments. From the study findings It was found out that 20(18.2%) of the respondents disagreed with the statement that "Project monitoring and evaluation is activity seen as a donor requirement rather than a management tool". The findings offered above give the impression that since majority of respondents agreed with the statement thus it means that monitoring and evaluation help the project management in boost the success of the project. From study findings from the first objective the results showed that there is a positive the effect of Project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. (r = 0. 972). More on the second objective the results showed that (r = 0. 958). The sig. value for the correlation was also given as 0.000 which is less than 0.05. Based on these findings, the researcher rejected the null hypothesis, upheld its alternative and therefore concluded that there is a statistically significant positive the effect of Project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. However from the third objective the results showed that there is a positive the effect of Stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. (r = 0. 918), thus concluded that there is a statistically significant positive the effect of Stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. From the study findings and conclusion the study went further to recommend that the national and county governments should consider developing a monitoring and evaluation policy and regulatory framework. This will ensure that project is monitored and evaluated on regular basis. The study further recommended that project contractors and managers should consider putting in place a team of experts to identify, analyze and mitigate project risks. Further**,** the study recommends that government should consider putting in place a legal framework to ensure that contractors who do shoddy work are not paid until they deliver a quality project. The study also recommended that the organisation success metrics recently developed in other research works like benefit to end users, benefit to national infrastructure should be included for success Measurement. With this, the projects should not necessarily be organization based and will be more useful to all stakeholders.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the statement of the problem, background to the study, objectives of the study, purpose of the study, hypothesis, scope of the study, the operational definitions of terms and significance of the study.

1.1 Background of the Study

1.1.1 Historical Perspective

At the global level, project implementation is carried out on a daily basis by various project managers. The specific goals of the project will be achieved at the end of the project. Goals can vary from one project to another. Worldwide, time, cost, and quality goals are fundamental and common to almost all projects; they are discussed in the context of the success of many projects (Blismas et al., 2014).

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

In Africa, specific project management (PM) practices are implemented daily by project managers to achieve project objectives. It has been suggested that the Prime Minister's experience may vary from organization to organization (Collin, 2012). According to other project managers in Nigeria, the role of prime ministers cannot be different, as professional experience in the construction industry requires adherence to established rules and ethics; the purpose of a particular practice may depend on the environmental and social needs of the project. High satisfactory performance cannot be compromised, so there is a need to apply best practices.

According to Chan and Chan (2014), the high results achieved by the project optimize the experience.

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

In Somalia, the factors that affect the individual goals of the project are those that contradict or affect the success, outcome or performance of the project. The success of the project is influenced by several factors in Somalia (Collin, 2012), which focuses on the effect of the PM experience and the success of the project. Project success should be measured to allow for optimal experience between lots.

Somalia's economic growth rate was on average rate 5.3 percent from 2003 to 2007. However, infrastructure proved to be a drag on the growth (Robert, 2013). Despite of this growth, the country did not meet the 7 percent growth per annum required to attain the Millennium Development Goals. As of 2015, the gap between the amount needed and the amount available was 1.1 billion dollars or 13 percent of GDP. That gap would reduce significantly by adopting appropriate technologies to improve success of the projects sector (Bjarne, 2013).

According to Majanja, (2012) financial constraints hinder successful delivery of infrastructure projects in Somalia. Other factors such as project monitoring and evaluation, project risks management and management of group dynamics also affect the success of projects (Skeggs,

2011; Ugwa & Heupt, 2013). Other factors that affect success of projects are; environmental factors (increase in scope, inflation), client commitment to project financing requirements, project professionals' ability to generate accurate designs, political interference, corruption and poor cost estimates (Garrish, 2011).

1.1.2 Theoretical Perspective

This study was guided by the Theory of Constraints (TOC) developed by Goldratt (1990). It is "a process aimed at identifying and eliminating limitations in organizational processes that stand in the way of organizational goals." According to TOC, the main segments of the philosophy of continuous improvement of organizations are indicated (Collin, 2012). "It is used to identify factors that prevent an organization from achieving its goals, developing solutions, and engaging individuals to come up with the necessary changes."

According to Devor (2015), TOC is used for "production planning, production management and project management" and helps identify the most important problems in processes and systems that can improve performance. Typically, all projects are managed by focusing on the tasks that make up the project and the specific assurance that projects will be delivered on time if these activities are completed on schedule. But as a rule, project management becomes a very difficult exercise, resulting in excessive pressure to meet deadlines and often reschedule projects.

The fundamental thesis of TOC is that constraints have negative effects on the success of any firm. The theory of constraints advocates that project managers should focus on effectively managing these constraints. Klein, Debruine & Lehman, (2011) study indicated that about 40 percent of the projects constructed in Europe suffered from these constraints. The theory also challenges managers to be creative in finding strategies that will enable the firm to achieve quality infrastructure projects despite the presence of project constraints. Linhares (2010) argues that most of the constraints faced by firms originate from policies and inadequate physical resources. The theory of constraints emphasizes optimum performance within the existing constraints. It provides a framework of activities that managers should undertake in the course of managing projects.

The theory of constraints can be characterized as a set of concepts, principles and measurements that focus attention on the logistical tools that make project work to flow smoothly (William, 2013). Eric, Debra and James (2015) study on the effects of project management competencies in project success noted that in order to improve efficiency and effectiveness in the success of projects, the project manager should work on these constraints. Armit and Schoemaker (2011) study on success of projects argued that Critical Chain Project Management (CCPM) is an application of theory of constraints to projects. It is a method of planning and managing project execution designed to deal with uncertainties inherent in managing projects while taking into consideration limited availability of resources. The resources could be physical, human skills as well as management and support capacity. The primary constraints to project management are: cost, time, and scope.

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

1.1.3 Conceptual Perspective

Project management is the experience of starting, planning, executing, monitoring and closing a team to achieve certain goals and meet certain success criteria at a given time. The main task of project management is to achieve all the goals of the project within these limits (El-Mashaleh et al., 2016). A project management technique is a specific set of logical practices, methods, and processes that determine how to continuously implement, plan, manage, and properly design a project before and after its successful completion. Project risk management can be defined as a process used by project managers to minimize potential problems that could adversely affect the project schedule. Stakeholder engagement is a process in which people can influence the decisions made by the organization or influence the implementation of its decisions.

Project management practices adopted by a firm enabled it to accomplish an activity or a project in an effective and efficient manner (Miller & Lessard, 2011). There are many factors and project management practices that determined the performance of projects. They include user

involvement, executive management support, proper planning and mobilization of resources, realistic expectations, competent staff, clear vision and objectives, availability of resources, competence in technology, managing scope, managing issues that arise from project teams, monitoring and evaluating project progress, project risk management among others (Skeggs, 2011). However, based on Relative Importance index (RII), project resource mobilization, project monitoring and evaluation, management of group dynamics and project risk management were identified as critical management practices that determined performance of construction projects (Ugwa & Heupt, 2013;Skeggs, 2011).

Project resource mobilization involved identifying financial, human, physical and technical resources and organizing them in a way that led to successful completion of projects (Crivelli & Gupta, 2013). Financial resources were required by project contractors to buy the equipment and machinery needed in undertaking the road projects and meet other expenses related to the project such as salaries and wages for the workers and cost of fuelling the vehicles (Miller & Lessard, 2011). These equipment and machinery included tippers, graders, escavators and rollers. However, most of these equipment are very costly.

According to Harrison (2018), project monitoring and evaluation involved routine collection and analysis of information to track the progress of a project. Monitoring and evaluation of infrastructure projects was recognized as an indispensable management function. It helped in tracking the progress of infrastructure projects. It also provided regular reports on the implementation of projects in terms of input delivery, work schedules and targeted outputs. Project evaluation was defined as an objective assessment of on-going or completed projects in terms of their design, implementation and results (Mambo & Chiragu, 2013).

When people are carrying out a given project, they often take certain roles. The effect of these roles in other members and on the group as a whole was described as group dynamics (Prackel, 2014). Lewis (2011) asserted that a group with a positive dynamic had trust in one another; they worked as team during implementation of a project and held one another accountable for the success of the project. Lewis (2011) argued further that when a team lacked a strong leader, members would focus on wrong priorities leading to poor group dynamics.

Yankelovick (2014) described a risk as a threat that would cause a project to go wrong or at least not produce the desired results. Project risk management therefore sought to identify, analyze and respond to risks by applying risk management principles and processes Smith & Jagger, 2010). Risk identification involved pinpointing the risks that would affect the project through brainstorming, industry benchmarking, scenario analysis and risk assessment workshops. Risk quantification involved assessment of the risks and how different risks were related to with each other while risk response development included taking preventive measures against the threats posed by the risks. Such measures included avoidance, mitigation or acceptance. Risks that would affect the performance of road infrastructure projects were identified and mitigated appropriately. They included legal risks, technological risks, economic risks, financial risks, social risks and political risks (Well- Stam, 2013). Project managers had a responsibility of identifying the risks and managing them effectively.

Project success is defined as a project that meets its goals in terms of budget and schedule (Fellows and Liu, 2016). This evaluation criterion remains the most common measure in many areas. Success in a development project exceeds the meeting schedule and budget goals, which include meeting the benefits and expectations of beneficiaries, stakeholders, donors, or funding agencies. However, these revenue criteria are more difficult to determine, and some can only be assessed a few years after the project is completed, and for many organizations such an assessment is difficult to make due to lack of funding.

1.1.4 Contextual Perspective

Like the Somali National Identification System (SNIS) project, there are several project management activities under this project (Fellows and Liu, 2016). There are several ways to conduct these events and they are becoming a daily practice. The need to address any environmental and social issues of a particular organization may lead to a perception of project management. The Somali National Identification System (SNIS) project management staff also assumes the management of a specific project and pursues goals that are not relevant to the failure of the project. Therefore, several experiments are carried out in project management, but they are not recognized as project management (Kotnur, 2013). The need for a successful project necessitates the application of best practices in the Somali National Identification System (SNIS)

project. Knowing the success, outcome, or success of a project is important to know the best practice. Efforts to measure the success of the project have helped or failed in this direction. In this regard, a simple, straightforward and understandable method is needed to measure the success of a project.

However Haron, et al., (2017) study examined on impact of project management practice on the success of project success in Pakistan construction industry and established that new and emerging criteria such as customer satisfaction, competency of the project team, and performance of subcontractors/suppliers is a determinant to the achievement moreover on scope, budget and quality. However, the study was based on the construction industry. Alqahtani, et al., (2015) study investigated factors effecting performance of projects and found that organizational culture, project management culture, and the project manager affects project performance. However, the study was qualitative in nature which does not provide conclusive findings due to small sample size involved.

More so in 2018, a survey undertaken by Booz Allen Hamilton (project management consultant) which comprises of 20 companies in engineering, procurement and construction; shows that 40 percent of all projects executed where faced with cost overruns and behind schedule. These overrun in cost and schedule has led to client's dissatisfaction on project performance; this view also agree with the research of M J Lang (2010). Therefore, effective project management is very vital in such a volatile business environment.

The national identification project plays a key role in the performance of all economic sectors. The Oman Government has supported construction projects through substantial investment in infrastructure projects including roads, parks, buildings, road lighting, road slope protection, bridges, and irrigation (Abbas, 1998). The municipal ministry is charged with this responsibility and is a major stakeholder in the implementation and management of these projects. In response to significant pressure from high level authorities to deliver such projects to citizens, hundreds of these projects commence annually. However, a lack of experience, insufficiently skilled staff, routinely poor execution processes, and poor project management practices, such as monitoring, control, and performance measurement, have been major weaknesses within Oman construction projects (Assaf, & Al-Hejji, 2006; Al-Sedairy, 2001; Al-Sedairy, 1999; Al-Khalil & Al-Ghafly,

1999a; Al-Khalil & Al-Ghafly, 1999; Al-Hammad, 1995). In recent years, some studies have been conducted regarding this within the Oman construction industry. However, research into municipal projects still remains a problem area with a dearth of research studies. Likely reasons for this lack of research may be due to insufficient specialists in municipal agencies. This is apparent through weak project performance and failure to achieve goals with respect to the basic success criteria which are; time, quality and target (Al-Nagadi, 2010; Al-Sedairy S. T., 2001).

Badiru (2011) observe that contractor prequalification process in Oman construction industry assumes that implementing best practices and a standardized process will lead to improved identification of qualified contractors for specific work, and reduced costs, resources and time to complete each prequalification. According to Hiles and Wells (2015) the main reasons why firms prequalify their contractors are to minimize risk and to reduce the cost associated with procurement. Since one of the main goals is to reduce costs, it is critical to implement a streamlined prequalification process that does not require high out-of-pocket costs and is not resource intensive.

Simon (2015) observe that regulatory framework in which regulators challenge firms to improve based on constructive and active engagement can be effective in ensuring compliance before a serious problem emerges and regulatory framework governing the construction industry could seek legal capacity to prosecute errant developers. The author further observes that the composition of the regulatory framework that governs the Somali National Identification Project should include specialized bodies mandated to champion for regulations in order to streamline the building industry.

Robert (2016) indicates that contractor supervision is the least glamorous part of project work, but in several respects it is the most important. It is an exercise in collective problem solving, and as such, is one of the most effective ways of ensuring project success. National identification supervision is aimed at ensuring that a high standard of supervision of building project is systematically carried out by the project parties diligently throughout the construction period. According to Mastrandera (2016) construction supervision is therefore a continuous, participatory process as opposite to traditional supervisory visits which focus more on inspection and fault finding rather than on problem solving to improve performance.

Sturts and Schunk (2017) indicates that contractor subcontracting allow the subcontractor to be less vulnerable to fluctuation in business, have more flexibility in workforce coordination, and be able to reduce cost of management. According to Shimizu and Cardoso (2012) National Identification mismanagement might start with a single subcontractor, and cascade through the work force chain to affect the schedule and leading to damages to multiple parties. Therefore, issues in subcontractor should not be overlooked in defeating the challenge of achieving planned budget, cost and schedule.

1.2 Statement of the Problem

There are several types of project management under this project. There are several ways to conduct these events and they are becoming a daily practice. An excellent project management system takes into account cultural, structural, practical and individual elements. Presumably, this indicates a good direction, unique activity, and a clear evaluation mechanism to measure project results / outcomes. However, the National Identification System (SNIS) project in Somalia believes that it faced difficulties in developing the project and did not take precautionary measures to eliminate uncertainties. As a result, the project was delayed because it was estimated to take a period of 3 years but now it is in 5 years and the budget was amounting to SHLN 18million, and unit cost of monitoring works totalling to SHLN 5,808 million (Mogadishu Statistical Abstract, 2018/2019), this was over fulfilled due to the neglect of potential risks such as improper project management, operating and technology risks, regulatory and political risks, completion risks, overestimated budget costs and time overruns by the contractors that hindered its success. In addition, lack of information and inefficient project management led to an increase in the cost of the project, delays in completion, as well as suspension until completion. At the same time, this traditional approach to project management was not a sufficient condition for the success of the Somali National Identification System (SNIS) project in Mogadishu (KPI Working Group, 2013).

Other project complexities included, large capital investments, large project participants, strict quality standards, rising prices, environmental shocks, stakeholder efforts and ICT development. The above necessities affected the success of the Somali National Identification System (SNIS) project in Mogadishu in various ways. However, the ability to absorb such shocks was depending

on the project management strategy. Project success was the most talked about topic in project management, and little was known about the impact of project management success on project success. Despite did not register the training on project management, project management techniques cannot ensure sustainable project success. Thus the need to examine the effect of project management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

1.3 Purpose of the study

The purpose of the study was to examine the effect of project management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

1.4 Objectives of the study

i. To assess the effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

ii. To establish the effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

iii. To assess the effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

1.5 Research Questions

i. What is the effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

ii. What is the effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

iii. What is the effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

1.6 Hypothesis

i. There is a strong, positive and significant relationship between of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

ii. There is a strong, positive and significant relationship between of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

iii. There is a strong, positive and significant relationship between of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

1.7 Scope of the Study

1.7.1 Geographical Scope

The study was carried out from Somali National Identification System (SNIS) Project in Mogadishu. The project was situated in the centre of Mogadishu the capital city of Somalia. The researcher conducted the study from this Project because of the ineffectiveness in its success due to issues associated with project management practices such as low value for money due to shoddy works, overestimated budget costs and time overruns by the managers.

1.7.2 Content Scope

The study focused on the effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia, the effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia, the effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia, the effect of needs identification and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

1.7.3 Time Scope

This study used data from 2010-2019 because it was during this time gap when the Somali National Identification System (SNIS) Project experienced threats in its success due to issues in its project management. The researcher conducted this study in a period of 14 months that was January 2020 to February 2021 because the process involves data gathering and editing.

1.8 Significance of the Study

As more and more project management practices emerge, the need to learn about them and their impact on project success becomes increasingly important.

With this knowledge, project managers, client team members, and end users learn more about the negative and positive trends of everyday practice. This is an effective way to monitor and redirect management actions to achieve the management goal. high success of the project.

A comprehensive assessment of the factors affecting construction time, project cost and quality is essential in the management of each project.

Knowledge of the effect of project management and project management experience can significantly enhance such an assessment.

Many construction projects often exceed time schedules and cost estimates. Emphasizing the need to regularly measure time and cost effectiveness is a step towards raising awareness of project management staff and project clients about the high costs by sacrificing time and cost goals for purposes other than project failure.

1.9 Definition of Key terms

Project

A project is a temporary action (usually time-limited, often limited to funding or deliveries) to achieve specific goals and objectives, usually producing a specific product, service, or outcome that has a definite beginning and end. change or added value (Levin, 2013).

Project management

Project management is the process and activity of planning, organizing, motivating, and monitoring resources, procedures, and protocols to achieve specific goals in scientific or day-to-day matters (Ling et al., 2012).

Project success

Project success is continuously assessed by various dimensions, numbers, ratios, values and attributes (Oppong, 2013). Project success can be measured before and after project completion.

Project monitoring and evaluation

Monitoring is the collection and analysis of information about a project or programme, undertaken while the project/programme is ongoing. Evaluation is the periodic, retrospective assessment of an organisation, project or programme that might be conducted internally or by external independent evaluators (Collin, 2012).

Project risk management

Risk management activities are applied to project management. Project risk is defined by PMI as, "an uncertain event or condition that, if it occurs, has a positive or negative effect on a project's objectives." (Devor, 2015).

Stakeholder involvement

Stakeholder engagement is the process by which an organization involves people who may be affected by the decisions it makes or can influence the implementation of its decisions (Fellows and Liu, 2016).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The study reviewed literature from various scholars on the major variables of the study. This chapter contains theoretical review, review of related studies and research gap. The chapter further reviews literature related to the independent and dependent variables in the research.

2.1 Theoretical Review

This study was guided by the Theory of Constraints (TOC) developed by Goldratt (1990). Constraint theory is a method for determining the most important constraint coefficient (ie constraint) on the way to a goal, which is then systematically improved until it becomes a limiting factor (Oppong, 2013). In his most famous novel, The Goal (1984), Dr. Eliahua Goldratt developed The Theory of Limitation (TOC) and presented it to a wide audience. Since then, TOC has continued to develop and today it is one of the most popular management methods. One of the most useful features of the theory of constraints is the process of its maturation. In an environment where there is an urgent need for improvement, TOC offers the best solution because it is primarily focused on rapid improvement (Sarantakos, 2015).

Constraint theory is a method that helps to determine the decisive factor in the achievement of a goal (usually called constraints or difficulties). The main purpose of the theory of constraints is to improve the constraint in the absence of a constraining factor (Sarantakos, 2015). Constraint theory includes a methodology for solving complex problems called "Thinking Processes". Thinking processes are optimized for many interconnected complex systems (eg, production lines). They are designed as a scientific "cause-and-effect" tool that first tries to identify the root causes of side effects (called UDE) and then removes the UDE without creating new ones.

The fundamental thesis of TOC is that constraints have negative effects on the success of any firm. The theory of constraints advocates that project managers should focus on effectively managing these constraints. Klein, Debruine & Lehman, (2011) study indicated that about 40 percent of the projects constructed in Europe suffered from these constraints. The theory also

challenges managers to be creative in finding strategies that will enable the firm to achieve quality infrastructure projects despite the presence of project constraints. Linhares (2010) argues that most of the constraints faced by firms originate from policies and inadequate physical resources. The theory of constraints emphasizes optimum performance within the existing constraints. It provides a framework of activities that managers should undertake in the course of managing projects.

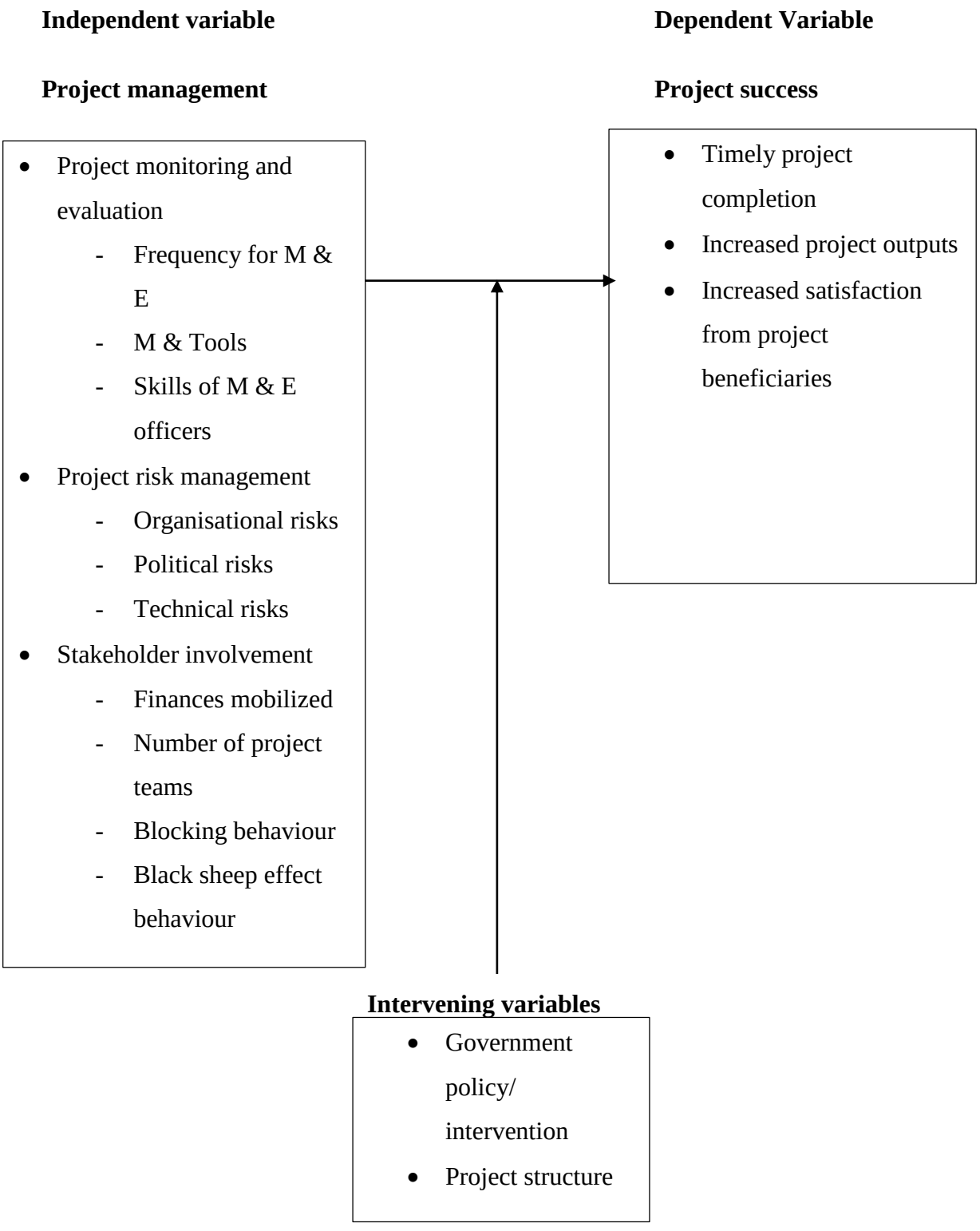
The theory of constraints can be characterized as a set of concepts, principles and measurements that focus attention on the logistical tools that make project work to flow smoothly (William, 2013). Eric, Debra and James (2015) study on the effects of project management competencies in project success noted that in order to improve efficiency and effectiveness in the success of projects, the project manager should work on these constraints. Armit and Schoemaker (2011) study on success of projects argued that Critical Chain Project Management (CCPM) is an application of theory of constraints to projects. It is a method of planning and managing project execution designed to deal with uncertainties inherent in managing projects while taking into consideration limited availability of resources. The resources could be physical, human skills as well as management and support capacity. The primary constraints to project management are: cost, time, and scope.

The scope constraint refers to what should be done to produce the project's end result. Bigger and complex projects with several tasks to be performed are more challenging compared to smaller projects. Martin described a project as a complex activity in terms of technology of equipment and materials, machinery and people. Bladderstone (2012) suggested that if the project is too big, some of the activities could be sub-contracted so as to reduce the complexity of the project. Sub-contracting is crucial since it enabled project managers to break complex projects into simple projects that can be easily coordinated and managed effectively. Steyn (2010) asserted that theory of constraints can be used together with other management techniques such as Just in Time (JIT) and Total Quality Management (TQM) to provide a comprehensive set of techniques that emphasize continuous improvement in project activities. This enhances timely delivery of project deliverables and creation of value to customers through quality, reduction in project cost and project completion within scheduled time.

Mabin (2012) believes that Goldratt's methodology seeks to identify a system's bottlenecks, assess the impact of these bottlenecks and help to suggest efficient solutions to the bottlenecks. The study also indicated that the theory of constraints provides a structured script that helps formulate strategies and design solutions to bottlenecks. The study further asserted that the theory is a tool that helps project managers identify constraints and adopt solutions to infrastructure systems.

This theory is relevant in this study as it brings into the surface the constraints that inhibit success of infrastructure projects. The constraints are scope of the project, project cost, quality and time within which the project should be completed. This theory was used by Gitenya and Ngugi (2014) study on "assessment of the determinants of implementation of housing projects in Kenya". It was also used by Guash (2012) study on From Management by Constraints to Management by Critical Activities.

2.2 Conceptual Framework



Source: Blismas et al., (2014)

The conceptual framework indicates that the independent variable is Project management and it concerns; Project risk management (Organisational risks, Political risks and Technical risks), Stakeholder involvement (Finances mobilized, Number of project teams,Blocking behaviour and Black sheep effect behaviour) and Project monitoring and evaluation (Frequency for M & E, M & Tools, and Skills of M & E officers) whereas the dependent variable is Success of state building projects which concerns; Timely project completion, Increased project outputs and Increased satisfaction from project beneficiaries. This is intervened by government policy/ intervention and project structure.

2.3 Related Literature

2.3.1 The effect of project monitoring and evaluation and project success

Walker, (2015) conducted a study at the African Virtual University (AVU) on how monitoring and evaluation in Kenya affect project performance. Two successful projects, AVU, the Multinational Project (MNP) and the Virtual Cancer University, were implemented through a combination of extra-factual research and research and identification of the interrelationships of the transmission lines. Runner ratios showed a positive correlation of 0.6 between M&E and project results for the two projects (Walker, 2015). The study concluded that in order to influence the work of the project, the M&E should be carried out fully and systematically. Given that the projects are implemented by structured institutions, it is recommended to join the M&E institution.

Xiao and Proverbs, (2013) examined how "Monitoring and Evaluation" affects the work of youth-funded agribusiness projects in Kenya, Nakuru, Kenya, and Bahati. A census was conducted of the target population, which financed group projects of 50 agribusiness youth. Data were collected through structured questionnaires. The results of the study show that only training has a statistical effect on the monitoring of projects and the evaluation of youth-funded agribusiness projects (p0 value 0.05, <0.05). According to the study, youth fund managers should consider providing short-term monitoring and evaluation courses to all youth groups who apply for funding.

Blissmas et al., (2014) examined the institutional determinants of introducing a joint system of monitoring and evaluation between community-based development projects in Kibera Slum, Kenya. A descriptive survey project was used in this work. The target population was 138 respondents, of which 122 inquiries were received. The results of the study show that the factors that affect the monitoring and evaluation of government projects in Kenya have many shortcomings that, if not addressed, will affect the success of the program. These include the high cost of the eastern zone, and payments such as payments to the M&E committee lead to poor M&E performance.

From the discussion on the types of M&E, it is important to acknowledge other views on what M&E means and what it should achieve. The most distinguishable views within this spectrum comes from those who see M&E as supporting a purely accountability function. This grouping aligns itself to the field of auditing, compliance and performance management (Cook, 2006). In accountability orientated M&E, high levels of scrutiny are expected, and judgement generally made against clear standards and norms established for a range of performance areas (Cheng, Daint, & Moore, 2007). This would include the proper management of budgets, personnel, legal and regulatory compliance with process and procedures. Deviation from any of the standards invites censure (Naidoo, 2013). In this context, M&E is seen as supporting a management function, which Cook (2006) points out "encompasses the entire management, operating systems and culture of an institution".

Apart from M&E serving the very necessary purpose of accountability, for reasons mentioned in the foregoing, it is also meant to promote the "learning organisation" (PMI, 2006) - this would be at the level of M&E, and comes about when results are presented. The assumption is that organisations would become more open and self-reflective when faced with evaluative information, but it is not necessarily the case, as operationalizing learning is not easy, given the complex array of protocols and management culture, which must be, negotiated (PMI, 2006). It has been shown that whilst it is implicit that M&E should lead to learning and reflection, this may not be the case, because the way organisations integrate information may be complex, and not as causal as suggested in classic M&E (Preskill, 2004).

As observed by Kennerly and Neely (2003), utilising evaluation in organisations is, however, not easy, and is influenced by several factors: contextual (political), technical (methodological) and

bureaucratic (psychological). These factors overlap, but what is clear is that unless "all the elements are lined up, organisational learning is difficult". Schwartz & Mayne (2005) assess this grouping in terms of how M&E contributes to learning and reflection, and notes that in this mode M&E is seen as one tool that supports management by improving the quality of information provided for decision-making. Whilst most of the research has focused on NGOs, there is growing interest in seeing how M&E helps to build learning organisations in other organizations (Roper & Petitt, 2002; Hamer & Komenan, 2004).

There is much potential for evaluation to lead to organisational learning, and not just accountability, which has been illustrated by Gray (2009). The point made is that M&E intent is very important, as it could lead to different outcomes – the interest of this study. It should be remembered that M&E has assumed different identities, due to context, and depending on this, it may be used for accountability, promoting a behaviour or practice, or learning, as demonstrated in a series on the subject (Bamberger, 2018).

On project performance, there is wide divergence of opinions in this field; the only agreement seems to be what constitutes 'project performance' (Murphy et al 1974; Pinto & Slevin 1988; Gemuenden & Lechler 1997 and Shenhar et al 1997). In this study, project performance, was considered as the overall quality of a project in terms of its impact, value to beneficiaries, implementation effectiveness efficiency and sustainability. M&E is analysed to see its influence on project performance, taken to mean degree of project goal achievement

It is important to recognise that monitoring and evaluation are not magic wands that can be waved to make problems disappear, or to cure them, or to miraculously make changes without a lot of hard work being put in by the project or organisation. In themselves, they are not a solution, but they are valuable tools (Verma, 2005). There are various processes involved in the monitoring and evaluation of projects which when done correctly can lead to improvement and good delivery of projects in future (Msila & Setlhako, 2013).

Monitoring and evaluation can help identify problems and their causes and suggest possible solutions to problems (Shapiro, 2001). In this way, M&E can have influence on project performance much as there is inadequate information on this (Singh & Nyandemo, 2004). So then, what activities are involved in M&E? According to UNDP (2009), conducting monitoring

and evaluation involves a number of complementary activities of which the most important is to formulate a plan for M&E, which guide the rest of the exercise. Shapiro (2001) adds that monitoring and evaluation should be part of the project planning process and that there is need to begin gathering information about project performance in relation to targets right from the start.

2.3.2 The effect of project risk management and project success

Risk management is one of the nine areas of knowledge disseminated by the Project Management Institute (PMI). The PMBOK® Guide identifies nine areas of knowledge that are specific to almost all projects (Collin, 2012). Each PMI area of knowledge covers some or all of the project management processes. Risk management is a difficult aspect of project management. The project manager must be able to identify the root causes of the risks and link them to the impact of the project on the success of the project. Risk management in the context of construction project management is a comprehensive and systematic way to identify, analyze and respond to risks to achieve project objectives (Devore, 2015). Key decisions and influence on the choice of environment and construction methods are made in the early stages of the project, which makes risk management very important at this stage.

The construction industry involves many players and is complex. The main classifications of construction works: residential, non-residential building, heavy, highway, engineering and industrial (El Mashale et al., 2016). Construction projects can be new construction or the restoration and rehabilitation of existing infrastructure. Most of the construction work in Somalia involves new public and private infrastructure projects. Large construction projects are exposed to risks arising from the complexity of planning, design and construction, many players, the use of many resources and their availability, unpredictable environmental factors, the ever-changing economic and political environment and legislation.

Methods of risk analysis and management are described in detail by many authors (Fellows and Liu, 2016). The typical risk management process involves risk identification; risk assessment; risk reduction; and risk monitoring. The risk identification process seeks to identify the source and type of risk. Risk identification involves the identification of potential hazards in a construction project and the clarification of risk liability (Kotnur, 2013). Risk identification is the basis for the analysis and control of risk management and ensures the effectiveness of risk

management. Identifying and mitigating project risks is a key step in managing successful projects.

The School of Finance and Banking project started in 2013 but was completed only in 2013 (KPI Working Group, 2013). The project was put out to tender for construction in 2015, but the contract was not signed because the customer did not have sufficient funding for the project. Construction began in 2014. The project was extended for another year, and due to unforeseen circumstances, the cost of construction increased by 20%. The difficulties in the project were mainly related to site selection and validation, preliminary budgeting and planning processes.

Safety and uncertainty can have detrimental effects on construction sites (Levin, 2013). Therefore, risk analysis and management remains a key feature of project management for construction projects to effectively address uncertainties and contingencies and achieve project success. The Institute of Project Management defines project risk as an unknown event or situation that has a positive or negative impact on at least one project goal, such as time, cost, volume, or quality (PMI, 2012).

Risk management is one of the nine areas of knowledge disseminated by the Project Management Institute (Ling et al., 2012). Risk management in the context of construction project management is a comprehensive and systematic method of risk identification, risk analysis and response in order to achieve the goals of the project. In the construction industry, risk is often referred to as the presence of potential or actual threats or opportunities that affect the objectives of a project during construction, commissioning or operation.

Reducing risk by minimizing their impact is an important component of risk management. Adverse effects must be minimized when a successful risk mitigation strategy is properly implemented. Basically, a well-planned and well-managed risk mitigation strategy is to replace unknown and unstable events with predictable or controlled responses (Ling et al., 2012). The cost of a construction project, the ability to manage or install schedules and quality control mechanisms, decreases rapidly as the project progresses through the life cycle (Naoum, 2013). Control activities during the planning phase include risk identification, architect and engineer selection, architect and engineer contract review, site selection and inspection, identification and verification, and preliminary budgeting and scheduling.

Risk management has remained to be one of the most essential tools to boost project performance throughout history. All projects across the globe are inherently risky because they are unique, constrained, complex, based on assumptions, and performed by people. As a result, project risk management must be built into the management of projects and should be used throughout the project lifecycle (Olwale & Sung, 2010).

In Africa, the first large organization was the transcontinental railroad, which began construction in the early 1870s that practiced traditional risk management. Suddenly, business leaders found themselves faced with the daunting task of organizing the manual labor of thousands of workers and the manufacturing and assembly of unprecedented quantities of raw material. The 1950s marked the beginning of the modern Risk management era. Again, in South Africa, prior to the 1950s, projects were managed on an ad hoc basis using mostly Gantt Charts, and informal techniques and tools.

In Somalia, Benadir/Mogadishu pipeline project was considered to be the most expensive private project in 1970s (Olwale & Sung, 2010). With over 10billion dollars of budget and 800 miles of pipeline, this project required top notch project managements abilities to be completed and perfected. During the planning phase, the owner assigned the whole project to a Construction Management company (contracting, called CMC) while retaining the centralized decision making ability. Initially the hierarchy from top to bottom consisted of 9 layers which created many risks and conflicts between various subcontractors and other participants of the project. There were also delays made in decision making process because of various construction sites and count of subcontractors in Somalia ((Tversky & Kahneman, 2013).

Risk within the Mogadishu to Cadale construction project is generally perceived as an occurrence that impacts the major objectives of the project, namely cost, time and quality. The other fact is that just like most construction projects, the Mogadishu to Cadale construction project is more prone to risk and uncertainty than any other project in Somalia (Tah& Carr 2000; Othman 2018). This could be due to the inherent idiosyncrasies of the construction sector, such as considerable complexity, dynamic nature vulnerability to project environment, tight scheduling and the immense size and volume of the projects. The impacts of these factors are further exacerbated due to the involvement of a wide range of stakeholders and parties at every stage of the product delivery. Projects risks might influence every aspect of a project to the

extent that these risks could hamper meeting the main objectives of the project (Tadayon et al. 2012)

Success in road construction project is indicated by its performance in the achievement of project time, cost, quality, safety and environmental sustainability objectives (Zhou, Zhang, & Wang, 2015). Despite the efforts by all players in the construction industry, many construction projects in Somalia and generally in the region and the world run a high risk poor performance by being well over budget and significantly late (Choge & Muturi, 2014).

Currently in Mogadishu, the road construction industry generally has poor cost and schedule performance. For instance Mogadishu to Cadale Road Construction project has been marred with cost overruns (Choge & Muturi, 2014). The risks in the project stems from poor scope definition, poor estimating and development of a budget based on incomplete data. The project was supposed to be completed between 2012-2016. However money was overspent, this project did not get complete.

The risks at construction project planning stage include poor scope definition, poor estimating and development of a budget based on incomplete data. The risk management practices required at this stage include risk profiling and identification, the architect and engineer selection process, construction site review and validation, needs identification and validation and preliminary budget and schedule development (Wallace & Blumkin, 2007, p. 4).

2.3.3 The effect of stakeholder involvement and project success

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

Project implementation will ensure the active participation of stakeholders in the implementation of project activities. This will allow the planned project activities to be carried out efficiently and effectively, as well as the collection, analysis and application of measurements in accordance with the project plans, specifications and initial feasibility studies at all stages of the project.

According to Sarantakos (2015), project implementation is highly dependent on the plans developed at the planning stage and the process of implementation of project activities is not defined, each project carries out activities using its own experience, expertise and methods; allowing certain control, supervision and corrective actions to be skipped.

During the project implementation period, time, resources and efforts are spent to identify needs, explore opportunities, analyze the project environment, build relationships, build trust, develop partnerships and develop alternative projects. According to Walker (2015), the decisions made during the launch phase are linked to existing strategies and determine the overall framework for the project's future development. This stage allows the establishment of a norm of participation in which all stakeholders work together to form a project at the beginning of the project life cycle (Walker, 2014). Stakeholders in charitable projects include sponsors, their guardians, church leaders and staff, representatives of charity, school teachers, Sunday school teachers, and public figures.

Throughout history, stakeholder engagement has been widely recognized around the world as a key component of programming since the 1970s (Walker, 014). Participation is the sharing of development benefits, participation in human development and decision-making at all levels of society. According to Xiao and Proverbs (2013), stakeholder engagement is a process in which stakeholders facilitate and share management of development initiatives and related decisions and resources.

The development experience of the last few decades and the growing concern of international financing agencies and non-profit organizations in the social sector have made stakeholders an integral part of the development process. Stakeholder engagement in Africa is even more important as the world is interconnected (In, 2013). For example, in most African countries, any social problem - economic development, low education, environmental issues, ethnic groups, terrorism - affects many people, groups and organizations, and in the "world of common forces" no one is fully responsible. “Thus, it requires the participation of all stakeholders in identifying and addressing the problem affecting society. In Kenya, many stakeholders deal with what they feel is part of and value what they can help create. Thus, to build a sense of ownership, stakeholders are usually fully involved in the project to address their needs (Collin, 2012).

Walker (2015) noted that the availability of time to prepare for the tender is usually an attribute in some client organizations that have bodies responsible for coordinating project financing. This usually happens when you have to withdraw funds from your own source over a period of time. As a result, project consultants are pressured to prepare applications for immediate project submission. Such schedules place restrictions on the preparation of applications, resulting in a reduction in the level of quality and efficiency that needs to be introduced; It is impossible to overestimate the consequences of unexpected changes that hinder the progress of the project.

Walker, (2014) describes a number of features associated with the search for project funding. Some of these features are seen as problems in the practice of coordinating project funding sources. Relevant features include: • Frequent delays in approving funding applications; The cost of infrastructure is not fully calculated in the applications, so it is not funded. The presence of some or all of these features in the client's organization has a tendency to provide certain results of project management, which are developed in order to reduce the difficulties encountered. The impact of such experience on the success of the project should not be overlooked in the search for project success.

Project initiation is the first phase of the project cycle. In this phase the idea for the project is generated, the goal is articulated and feasibility of the project is determined. Moreover, decisions regarding project actors and implementers, stakeholders and whether the project has sufficient support are made. During this phase, stakeholders conduct a needs analysis by identifying the needs and prioritizing them as well as identify the root causes of the problems (Leedy & Omrod, 2011). Once the problem has been identified, beneficiaries discuss it at length and reach a consensus. The objective analysis is done and a possible solution examined based on the root causes of the problem.

According to Lyons et al., (2011), needs identification is important in developing the capacity of grassroots communities. Community development as a process begins with needs identification. When they do this together the community is able to share the vision and commit to seeing it become a reality. What follows are sessions where the problems identified are discussed critically and analyzed objectively. This is aimed at understanding the problem clearly and appreciating the magnitude of the problems (Mansuri, & Rao, 2015). The scope and clarity of the problem and cause effect relationships are identified during this stage. Resources available to

address the needs are also identified. During this stage the community will identify a number of problems but should be able to prioritize and order them from the most pressing to the least pressing needs. Similarly the beneficiaries should assess the needs by identifying the cause effects relationships and consider their resource endowment.

During initiation, a needs analysis by stakeholders can serve as a guide to ensure that the project design is in line with the needs and capabilities of the said community. This should be the guiding principle in deciding whether community participation is possible and practical during project execution. The facts found in the preliminary stage will be valuable in reaching such a conclusion (Mansuri, & Rao, 2015). When community members are involved in identifying their needs they are able to have a common understanding of a problem and treat it with the importance it deserves and commit to solving the problem. Instances where they are overlooked in this stage, legitimizing will be tricky even if the outside world assisted them to identify the needs. This leads to chances of delay during implementation phase (Mansuri, 2014).

Barasa, & Jelagat, (2013) did an empirical study of the impact of user involvement on system usage and information satisfaction. They argue that user involvement" in information system development is generally considered an important mechanism for improving system quality and ensuring successful system implementation. The common assumption that user involvement leads to system usage and/or information satisfaction is examined in a survey of 200 production managers. Alternative models exploring the causal ordering of the three variables are developed and tested via path analysis. The results demonstrate that user involvement through conferences in the development of information systems will enhance both system usage and the user's satisfaction with the system. Further, the study provides evidence that the user's satisfaction with the system will lead to greater system usage.

Botchway (2011) indicated that stakeholder participation was very important in the implementation phase of the project. This is because this phase involves a number of people working to fulfill the project. The involvement diverse stakeholders increase the conflict of interests between stakeholders in the implementation phase. To reduce this conflict, the author suggested that the project supervisor ensure that the community participated in monitoring the project schedule and implementation.

Participation in project monitoring and evaluation was another area discussed in various studies (Chikati, 2015). Furthermore, Institutions such as the Cooper, & Schindler,(2014) had advocated the adoption of participatory monitoring to ensure that the project achieved the desired objectives. The monitoring and evaluation phase focused on anticipating and planning for issues or problems that could occur with the end product.

Project management life cycle activities according to the traditional approach are a sequence of steps to be completed. The steps include five developmental components of a project can be distinguished (four stages plus control): initiation, planning and design, executing, monitoring and controlling and closing. Cooper, & Schindler, (2014) noted the project management life cycle in to: conception phase, definition phase, planning and organizing phase, implementation phase and project clean-up phase. Duggal, 2011 identifies the project management life cycle in to initiating, planning, executing, monitoring and controlling and closing. Stakeholder participation is key throughout the project cycle if better performance is to be achieved.

Garrett, 2014 assented that stakeholder participation is increasingly becoming part of project practice in order to deliver excellent project outcomes. A well-managed stakeholder engagement process helps the project stakeholder to work together to increase comfort and quality of life, while decreasing negative environmental impacts and increasing the economic sustainability of the project. Stakeholder engagement should therefore be taken as a core element of any "sustainable development" plan (Kelly, 2011). The issue of performance relating to development activities started to become important to government, donors and development theorists from the 1980s.

From a project management perspective, stakeholder engagement is likely to have considerable impact on how an MSE project unfolds, thereby presenting a number of challenges for budgeting and planning (Khwaja, 2011). When stakeholder engagement is carried out within a MSE framework, a modelling team usually applies a number of different strategies or actions, which include determining who the stakeholders are, explaining what models can offer, collecting information, understanding expectations, defining modelling questions and system indicators that are relevant to stakeholders, learning the most suitable way to communicate information and building trust, ownership and participation.

Human relations, trust and mutual understanding, which are preconditions for cooperation (Khwaja, 2014), are not obtained in a one-off effort, but take time and repeated reciprocal interaction to develop (Kolavalli &, Kerr, 2012). Pinning down stakeholder systems can also be frustrated by the fact that the modellers themselves affect the stakeholder system – as soon as they begin engaging, stakeholders' perceptions, knowledge and actions begin to change in response (Kombo, & Tromp, 2016). Modellers learn in the process too, which in turn affects their approach to model building. Expectations and modelling questions develop along with understanding of the modelling process itself as do information collection and communication needs. Given these circumstances it is unsurprising that planning and carrying out stakeholder engagement can be challenging. Very few actions in an engagement process can be performed and ticked off as planned: most need to be repeated, improved, and in some cases, discarded and replaced during the overall process.

A wide number of governments have embraced stakeholders Engagement to address future climate change and enforcing automobile emission control and have done so involving a large number of stakeholders (Bredillet et al., 2015). In virtually every instance, the challenge has been to devise policies that maximize Automobile emission reduction while minimizing costs to the state's economy. The predominant focus of analysis of this phenomenon has been oriented in understanding the contribution of state measures to the general automobile emission reduction strategy and the initiatives (Barasa, & Jelagat, 2013). On a global view of Automobile emission control, China government implemented freight Emission Control Program to reduce air pollution and greenhouse gas emissions. However, the freight sector, particularly the road freight, remains a major concern as the fragmented structure of the sector along with its mobile nature makes the management of the sector very challenging, due to rapid growth of road freight vehicles and the corresponding increase in road freight tonnage, this sector has become a major contributor to air pollutants and greenhouse gas emissions.

In Africa, the existence of good and well-functioning road network is vital for economic growth, poverty reduction, and wealth and employment creation. Thus the Ministry of Roads plays an important role in the attainment of "Kenya vision 2030" goals, Millennium Development Goals (MDGs) and Kenya's Economic Recovery Strategy for wealth and Employment Creation Strategy (ERS) through the provision of basic infrastructure facilities to the public by

developing, maintaining, rehabilitating and managing of road networks in the country (Botchway, 2011). Stakeholders' involvement is paramount in development projects. Even though, minor decisions and emergency situations are generally not appropriate for stakeholders Engagement, a complex situation with far-reaching impacts warrant stakeholders Engagement and when done proactively, rather than in response to a problem, helps to avoid problems in the future (Chikati, 2015). The focus of public participation is usually to share information with, and gather input from, members of the public who may have an interest in a project. The Constitution of Kenya 2010 gives citizen the right to take part in activities that have a direct bearing on their lives.

In Somalia particularly within Oxfam International, stakeholders Engagement ought to involve people throughout the project cycle; in implementation, having a share of development benefits and evaluating project outcomes. Stakeholders of the Project also are in a position to define goals and project design (Cooper, & Schindler, 2014). Despite contention among authors on the benefits of participation, the rationale of stakeholders Engagement is evident in several case studies.

2.4 Empirical Review

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

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

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

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

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

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

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

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

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

2.5 Research Gap

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

The study by Peter (2009), the Focus of the Study was to analyze the effects of delay of road infrastructure projects in Zambia. Key Findings were that the Management skills play a significant role in determining performance of road construction firms. Research Gap Study failed to consider other variables like resource mobilization, however the Current study sought to incorporate moderation of government policy.

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

More so the study by Nkandu, Rodrigo and Alberto (2010), focus of the study was to establish the effects of functional structure on implementation of infrastructure projects in South Africa. Its key findings were that Project managers and contractors are always in conflict over resource allocation and control of workers. Identified gap was that the study assumed other variables that

determine performance of infrastructure projects e.g. project risks management. However the current study sought to incorporate moderation by considering government policy.

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

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 Somali National Identification System project success in Somalia. Performance of Somali National Identification System Project 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 Somali National Identification System 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

RESEARCH METHODOLOGY

3.1. Introduction

This section describes the research design, study population, sample size, sampling techniques, sources of data, research instruments, validity and reliability of the instrument, data analysis and ethical considerations.

3.2. Research Design

This study adopted correlational research design since it determined the effect of project management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. The researcher used this kind of research design because it permits the researcher to analyze the relationships among a large number of variables in a single study. Both qualitative and quantitative approaches were employed based on the Somali National Identification System project. The quantitative approach was used to collect and analyze data on the project management because it allows for a broader study, involving a greater number of subjects, and enhancing the generalisation of the results. The qualitative approach on the other hand was used success of Somali National Identification System project because it provides depth and detail since it looks deeper than analysing ranks and counts by recording attitudes, feelings and behaviours. Therefore this design was used because it brings out clearly the effect of project management on success of Somali National Identification System project.

3.3 Study Population

According to Somali National Identification System (SNIS) Project (2018) report, the project had a total population of approximately 160 staff. Therefore the target population was 160 participants and these included 20 Somali National Identification System (SNIS) Project top authorities, 70 Project beneficiaries and 70 Somali National Identification System (SNIS) Project staff who were available. These people were selected because they were believed to sufficient information about project management and success of Somali National Identification System (SNIS) Project, Mogadishu

3.4 Sample Size

Using the Slovene formula, the researcher determines the size of the sample (Solvin, 1960). This is because the nature of the data obtained requires different methods to better understand the research problem under study. In addition, this approach is often known for achieving a high level of reliability and trustworthiness, as well as eliminating misconceptions about Amin (2012)

The study used Sloven's formula to determine the sample size of the actual respondents. Sloven's formula states: $n = \frac{N}{1+N(\alpha)^2}$

Where; $\mathbf{n}$ = sample size; $\mathbf{N}$ = target population; and $\boldsymbol{\alpha} = 0.05$ level of significance

$$n = \frac{160}{1 + 160(0.05)^2}$$

$$n = \frac{160}{1 + 160(0.0025)}$$

$$n = \frac{160}{1 + 0.75}$$

$$\mathbf{n = 114}$$

Table 3.1: Showing Research Population

Type of population	**Target Population**	**Sample Size**	**Sample Procedure**
Somali National Identification System (SNIS) Project top authorities	5	4	Purposive sampling
Project beneficiaries	70	50	Random sampling
Somali National Identification System (SNIS) Project staff	85	60	Random sampling
Total	**160**	**114**	

Source: Primary Data, 2020

3.5 Sampling techniques

3.5.1 Simple Random sampling

The researcher used a random sampling method. Project beneficiaries and Somali National Identification System (SNIS) project staff were randomly selected, each of whom was given equal representation. All respondents had vital information on the research topic. Respondents who were ready to participate were contacted. The researcher used this kind of research design because it includes ease of use and accuracy of representation. No easier method exists to extract a research sample from a larger population than simple random sampling.

3.5.2 Purposive sampling

The Somali National Identification System (SNIS) Project top authorities were purposely selected because they respondents were considered very knowledgeable about project management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. The flexibility of purposive sampling allows researchers to save time and money while they are collecting data. It offers a process that is adaptive as circumstance change, even if it occurs in an unanticipated way

3.6 Sources of Data

Primary data was first-hand data. It was collected from respondents through interviews and self-government questionnaires. The baseline data was important to answer questions about the impact of project management on project success.

The secondary data was the second-hand data. This was taken from written documents, early research, and some publications on project management and project success. This was gotten from recorded reports, prior investigations and a few productions on decentralization and provincial improvement. Other data was gotten from the web.

3.7 Research Instruments

3.7.1 Interviews

The researcher conducted a key informational interview with the top authorities of Somali National Identification System (SNIS), which enriched the results of the study. Therefore, the researcher interacted with the respondents face to face and ask questions related to the study. This method was used purposefully, as it provides a systematic flow of information depending on the sequence of questions, as well as helps to contain information that is not sent to surveys

3.7.2 Questionnaires

Self-administered questionnaires were used to collect data and were distributed to Project beneficiaries and Somali National Identification System (SNIS) Project staff for response. The tool was purposefully chosen because it took into account the personal views of the respondents and thus allowed the respondents to use their information to present a wide range of information, as they were never ashamed. The first section focused on the demographic characteristics of the respondents while the second section focused on items of the independent variables under study. Responses was weighted on a five point Likert scale where 5 represented strongly agree, 4 represented agree, 3 represented Not sure, 2 represented Disagree, and 1 represented Strongly disagree. The third section was also the dependent questionnaires which was weighted on a five point Likert scale where 5 represented strongly agree, 4 represented agree, 3 represented Not sure, 2 represented Disagree, and 1 represented Strongly disagree

3.8 Validity and reliability of the instrument

3.8.1 Validity

The researcher ensured the suitability of the instrument through an expert opinion and the researcher verified that the suitability factor was at least 70%. The researcher consulted with his supervisor for expert knowledge on the creation of the questionnaire. After evaluating the questionnaire, the necessary adjustments were made, taking into account the objectives of the study. The formula used to calculate the validity of the instrument was;

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

CVI =$\frac{15}{18}$ *100% =83.3% therefore the instrument was valid since the CVI was above 70%.

3.8.2 Reliability

According to Mugenda and Mugenda (1999), the reliability of an instrument is the measure of the degree to which a research instrument yields consistent results or data after repeated trials. In order to test the reliability of the instrument to be used in the study, the test- retest method was used. The questionnaire was administered twice within an interval of two weeks. The researcher measured the reliability of the instruments using Cronbach's Alpha results.

Reliability Statistics	
Cronbach's Alpha	N of Items
.826	18

Therefore, the instrument was reliable since the Cronbach Alpha's value was 0.826 which is above 0.75.

3.9 Data analysis

3.9.1 Quantitative data analysis

The quantitative data involved information from the questionnaires only. Data from the field was too raw for proper interpretation. It was therefore vital to put it into order and structure it, so as to drive meaning and information from it. The raw data obtained from questionnaires was cleaned, sorted and coded. The coded data was entered into the Computer, checked and statistically analyzed using the statistical package for social scientists (SPSS) software package. This program was used to generate descriptive and inferential statistics like Pearson's Correlation analysis. Pearson's correlation coefficients were used to determine the effect of the variables. Pearson's correlation was selected because the study involved establishment of correlations or describing the relationships between two or more variables (Oso & Onen 2018).

3.9.2 Qualitative data analysis

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

3.10 Ethical Consideration

The researcher conducted a study in Mogadishu, Somalia, with full knowledge and authorization of the higher authorities of the Somali National Identification System (SNIS) project. The researcher first received an introductory letter from Kampala International University, which he used to dispel the suspicion. The researcher then began the selection of respondents, set the date for the questionnaires to be sent, and arranges interview meetings to ensure that data are collected in a timely manner.

3.11 Limitations of the study

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

Also, the researcher dropped the questionnaire with the respondents to fill in their free time and collect them later. Being in Somalia the researcher fears for his security and that of research assistants because of political instability. To overcome this challenge, the researcher made use of community members as the research assistants, also the researcher hired local elders while doing

data collection. The elders offered security and at the sometime introduce the researcher to possible subjects of the study. The project staff may also be feared being victimized by their seniors for giving sensitive information about the project implementation. To address this challenge, the project staffs were assured that the study is 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

4.0 Introduction

This chapter is a presentation of data from questionnaire and interviews with the respondents. The chapter is arranged in three sections. Section one presents the demographic characteristics of respondents that participated in the study. Section two shows the description of respondents' responses to the items of the questionnaire and section three shows the verification of the study hypotheses.

4.1 Response Rate

Table 4.1: Response rate

Questionnaires distributed	Questionnaires returned	Response rate
110	110	$\frac{110}{110} * 100\% = 100\%\%$

Source: Primary Data (2020)

The table above indicates that out of 110 questionnaires distributed, only 110 of them were retuned and this implies that the response rate was 100% which is relatively good.

4.2 Demographic Characteristics of Respondents

The demographic characteristics entailed analysis of gender, age group, level of education and work experience of respondents.

4.2.1 Gender of respondents

The first parameter to be investigated was the gender of the respondents. The findings are summarized in table 4.2 below.

Table 4.2: Sex of respondents

Response	Frequency	Percent
Male	91	82.7
Female	19	17.3
Total	110	100.0

Source: Primary Data (2020)

Information presented in Table 4.2 indicates that most of the respondents were male as they formed 91(82.7%) while the female respondents constituted only 19(17.3%). This shows that most of the traders and workers are usually men since they are usually majority who are often involved in project management operations.

4.2.2 Age distribution of respondents

The study also investigated age groups of respondents. The results are presented in Table 4.3 below.

Table 4.3: Age group of Respondents

Response	Frequency	Percent
19-25	21	19.1
26-30	46	41.8
31-35	28	25.5
42-46	11	10.0
Above 46	4	3.6
Total	110	100.0

Source: Primary Data (2020)

The findings in Table 4.3 show that majority of the respondents belonged to the age group of between 26-30 years at it had 46(41.8%). This was followed by those between 31 and 35 years as they had 28(25.5%) composition. The third category under this parameter was those between 19-25 years, as they claimed 21(19.1%) composition. Fourth, came also those between and 42-46

years with 11(10%) composition and finally the least populated age category was for those above 46 years of age at 4(3.6%). The results give the impression that there were more middle-aged adults who fully understand the concepts of Project management practices and success of Somali National Identification System (SNIS) Project.

4.2.3 Educational qualifications of respondents

The researcher went ahead to establish educational qualification of the respondents. The details are shown in Table 4.4 below.

Table 4.4: Educational Qualification

Response	Frequency	Percent
Master	11	10.0
Bachelor degree	15	13.6
Diploma	40	36.4
Certificate	20	18.2
Other	24	21.8
Total	110	100.0

Source: Primary Data (2020)

The presented study findings in Table 4.4 show that the majority of the respondents at 40(36.4%) were diploma holders, 24(21.28%) were in the others category, these were followed by 20 certificate holders at 18.2%. Those in Master's section were 11 at 10.0% and lastly 15 respondents were Bachelor's degree holders at 13.6%. The above findings implied that most of the respondents were averagely educated and thus had sufficient information on the study topic.

4.3 Descriptions of Responses to Items of the Questionnaire

This section entails the analysis of the descriptive statistics relating to how the respondents answered to the questions as given in the questionnaires. The main used satisfices are frequency and percentages

4.3.1 The effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

This objective was set to establish whether there was the effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. This was the first objective in the study and it was important to be established because it formed the basis for analyzing the third hypothesis.

Table 4.5: Project monitoring and evaluation is activity seen as a donor requirement rather than a management tool

Response	Frequency	Percent
Disagree	20	18.2
Not sure	3	2.7
Agree	43	39.1
strongly agree	44	40.0
Total	110	100.0

Source: Primary Data (2020)

Table 4.5 demonstrates that 20(18.2%) of the respondents disagreed with the statement that "Project monitoring and evaluation is activity seen as a donor requirement rather than a management tool". The responses that were for "Not Sure" accounted for 3(2.7%) for this statement. Only 43 responses (39.1%) agreed with the statement. Those that strongly agreed were 44(40.0%). The findings offered above give the impression that since majority of respondents agreed with the statement thus it means that monitoring and evaluation help the project management in boost the success of the project.

Table 4.6: The focus of M&E enables stakeholders to gauge the progress of the project and make appropriate decisions

Response	Frequency	Percent
Disagree	3	2.7
Not sure	1	.9
Agree	59	53.6
Strongly agree	47	42.7
Total	110	100.0

Source: Primary Data (2020)

As the results suggest in the table 4.6 above, majority of the respondents agreed with the statement that "The focus of M&E enables stakeholders to gauge the progress of the project and make appropriate decisions". This option was selected by 59(53.6%) of the respondents. Those who strongly agreed were 47(42.7%) of the respondents. The tally of those that were not sure were 1(0.9%) respondents and 3(2.7%) disagreed. These findings give the impression that most of the respondents were aware of how monitoring and evaluation helps the project management to track and monitor the success of the project.

Table 4.7: M&E refines the road map while communications helps in reaching the destination by helping to bring about change

Response	Frequency	Percent
Disagree	20	18.2
Not sure	3	2.7
Agree	43	39.1
Strongly Agree	44	40.0
Total	110	100.0

Source: Primary Data (2020)

From the table given, 44(40%) indicated that they strongly agreed with the statement that "M&E refines the road map while communications helps in reaching the destination by helping to bring about change" 43(39.1%) agreed with the statement, 3(2.7%) were not sure, those who disagreed

were 20(18.2). This means that most respondents were aware that project monitoring and evaluation plays an instrumental role towards success.

Table 4 8: Many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems

Response	Frequency	Percent
Disagree	17	15.5
Not sure	3	2.7
Agree	45	40.9
Strongly agree	45	40.9
Total	110	100.0

Source: Primary Data (2020)

In Table 4.8, findings given relate to the statement that "Many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems". Those who disagreed were equal to 17(15.5%) respondents. 3(2.7%) were not sure with the statement above. 45(40.9%) agreed and finally 45(40.9%) strongly agreed. From these results it is clear that most of the respondents were aware of how project monitoring and evaluation helps the organization to minimize on defects and hence improving on its overall success.

Table 4.9: M & E is descriptive in nature and gives information on where a project is at any given time relative to respective targets and outcomes

Response	Frequency	Percent
Disagree	20	18.2
Not sure	3	2.7
Agree	43	39.1
Strongly Agree	44	40.0
Total	110	100.0

Source: Primary Data (2020)

From the table given, 44(40%) indicated that they strongly agreed with the statement that "M & E is descriptive in nature and gives information on where a project is at any given time relative to respective targets and outcomes" 43(39.1%) agreed with the statement, 3(2.7%) were not sure, those who disagreed were 20(18.2). This means that most respondents were aware that project monitoring and evaluation plays an instrumental role towards success.

Table 4.10: Shows correlation between project monitoring and evaluation and Success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

Correlations			
		Project monitoring and evaluation	Success
Project monitoring and evaluation	Pearson Correlation	1	.972**
	Sig. (2-tailed)		.000
	N	110	110
Success	Pearson Correlation	.972**	1
	Sig. (2-tailed)	.000	
	N	110	110
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2020)

Findings indicated that the effect of project monitoring and evaluation and Success was computed at a Pearson Correlation Coefficient of 0.972. The significance of the relationship was within the acceptable range as it stood at 0.00 which rejects hypothesis and this signifies that the effect of the two variables was strong, positive and significant. With regards to the hypothesis it was accepted since reliable evidence point to the fact that the there was a strong positive significant relationship between of the two variables. The alternative hypothesis was, thus, adopted that suggested that the project monitoring and evaluation had a strong positive significant relationship with Success.

Interview responses;

One of the top authorities who were interviewed revealed that regardless of how experienced individual members are, once a team to implement a project has been identified, training and capacity building for M&E reporting is important. This, it has been observed, enhances understanding of the project deliverables, reporting requirements and builds the team together.

Another official among top authorities who was interviewed suggested that on larger projects with more staff, it is important to be sure the training plan is very well tailored to staff capacity gaps, as there will be a limited number of opportunities to engage with individual staff members. With training needs identified, there is need to develop an M&E training and capacity building plan that include topics to be covered and persons to be trained.

According to the project manager, monitoring helps to ensure compliance to the guideline and set standards for construction, ensure value for money through economy, efficiency, and effectiveness. He further indicated that monitoring intensity is the objective of the project. However, despite all those benefits out of monitoring intensity, he cited the non availability of funds to facilitate regular monitoring of all projects in the district on the part of the contractors and the district local government.

4.3.2 The effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

The first objective of the study was on the effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. The descriptive statistics analyzed herein provide a basis for the hypothesis testing which is done in subsequent sections of this report. The findings about this question are presented in table 4.5 below.

Table 4.11: The project manager must be able to recognize and identify the root causes of risks

Response	Frequency	Percent
Disagree	20	18.2
Not sure	3	2.7
Agree	43	39.1
Strongly agree	44	40.0
Total	110	100.0

Source: Primary Data (2020)

In table 4.11, majority of the respondents 43(39.1%) agreed, 3(2.7%) were not sure with the statement that "The project manager must be able to recognize and identify the root causes of risks". On the other hand, 44(40.0%) strongly agreed and 20(18.2%) disagreed. The fact that majority of the responses were in agreement with the question, it implies that project risk management is very important in determining success.

Table 4.12: Risk monitoring and control concerns keeping track of the identified risks and monitoring the residual risks

Response	Frequency	Percent
Disagree	17	15.5
Not sure	3	2.7
Agree	44	40.0
Strongly agree	46	41.8
Total	110	100.0

Source: Primary Data (2020)

In table 4.12 above, majority 46 (41.8%) of the respondents strongly agreed, 44 (40.0%) agreed, 3 (2.7%) were not sure and 17(15.5%) disagreed that Risk monitoring and control concerns

keeping track of the identified risks and monitoring the residual risks. The fact that the majority of the responses from respondents agreed that project risk management needs to be ensured in order to enhance the success of the project.

Table 4.13: Monitor and Control Risk involves of executing risk response plans, tracking identified risks and evaluating risk process

Response	Frequency	Percent
Disagree	17	15.5
Not sure	3	2.7
Agree	43	39.1
Strongly agree	47	42.7
Total	110	100.0

Source: Primary Data (2020)

Table 4.13 indicates that majority of the respondents strongly agreed with the statement that monitor and Control Risk involves of executing risk response plans, tracking identified risks and evaluating risk process where they had 47(42.7%). Those respondents who agreed with the statement were 43(39.1%) of the respondents encompassed by the study. Those who were not sure were 3(2.7%). The respondents who disagreed were 17(15.5%). These findings suggest that most respondents agreed with the statement. This implies that they were aware of vital role of monitoring risks involved in the project.

Table 4.14: Having identified and analyzed risks, it is essential that something should be done in response

Response	Frequency	Percent
Disagree	19	17.3
Not sure	3	2.7
Agree	45	40.9
Strongly agree	43	39.1
Total	110	100.0

Source: Primary Data (2020)

As indicated in the table, most respondents were in agreement with the statement that Having identified and analyzed risks, it is essential that something should be done in response. Specifically, 45(40.9%) of the respondents agreed with it. 43(39.1%) strongly agreed, 3(2.7%) were not sure, 19(17.3%) disagreed. This meant that it is worth noting that when the organization ensures proper identification of project risks, its success can be improved.

Table 4.15: Risk management is a difficult aspect of project management

Response	Frequency	Percent
Disagree	17	15.5
Not sure	3	2.7
Agree	43	39.1
Strongly agree	47	42.7
Total	110	100.0

Source: Primary Data (2020)

Table 4.15 indicates that majority of the respondents strongly agreed with the statement that Risk management is a difficult aspect of project management where they had 47(42.7%). Those respondents who agreed with the statement were 43(39.1%) of the respondents encompassed by

the study. Those who were not sure were 3(2.7%). The respondents who disagreed were 17(15.5%). These findings suggest that most respondents agreed with the statement. This implies that they were aware of vital role of monitoring risks involved in the project.

Table 4.16: shows correlation between Project risk management and Success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

Correlations			
		Project risk management	Success
Project risk management	Pearson Correlation	1	.958**
	Sig. (2-tailed)		.000
	N	110	110
Success	Pearson Correlation	.958**	1
	Sig. (2-tailed)	.000	
	N	110	110
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2020)

Findings in the table 4.16 shown above suggest that positive significant relationship with a Pearson correlation coefficient of 0.958 and its significance stood at 0.000. This shows that it rejects hypothesis and thus indicating a positive significant contribution of project risk management towards Success of the project. With regards to the hypothesis it was accepted since reliable evidence point to the fact that the there was a strong positive significant relationship between of the two variables. This further illustrates that project risk management are a good indicator or booster for –project Success.

Interview responses;

One of the top authorities who were interviewed suggested that risk management is a difficult aspect of project management. The project manager must be able to identify the root causes of the risks and link them to the impact of the project on the success of the project.

Another official among top authorities who was interviewed suggested that key decisions and influence on the choice of environment and construction methods are made in the early stages of the project, which makes risk management very important at this stage.

Findings from the interviews indicated that the managers were challenged with change of policies by the government which increased the risk to the managers for example the introduction of force account the state receives equipment from the central government and uses local labor in form of project gangs. The long lists of the prequalified contactors were rendered redundant, secondly, the income projections were affected leading to losses, and indirect losses are experienced as their equipments were left redundant.

4.3.3 The effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

The second objective was to on the effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. This was relevant to be established as it formed the basis to examine the second hypothesis of the study. The tables shown hereunder relate to the statements made in this specific construct.

Table 4.17: When stakeholders are involved in project planning and can influence the design of projects and programs to more effective

Response	Frequency	Percent
Strongly disagree	4	3.6
Disagree	42	38.2
Not sure	25	22.7
Agree	31	28.2
Strongly agree	8	7.3
Total	110	100.0

Source: Primary Data (2020)

From Table 4.17, findings suggest that majority of the responses were in agreement with the statement that "When stakeholders are involved in project planning and can influence the design of projects and programs to more effective". 8(7.3%) strongly agreed, 31(28.2%) agreed, those who were not sure were 25(22.7%) and 42(38.2%) of the respondents disagreed and the respondents who strongly disagreed constituted 4(3.6%). This reveals that most of the respondents were not aware of involvement of stakeholders in the project helps in boosting the success of the project.

Table 4.18: The more the stakeholders know about a project, the more they create a greater sense of ownership and engagement in its implementation

Response	Frequency	Percent
Disagree	16	14.5
Not sure	3	2.7
Agree	43	39.1
Strongly agree	48	43.6
Total	110	100.0

Source: Primary Data (2020)

Table 4.18 informs that 16(14.5%) of the responses disagreed with the statement "The more the stakeholders know about a project, the more they create a greater sense of ownership and engagement in its implementation". Those who were not sure were 3(2.7%). A total of 43(39.1%) of the respondents agreed with the statement. With 48(43.6%) compositions were those who strongly agreed with this statement. The implication of these findings is that most respondents knew how stakeholder involvement helps in boosting the success of the project.

Table 4.19: At the activity execution stage that the stakeholders mostly participate in programs

Response	Frequency	Percent
Disagree	18	16.4
Not sure	3	2.7
Agree	45	40.9
Strongly agree	44	40.0
Total	110	100.0

Source: Primary Data (2020)

The results relating to this statement indicate that most of the respondents agreed that at the activity execution stage that the stakeholders mostly participate in programs constituted 45(40.9%). Those that strongly agreed accounted for 44(40%) while those that were not sure had a 3(2.7%) composition. On the other hand, those that disagreed were 18(16.4%). These findings suggest that most of the respondents were aware of the instrumental role played by stakeholder involvement in the projects.

Table 4.20: Project execution ensures that stakeholders are actively involved in the execution of project activities

Response	Frequency	Percent
Disagree	49	44.5
Not sure	23	20.9
Agree	24	21.8
Strongly Agree	14	12.7
Total	110	100.0

Source: Primary Data (2020)

In table 4.20 above, majority 49(44.5%) of the respondents disagreed and 23(20.9%) were not sure about how they rated the statement that "Project execution ensures that stakeholders are actively involved in the execution of project activities". A total number of 24(21.8%) respondents agreed and 14(12.7%) of the respondents strongly agreed. This shows that most respondents were not aware of effectively involving different stakeholders in the project can enhance the success of the project.

Table 4.21: The more the stakeholders know about a project, the more they create a greater sense of ownership and engagement in its implementation.

Response	Frequency	Percent
Disagree	18	16.4
Not sure	3	2.7
Agree	45	40.9
Strongly agree	44	40.0
Total	110	100.0

Source: Primary Data (2020)

The results relating to this statement indicate that most of the respondents agreed that the more the stakeholders know about a project, the more they create a greater sense of ownership and

engagement in its implementation. constituted 45(40.9%). Those that strongly agreed accounted for 44(40%) while those that were not sure had a 3(2.7%) composition. On the other hand, those that disagreed were 18(16.4%). These findings suggest that most of the respondents were aware of the instrumental role played by stakeholder involvement in the projects.

Table 4.22: shows the correlation between stakeholder involvement and Success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

Correlations			
		Stakeholder involvement	Success
Stakeholder involvement	Pearson Correlation	1	.918**
	Sig. (2-tailed)		.000
	N	110	110
Success	Pearson Correlation	.918**	1
	Sig. (2-tailed)	.000	
	N	110	110
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2020)

From table 4.22, it can be seen that there was positive significant contribution of stakeholder involvement towards Success of the project. Findings suggest that this relationship stood at 0.918 on the Pearson correlation scale and its significance was at 0.000. This is interpreted as significant and positive the effect of the two variables. This rejects hypothesis and thus also signifies that positive significant contribution of stakeholder involvement towards Success of the project. This confirms that stakeholder involvement plays an important role in project Success.

Interview responses;

One of the top authorities who were interviewed suggested that when stakeholders are involved in project planning and influence the development of projects and programs to more effectively exercise their rights, their participation in the implementation and monitoring of activities becomes more meaningful.

One of the top authorities who were interviewed suggested that during the project implementation period, time, resources and efforts are spent to identify needs, explore opportunities, analyze the project environment, build relationships, build trust, develop partnerships and develop alternative projects.

Another top authority stated that "The project had a budget plan. In either the annual work plans or quarterly work plans, the operation and maintenance was catered for as the operation and maintenance plans were partly implemented. The project would base on the work plan to evaluate whether the set targets were achieve and establish the variance between what was planned and the actual achievements. This would check on the timely completion of the projects and value for money by checking on the quality of the roads as per the plans.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter consists of discussion of findings, conclusions and recommendations based on the study objectives.

5.1 Discussion of findings

5.1.1 The effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

It was found out that 20(18.2%) of the respondents disagreed with the statement that "Project monitoring and evaluation is activity seen as a donor requirement rather than a management tool". The responses that were for "Not Sure" accounted for 3(2.7%) for this statement. Only 43 responses (39.1%) agreed with the statement. Those that strongly agreed were 44(40.0%). The findings offered above give the impression that since majority of respondents agreed with the statement thus it means that monitoring and evaluation help the project management in boost the success of the project. This was in line with Walker, (2015) who conducted a study at the African Virtual University (AVU) on how monitoring and evaluation in Kenya affect project performance. Two successful projects, AVU, the Multinational Project (MNP) and the Virtual Cancer University, were implemented through a combination of extra-factual research and research and identification of the interrelationships of the transmission lines. Runner ratios showed a positive correlation of 0.6 between M&E and project results for the two projects (Walker, 2015). The study concluded that in order to influence the work of the project, the M&E should be carried out fully and systematically. Given that the projects are implemented by structured institutions, it is recommended to join the M&E institution.

In addition the study by USAID, (2019), about Understanding the Benefits, Costs, and Challenges of the National Identification System in Uganda, this study set out to undertake a double bottom line analysis to assess the economic and social value of Uganda's national digital ID system. A population-based survey that was representative of the entire country was

conducted among 2,892 adult Ugandans (aged 18 and above). Costs and benefits data were also collected from the relevant government agencies, with which a cost-benefit analysis of government's investment into rolling out the national ID was conducted.

As the study results, majority of the respondents agreed with the statement that "The focus of M&E enables stakeholders to gauge the progress of the project and make appropriate decisions". This option was selected by 59(53.6%) of the respondents. Those who strongly agreed were 47(42.7%) of the respondents. The tally of those that were not sure were 1(0.9%) respondents and 3(2.7%) disagreed. These findings give the impression that most of the respondents were aware of how monitoring and evaluation helps the project management to track and monitor the success of the project. This finding was in line with Xiao and Proverbs, (2013), who examined how "Monitoring and Evaluation" affects the work of youth-funded agribusiness projects in Kenya, Nakuru, Kenya, and Bahati. A census was conducted of the target population, which financed group projects of 50 agribusiness youth. Data were collected through structured questionnaires. The results of the study show that only training has a statistical effect on the monitoring of projects and the evaluation of youth-funded agribusiness projects (p0 value 0.05, <0.05). According to the study, youth fund managers should consider providing short-term monitoring and evaluation courses to all youth groups who apply for funding.

It was discovered that 44(40%) indicated that they strongly agreed with the statement that "M&E refines the road map while communications helps in reaching the destination by helping to bring about change" 43(39.1%) agreed with the statement, 3(2.7%) were not sure, those who disagreed were 20(18.2). This means that most respondents were aware that project monitoring and evaluation plays an instrumental role towards success. This findings was also in line with Blissmas et al., (2014), who examined the institutional determinants of introducing a joint system of monitoring and evaluation between community-based development projects in Kibera Slum, Kenya. A descriptive survey project was used in this work. The target population was 138 respondents, of which 122 inquiries were received. The results of the study show that the factors that affect the monitoring and evaluation of government projects in Kenya have many shortcomings that, if not addressed, will affect the success of the program. These include the high cost of the eastern zone, and payments such as payments to the M&E committee lead to poor M&E performance. Furthermore the study by USAID, (2019), about Understanding the

Benefits, Costs, and Challenges of the National Identification System in Uganda, noted that at the individual user level, this study found clear evidence of socio-economic benefits to individual National ID holders associated with possession of National IDs. Such benefits range from digital finance and economic inclusion to civil identification, accessing bureaucratic services and government programs, and facilitating business or civil transactions. The National ID therefore is very important as a tool for socio-economic inclusion and a means to access and participate in the digital economy. Noteworthy, the lowest quintile of the population felt the least benefit from having a National ID.

The findings given relate to the statement that "Many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems". Those who disagreed were equal to 17(15.5%) respondents. 3(2.7%) were not sure with the statement above. 45(40.9%) agreed and finally 45(40.9%) strongly agreed. From these results it is clear that most of the respondents were aware of how project monitoring and evaluation helps the organization to minimize on defects and hence improving on its overall success. This finding was in agreement with Cook, (2006), who from the discussion on the types of M&E, stated that it is important to acknowledge other views on what M&E means and what it should achieve. The most distinguishable views within this spectrum comes from those who see M&E as supporting a purely accountability function. This grouping aligns itself to the field of auditing, compliance and performance management.

5.1.2 The effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

It was revealed that majority of the respondents 43(39.1%) agreed, 3(2.7%) were not sure with the statement that "The project manager must be able to recognize and identify the root causes of risks". On the other hand, 44(40.0%) strongly agreed and 20(18.2%) disagreed. The fact that majority of the responses were in agreement with the question, it implies that project risk management is very important in determining success. This was in agreement with Collin, (2012), who stated that Risk management is one of the nine areas of knowledge disseminated by the Project Management Institute (PMI). The PMBOK® Guide identifies nine areas of knowledge that are specific to almost all projects. Each PMI area of knowledge covers some or

all of the project management processes. Risk management is a difficult aspect of project management. The project manager must be able to identify the root causes of the risks and link them to the impact of the project on the success of the project.

In addition the study conducted by Arora, et al., (2016), noted that this assessment also found clear evidence that the value realized by the government from the National ID system as a tool for increasing accountability exceeded the investment in setting up the system. Moreover, the benefits were determined only from very few government programs that had integrated the National ID as an accountability tool, and much more can be realized if more government programs and third-party users integrate use of the National ID in their accountability systems.

The study found out that majority 46 (41.8%) of the respondents strongly agreed, 44 (40.0%) agreed, 3 (2.7%) were not sure and 17(15.5%) disagreed that Risk monitoring and control concerns keeping track of the identified risks and monitoring the residual risks. The fact that the majority of the responses from respondents agreed that project risk management needs to be ensured in order to enhance the success of the project. This finding was in agreement with Devore, (2015), who stated that Risk management in the context of construction project management is a comprehensive and systematic way to identify, analyze and respond to risks to achieve project objectives. Key decisions and influence on the choice of environment and construction methods are made in the early stages of the project, which makes risk management very important at this stage. This finding was also in line with the USAID, (2019), study noted that the Government of Rwanda through the NIRA should undertake supplementary registration 'catch-up' drives to increase National ID coverage to over 90%. These registration drives should especially target those who start but do not complete the process. NIRA should build on the successful strategies that facilitated a high turn up in the initial registration exercise to ensure sustained demand for registration. Further, routine National ID registration activities should be brought as close as possible to the population, to ensure accessibility for new National ID seekers.

It was discovered that majority of the respondents strongly agreed with the statement that monitor and Control Risk involves of executing risk response plans, tracking identified risks and evaluating risk process where they had 47(42.7%). Those respondents who agreed with the statement were 43(39.1%) of the respondents encompassed by the study. Those who were not

sure were 3(2.7%). The respondents who disagreed were 17(15.5%). These findings suggest that most respondents agreed with the statement. This implies that they were aware of vital role of monitoring risks involved in the project. This finding was in line with El Mashale et al., (2016), who stated that the construction industry involves many players and is complex. The main classifications of construction works: residential, non-residential building, heavy, highway, engineering and industrial. Construction projects can be new construction or the restoration and rehabilitation of existing infrastructure. Most of the construction work in Somalia involves new public and private infrastructure projects. Large construction projects are exposed to risks arising from the complexity of planning, design and construction, many players, the use of many resources and their availability, unpredictable environmental factors, the ever-changing economic and political environment and legislation.

The study revealed that most respondents were in agreement with the statement that Having identified and analyzed risks, it is essential that something should be done in response. Specifically, 45(40.9%) of the respondents agreed with it. 43(39.1%) strongly agreed, 3(2.7%) were not sure, 19(17.3%) disagreed. This meant that it is worth noting that when the organization ensures proper identification of project risks, its success can be improved. This finding was also in line with Ling et al., (2012), who indicated that Risk management is one of the nine areas of knowledge disseminated by the Project Management Institute. Risk management in the context of construction project management is a comprehensive and systematic method of risk identification, risk analysis and response in order to achieve the goals of the project. In the construction industry, risk is often referred to as the presence of potential or actual threats or opportunities that affect the objectives of a project during construction, commissioning or operation.

More so the findings were in line with the study USAID's Center for Digital Development (CDD)'s Strategy and Research team has also conducted a study on the role of digital identification systems in development (USAID 2017). That work considered digital ID systems both in their present-day form as well as envisioning how IDs will evolve in the near future. Across sectors and across countries, the CDD found several common narratives depicting an often-fragmented ID landscape, with siloed systems and short-term or sector-bound design motivations. There was also a lack of rigorous evidence on how identification systems provide

social and economic value, both to the institutions that invest in them (especially governments), and to users (USAID 2017).

5.1.3 The effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia

It was found out that majority of the responses were in agreement with the statement that "When stakeholders are involved in project planning and can influence the design of projects and programs to more effective". 8(7.3%) strongly agreed, 31(28.2%) agreed, those who were not sure were 25(22.7%) and 42(38.2%) of the respondents disagreed and the respondents who strongly disagreed constituted 4(3.6%). This reveals that most of the respondents were not aware of involvement of stakeholders in the project helps in boosting the success of the project. This finding was in line with Oppong (2013), who argued that when stakeholders are involved in project planning and influence the development of projects and programs to more effectively exercise their rights, their participation in the implementation and monitoring of activities becomes more meaningful. The more stakeholders know about the project, the more they will develop a sense of ownership and participation in its implementation.

This was also in line with World Bank (2018), the study noted that Uganda, like other countries in East Africa, adopted a National digital ID system in 2014. By law, all citizens aged 16 and above are required to register for a National ID that is linked to their demographic and biometric data. The National Identification and Registration Authority (NIRA) was established. NIRA undertook a mass registration activity that saw the establishment of National ID registration centres at the lowest local administration levels. Additional 'mop-up' registration drives were undertaken, especially after the Uganda Communications Commission introduced a requirement for all telephone SIM Card holders to link the registration of their SIM Card to their National ID. This measure also drove telecom companies to become major third-party users of the National ID database.

It was revealed that 16(14.5%) of the responses disagreed with the statement "The more the stakeholders know about a project, the more they create a greater sense of ownership and

engagement in its implementation". Those who were not sure were 3(2.7%). A total of 43(39.1%) of the respondents agreed with the statement. With 48(43.6%) compositions were those who strongly agreed with this statement. The implication of these findings is that most respondents knew how stakeholder involvement helps in boosting the success of the project. This findings were in line with Walker (2015), According to him the decisions made during the launch phase are linked to existing strategies and determine the overall framework for the project's future development. This stage allows the establishment of a norm of participation in which all stakeholders work together to form a project at the beginning of the project life cycle (Walker, 2014). Stakeholders in charitable projects include sponsors, their guardians, church leaders and staff, representatives of charity, school teachers, Sunday school teachers, and public figures.

The findings were also in line with USAID, (2019), According to the Stakeholders in the NIRA ought to assure the population of the safety of their data and to explain the measures used to keep the data safe. The existing misconceptions regarding National ID's use as a tool for surveillance also need to be addressed. Robust, privacy-protecting mechanisms for third party users of the National ID to securely tap into the National ID biometric database will reduce misuse of the National ID by non-owners.

The study results revealed that most of the respondents agreed that at the activity execution stage that the stakeholders mostly participate in programs constituted 45(40.9%). Those that strongly agreed accounted for 44(40%) while those that were not sure had a 3(2.7%) composition. On the other hand, those that disagreed were 18(16.4%). These findings suggest that most of the respondents were aware of the instrumental role played by stakeholder involvement in the projects. The findings were in line with Sarantakos (2015), According to him project implementation is highly dependent on the plans developed at the planning stage and the process of implementation of project activities is not defined, each project carries out activities using its own experience, expertise and methods; allowing certain control, supervision and corrective actions to be skipped.

In addition this was also in line with USAID, (2019), The findings noted that people from the highest wealth quintile were more likely to use the ID for civil identification and to access bureaucratic services compared to those in the lowest wealth quintile is likely explained by the

fact that people in the higher wealth bracket tend to be involved in a more civil transactions compared to those in the lower wealth bracket. A similar explanation holds for people in the older age-groups compared to those in the younger age-groups. The finding that female participants and participants mainly occupied in retail or casual labour were less likely to report the benefit categories 'use of the ID for civil identification' and 'use of the ID to access bureaucratic services' might be related to gender and socio-economic barriers in access to opportunities for civil transactions. These barriers are known to mainly affect women and people in informal employment.

It was found out that majority 49(44.5%) of the respondents disagreed and 23(20.9%) were not sure about how they rated the statement that "Project execution ensures that stakeholders are actively involved in the execution of project activities". A total number of 24(21.8%) respondents agreed and 14(12.7%) of the respondents strongly agreed. This shows that most respondents were not aware of effectively involving different stakeholders in the project can enhance the success of the project. This finding was in line with Lyons et al., (2011), According to him the needs identification is important in developing the capacity of grassroots communities. Community development as a process begins with needs identification. When they do this together the community is able to share the vision and commit to seeing it become a reality. What follows are sessions where the problems identified are discussed critically and analyzed objectively. This is aimed at understanding the problem clearly and appreciating the magnitude of the problems (Mansuri, & Rao, 2015). The scope and clarity of the problem and cause effect relationships are identified during this stage. Resources available to address the needs are also identified. During this stage the community will identify a number of problems but should be able to prioritize and order them from the most pressing to the least pressing needs. Similarly the beneficiaries should assess the needs by identifying the cause effects relationships and consider their resource endowment.

In addition this findings was also in line with the USAID, (2017), which noted that the higher participation of women compared to men in this study is attributed to the socio-cultural setting in which more women stay at home compared to men. The predominantly rural distribution of participants is similar to Uganda's profile in which most people reside in the rural areas. The age structure aligns with Uganda's population structure, given that Uganda's population is mainly

composed of younger people. The marital status, occupational status, and level of education of participants were representative of the current profile for Uganda among people aged 16 and above. The median household income shows that the majority of participants are low income earners.

5.2 Conclusions

5.2.1 The effect of project monitoring and evaluation and success

To achieve this objective, the selected respondents were asked to respond to various questions about Project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. Their responses were entered in the SPSS program which was used to carry out a Pearson's Correlation Analysis. This analysis helped to test the study hypothesis and also find out the effect of the two variables. The results showed that there is a positive the effect of Project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. (r = 0. 972). The sig. value for the correlation was also given as 0.000 which is less than 0.05. Based on these findings, the researcher rejected the null hypothesis, upheld its alternative and therefore concluded that there is a statistically significant positive the effect of Project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

More so the study concludes that the conceptualization of project Monitoring and Evaluation (M&E) has evolved over time and has mirrored the paradigm shifts that have occurred in management of projects. Many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems in planning or implementation of projects.

Furthermore it was concluded that M&E itself as a management function, consists four key activities: M&E Planning, M&E Training, Baseline surveys and Information systems. Donors are certainly entitled to know whether their money is properly spent but the primary use of M&E should be for the organisation or project itself to see how it is performing and to learn how to do it better.

5.2.2 The effect of project risk management and success

To achieve this objective, the selected respondents were asked to respond to various questions about Project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. Their responses were entered in the SPSS program which was used to carry out a Pearson's Correlation Analysis. This analysis helped to test the study hypothesis and also find out the effect of the two variables. The results showed that there is a positive the effect of Project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. (r = 0. 958). The sig. value for the correlation was also given as 0.000 which is less than 0.05. Based on these findings, the researcher rejected the null hypothesis, upheld its alternative and therefore concluded that there is a statistically significant positive the effect of Project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

More so the study concludes that risk management is one of the nine knowledge areas propagated by the Project Management Institute. Risk management is a difficult aspect of project management. The project manager must be able to recognize and identify the root causes of risks and correlate them to their effects on success.

Furthermore Risk management in the construction project management context is a comprehensive and systematic way of identifying, analyzing and responding to risks to achieve the project objectives. Major decisions and influence on the choice of alignment and selection of construction methods are made at the early stages of a project, making risk management at this stage very essential

It was also concluded that the risk analysis and management techniques have been described in detail by many authors. A typical risk management process includes risk identification; risk assessment; risk mitigation; and risk monitoring. Risk identification process attempts to identify the source and type of risks. Risk identification involves the recognition of potential risk event conditions in the construction project and the clarification of risk responsibilities

5.2.3 The effect of stakeholder involvement and success

To achieve this objective, the selected respondents were asked to respond to various questions about Stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. Their responses were entered in the SPSS program which was used to carry out a Pearson's Correlation Analysis. This analysis helped to test the study hypothesis and also find out the effect of the two variables. The results showed that there is a positive the effect of Stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia. (r = 0. 918). The sig. value for the correlation was also given as 0.001 which is less than 0.05. Based on these findings, the researcher rejected the null hypothesis, upheld its alternative and therefore concluded that there is a statistically significant positive the effect of Stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia.

Furthermore the study also concludes that when stakeholders are involved in project planning and can influence the design of projects and programs to more effectively increase the realization of their rights, their participation in activity execution and monitoring is likely to be more meaningful. The more the stakeholders know about a project, the more they create a greater sense of ownership and engagement in its implementation.

It was also concluded that the decisions made during the initiation phase connect to existing strategies and determine the overall framework within which the project will subsequently evolve. This phase provides an opportunity early in the project life cycle to begin creating the norm of participation whereby all the stakeholders work together to shape the project. The project stakeholders in the Compassion projects include the sponsored stakeholders, their caregivers, church leaders and staff, the Compassion representative, school teachers, Sunday school teachers, community leaders among others.

5.3 Recommendations

The objective of this section is to highlight recommendations, applicable to the scope of this research, to improve the effectiveness of project management practices on project and organisational success.

5.3.1 The effect of project monitoring and evaluation and success

The findings of this study also showed that M&E activities are crucial in the success of SNIS project. Hence the study recommends that the national and county governments should consider developing a monitoring and evaluation policy and regulatory framework. This will ensure that road infrastructure projects are monitored and evaluated on regular basis.

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

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

It is recommended that more attention be placed on organising project management practices according to their impact and influence. Project cost management and project scope management practices should receive immediate priority due to their great on project and subsequent organisational success. More emphasis should be put on communication and risk management by developing plans for effective communication and risk handling when carrying out projects.

5.2.2 The effect of project risk management and success

This study recommends that project contractors and managers should consider putting in place a team of experts to identify, analyze and mitigate project risks. Further**,** the study recommends that government should consider putting in place a legal framework to ensure that contractors who do shoddy work are not paid until they deliver a quality project. In addition, the results of the study showed that the firm's organization structure has a significant effect on success of

SNIS project. Thus, adoption of projectized organization structure where stakeholders are in control of allocation of resources and decision making can improve success of SNIS projects.

The study further recommended that the Government should consider fostering public-private partnerships in order to mobilize financial, physical and technical resources. This will ensure that the project outcome is satisfactory to the clients. The government should also consider putting in place a framework to guarantee contractors to access credit facilities from financial institutions. This is because the findings of this study indicated that financial, physical and technical resources have a significant effect on performance of road infrastructure projects.

5.3.3 The effect of stakeholder involvement and success

The study noted that positive stakeholder involvement has a significant effect on the success of SNIS project. Stakeholders and managers should consider putting in place project teams under supervision of a project team leader. This will ensure that project members not only work as a team but also are efficient and effective in carrying out the assigned tasks.

The study also recommended that the organisation success metrics recently developed in other research works like benefit to end users, benefit to national infrastructure should be included for success Measurement. With this, the projects should not necessarily be organization based and will be more useful to all stakeholders.

5.4 Areas for further research

More research needs to be done on the following;

- Impact of project sustainable procurement on project success
- Effect of project cost management on project success

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APPENDICES

Appendix I: Questionnaire

Dear respondent

I am by the names of **MUKTAR AHMED MOHAMED**, a student of Kampala International University pursuing a Master's degree in Project Planning and Management. I am carrying out a study on "**PROJECT MANAGEMENT AND SUCCESS OF SOMALI NATIONAL IDENTIFICATION SYSTEM (SNIS) PROJECT, MOGADISHU**". I kindly request you to provide me with some data, by answering this questionnaire. Your response will be used for academic purpose only and will be treated with almost confidence.

Section A; profile of respondent's

Kindly tick ( ) on the blank space before each category

1. Please state your gender:

a). Male ☐ b) Female ☐

2. Age

a) 19-25 ☐
b) 26-30 ☐
c) 31-35 ☐
d) 42-46 ☐
e) Above 46 ☐

3. Education level (please specify)

a) Certificate ☐
b) Diploma ☐
c) Bachelor ☐
d) Master ☐
e) Others specify ☐

Section B:

Direction 1: Please write your rating on the space before each option which corresponds to your best choice in terms of level of motivation. Kindly use the scoring system below:

Score	Response Mode	Description	Interpretation
5	Strongly Agree	You agree with no doubt at all	Very satisfactory
4	Agree	You agree with some doubt	Satisfactory
3	Neutral	You are not sure about any	None
2	Disagree	You disagree with some doubt	Fair
1	Strongly Disagree	You disagree with no doubt at all	Poor

PART 2:

No	The effect of project monitoring and evaluation and project performance	1	2	3	4	5
1	Project monitoring and evaluation is activity seen as a donor requirement rather than a management tool					
2	The focus of M&E enables stakeholders to gauge the progress of the project and make appropriate decisions					
3	M&E refines the road map while communications helps in reaching the destination by helping to bring about change					
4	Many organizations view M&E as a donor requirement rather than a management tool for reviewing progress and identifying and correcting problems					
5	M & E is descriptive in nature and gives information on where a project is at any given time relative to respective targets and outcomes					
	The effect of project risk management and project performance	**1**	**2**	**3**	**4**	**5**
1	The project manager must be able to recognize and identify the root causes of risks					

2	Risk monitoring and control concerns keeping track of the identified risks and monitoring the residual risks					
3	Monitor and Control Risk involves of executing risk response plans, tracking identified risks and evaluating risk process					
4	Having identified and analyzed risks, it is essential that something should be done in response					
5	Risk management is a difficult aspect of project management					
No	**The effect of stakeholder involvement and project performance**	**1**	**2**	**3**	**4**	**5**
1	when stakeholders are involved in project planning and can influence the design of projects and programs to more effective					
2	The more the stakeholders know about a project, the more they create a greater sense of ownership and engagement in its implementation					
3	At the activity execution stage that the stakeholders mostly participate in programs					
4	Project execution ensures that stakeholders are actively involved in the execution of project activities					
5	The more the stakeholders know about a project, the more they create a greater sense of ownership and engagement in its implementation.					

Thanks for your responses

SECTION C:

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

1	**2**	**3**	**4**
Strongly Disagree	Disagree	Agree	Strongly Agree

NO	**PROJECT PERFORMANCE**	**1**	**2**	**3**	**4**
1	Finishing project on time				
2	Finishing project within the agreed cost				
3	Delivering a project to the agreed scope				
4	Delivering a project to the agreed quality				
5	Product acceptance and impact on the customer or end user				
6	Effect of the project on the organization to move and prepare for the future				
7	Project reputation among donors				
8	National visibility of the project				
9	Conformity of the goods and services delivered to the project plan				

Thank you for your participation

Appendix II: Interview Guide

Are your aware of the project management practices adopted in Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

If yes, do you think project monitoring and evaluation can help to enhance success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

What is the effect of project monitoring and evaluation and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

To what extent does project risk management boost success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

What is the effect of project risk management and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

To what level does stakeholder involvement enhance success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?

What is the effect of stakeholder involvement and success of Somali National Identification System (SNIS) Project in Mogadishu, Somalia?