

**STAKEHOLDERS' PARTICIPATION AND SUSTAINABILITY  
OF FOOD SECURITY PROGRAMME: A CASE OF SOMALIA  
DROUGHT AND LIVELIHOOD RESPONSE PROGRAMME IN  
MOGADISHU, SOMALIA**

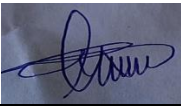
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**A Research Project report Submitted in Partial Fulfillment of the  
Requirements for the Award of the Degree of Master of Arts in Project  
Planning and Management of the University of Nairobi**

**2022**

**DECLARATION**

This research project report is my original work and has not been presented for any award of any degree in any other University.

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## **DEDICATION**

I dedicate this project to my mom Sacdiyo Mohamed Sheikh Hussein for always being with me throughout my academic journey. I also dedicate to my family for their constant encouragement and for being patient enough to see me go through my academic struggle in an effort to realize my long cherished academic dream. To my siblings; Sucaad Mohamed Sharif, Fardowsa Mohamed Sharif, Abdisamed Mohamed Sharif, Najma Ali Abdala, Shukri Mohamed Sharif and Fathi Mohamed Sharif, for constantly encouraging and being my support system throughout this period. God bless you all abundantly.

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## **ABBREVIATIONS AND ACRONYMS**

<b>CDF</b>	Constituency Development Fund
<b>M&amp;E</b>	Monitoring and Evaluation
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>SDG</b>	Sustainable Development Goals
<b>SDLRP</b>	Somalia Drought and Livelihood Response Programme
<b>SMART</b>	Specific, Measurable, Attainable, Realistic and Time bound
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UN</b>	United Nations
MDGs	Millennium Development Goals
IDPs	Internally Displaced Persons
IMO	International Organization for Migration
NGOs	Non Governmental Organizations
CAP	Community Action Planning
CBOs	Community Based Organizations

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## ABSTRACT

Food security is a major issue, especially among less developed countries like Somalia that are recovering from past decades of civil wars. About half of the entire population of Somalia (6.7 million) people is acutely facing challenges of food insecurity. Different programs have been designed to address this situation although the needs keep on increasing. Somalia Drought and Livelihood Response Programme were designed to enhance food security, especially the IDPs who have been affected by the earlier indicated civil wars in Somalia. However, as it is now, enhancing sustainability of Somalia Drought and Livelihood Response Programme may be a challenge due to persistent wrangles between the projects and stakeholders including beneficiaries that could have been achieved through a participatory approach. The purpose of the study was to examine the influence of stakeholders' participation on sustainability of food security programmes using a case of Somalia Drought and Livelihood Response Programme in Mogadishu. More specifically, the interplay between stakeholder participation in project identification, stakeholder participation in project planning, stakeholder participation in project implementation as well as stakeholder participation in monitoring and evaluation and sustainability of food security programmes in Mogadishu was explored. This study was underpinned by the community action planning theory, the stakeholder's theory and the sustainability theory. A descriptive cross-sectional survey research design was adopted. The target population for the study was 155. This population comprised of project managers, monitoring and evaluation staff, project coordinators, field officers and the community liaison officers from the Somalia Drought and Livelihood Response Programme in Mogadishu Somalia. In total, 110 participants were sampled through stratified random method. A questionnaire and interview guide was used to collect data from the sampled respondents. Descriptive data analysis and inferential data analysis was conducted on the quantitative data to yield descriptive statistics. Content analysis was conducted on the qualitative data collected. Tables backed by verbatim quotes helped in presentation of evidence. It was established that stakeholder participation in project identification ( $\beta=0.359$ ,  $p<0.05$ ), stakeholder participation in monitoring and evaluation ( $\beta=0.139$ ,  $p<0.05$ ), stakeholder participation in project implementation ( $\beta=0.131$ ,  $p<0.05$ ) and stakeholder participation in project planning ( $\beta=0.121$ ,  $p<0.05$ ) were predictors with significance. It was concluded that stakeholder participation is instrumental in regard to sustainability of food security programmes in Mogadishu. It was recommended that project managers working in the food security programmes in Mogadishu should actively involve all the stakeholders in the identification phase of the projects. There is need for project managers of the food security programmes in Mogadishu to actively involve all the stakeholders in planning activities of their projects. Stakeholders of the food security programmes in Mogadishu should be actively involved in monitoring and evaluation activities including the utilization of progress reports. Thus, the focus of further research should be on bringing out these other additional factors that have an effect on sustainability of these projects. Furthermore, aside from project sustainability, future studies should be conducted covering other concepts like project performance or success.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the study

Donor-funded interventions have always complemented efforts by governments role in supporting development in areas such as education, health, water, agriculture, and environmental protection, just to name a few (Ramisch & Verma, 2010). Shrimpton (2009) indicated that community initiatives are critical to achieving the Millennium Development Goals for social welfare (MDGs). In developing countries, these programmes continue to drive socio-economic growth. They support achievement of faster economic growth and quick industrialization (Kaimenyi and Wanyonyi, 2019).

Sustainability has remained a relevant issue especially in the project management context, more specifically on development projects. According to World Bank (2013), sustainability is the degree to which the program is able to respond to the needs of concerns of the community. In the first review of the concerns of project sustainability around the world, the World Bank noted that only 9 out of a total of 27 studied development projects were deemed to be sustainable and the rest were viewed to be unsustainable (Bamberger & Cheema, 1995).

The way donors structure their policies is very crucial to the implementation and sustainability of a programmes. Despite this important aspect of the donor foundations, the sustainability of the programmes and projects they initiate has always been put to test. This study defines sustainability of donor funded projects in terms of their ability or capability to grow and continue serving their intended purposes even when the donors leave (Dorothy, 2007). Project sustainability is not only limited to positive and long- term impacts achieved but also improvement of the socio-economic and environmental aspects of the society with consideration to the present and future generations.

Donor funded interventions are usually time-bound, lasting anywhere between one to five years. Sustainability, therefore, is not a function of the project donor, but the inexorable onus of the project executant (Roudias, 2015). Whilst the donor will directly be responsible for ensuring funds are utilized for the envisioned project objectives by embedding a Monitoring and Evaluation, the project executant will ensure that even after the donor-directed phases of the project terminates, the intervention is sufficiently able to build on the structures, mechanisms and systems established

to continue enlarging on the greater objectives (Ogada, 2016). According to Wanjohi (2010), most development initiatives that are launched weather out in two years or less once funding is withdrawn. This troubling scenario has left proponents of the initiatives worrying since they had strong convictions in the initiatives benefiting the society for ages.

The need for stakeholder participation in enhancing sustainability of the project is acknowledged by both United Nations (UN) and the World Bank, with major focus being that development agencies should promote community participation approaches commonly referred to as bottom-up approach. Such an approach according to UN and World Bank can enhance sustainability of the project, especially those focusing on food security (Nguyen, 2020). In Norway, Figenschou and Dalen (2017) argued that stakeholders can be involved across the phases of the project lifecycle including identification, planning, implementation, monitoring and evaluation (M&E) and closure and this may influence success and thus sustainability of the program. In southern Wales in England, Thamhain (2014) observed that food security projects achieved greater success rates driven by activeness of the individuals in the undertakings. It emerged that proper utilization of funds is a prerequisite for success of the project. In concurrence with this observation, Bellian (2011) in Russia mismanagement of the existing resources was the reason for underdevelopment and low participation of the community.

An investigation conducted by Ababa (2014) into the training, monitoring, and evaluation practices, as well as the challenges, inadequate M&E competence, a little budget for M&E, and a lack of stakeholder participation were some of the concerns noted. Sisia (2010) discusses the factors contributing to the success or failure of programmes. In Tanzania, an assessment was done by Temba (2015) who shared that stakeholder participation needs to be initiated from the identification phase of the project for increased effectiveness in enhancing sustainability of the projects. Temba (2015) further shared that in most governmental organizations, stakeholder participation is largely limited to mobilization of resources, collaboration and control of materials which are key activities during the implementation phase of the project.

In Kenya, Matu, Kyalo, Mbugua and Mulwa (2020) argued that planning phase of the project increases the chances of success and thus sustainability. Failing to involve stakeholders in the planning stage of the project reduces the probability of the project to meet its goals. Ouma and

Mburu (2017) shared that stakeholder participation in the implementation of the project does not significantly influence sustainability, on the other hand, involving stakeholders in identification, planning and monitoring and control all have a significant link with sustainability of the projects. Furthermore, the 2010 constitution of Kenya highly recognizes the need for community participation. This is meant and aimed at protection of the interests and needs of the minorities (Ali, 2013). Golicha (2016) shared that there is a very low level of participation of people when formulating and designing projects in Kenyan context.

In Somalia, participatory development started as early as during the period of civil war witnessed in 1991. As of 1969, Somalia was regarded as a socialist nation characterized by a high degree of participation of the citizen. Borrowing information from different development programs that have not been successful, it can be argued that not unless individuals play a central role in program with an effect on their lives, such interventions may lead to insignificant, irrelevant or negative outcomes with reference to the need to transform the lives of people (Barossa & Jelgava, 2013). The needs of the community should be central in design of development interventions and any other concern should be regarded as secondary to the development program (Barossa & Jelgava, 2013).

Magero and Muchelule (2019) shared that stakeholder participation is an important factor driving sustainability of projects. Ochunga (2016) noted that stakeholder participation enhances sustainability, especially of the community development projects. In line with these arguments, the World Bank report (2020) argues that 80% of the food security projects especially in developing countries fail and therefore they are not sustainable because of poor scope that can be improved by allowing stakeholders to actively participate in identification of project scope. A lot of rebellion is encountered especially at the implementation phase in projects where beneficiaries and key stakeholders have not been allowed to participate in identification of scope (World Bank, 2010).

Food security has remained a challenge especially in developing countries and this has had far reaching consequences on child growth resulting into health implications like malnutrition and kwashiorkor especially among infants (Mc-Carthy, Uysal, Badia-Melis, Mercier, O'Donnell & Ktenioudaki, 2018). The key issues attributing to food security problems include draught and

unpredictable rainfall patterns. Food security programmes are driven by the need to realize Sustainable Development Goals (SDG), especially goal number 2 that seeks to realize zero hunger across the world by 2030 hence ending challenges of malnutrition.

Somalia is striving to recover from long periods of civil war that affected the economy for the past decades. During this past civil war, many people were displaced internally (IDPs) while others were forced to flee from the country. These situations coupled with high level of insecurity due to terror groups like Alshabaab have adversely affected the agricultural productivity creating food security challenges. By mid-2021, it is estimated that acutely food insecure population in Somalia might rise to above 2.5 million people. This is a challenge that needs urgent attention, by development agencies including the humanitarian agencies. It was against these concerns of increased food insecurity that Somalia Drought and Livelihood Response Programme (SDLRP) was launched by the International Organization for Migration (IMO), to avail emergency livelihood support to 2,700 IDPs affected by drought in Mogadishu, Hargeisa and Bosaso respectively.

The measures of stakeholder participation adopted in the present inquiry included the need to identify; plan, project and M&E. Involving stakeholders during the identification of the project allow them an opportunity to prioritize and select the most relevant intervention meeting the needs of the community (Barasa & Jelagat, 2013). Allowing stakeholders to take part in planning activities contributes towards proper determination of objectives and the overall plan for the project (Kumar, 2009). Participation in the implementation of the project allowed the stakeholders to actualize the project plans (Shrimpton, 2009). M&E within the project context is an activity that is continuous with the aim of tracking the progress of the project activities (Mulwa, 2008).

## **1.2 Statement of Problem**

The main aim of any donor funded programmes revolves around the empowerment and assistance of the less fortunate members of the society to reduce the equity gap or disparity. In such, they should be able to be long lived. In earlier years, developing nations have performed badly in project management, resulting in low performance in their institutions and organizations owing to a variety of issues, including managerial and organizational issues (Lavagnon, 2011). The majority of these issues arise as a result of a failure to include stakeholders and beneficiaries in the planning

and execution process. Donors and stakeholders should be part of designing, monitoring and evaluation, as well as execution of projects.

Most of these donor-funded programmes have a duration after which the funding comes to an end and the community has to come up with ways to sustain and grow the programmes long after the donors exit. However, most of these programmes die a slow death after the funding stops. As a result, communities have complained that they are not receiving the expected results from programmes and projects designed to better their lives by providing jobs and relieving poverty. Donors contributing cash lament about a lack of value for money because some interventions fail to meet the donors' expectations and objectives. Communities are denied the promised advantages from these investments due to unsuccessful and unsustainable interventions. In Somalia, food security has been a persistent challenge for decades occasioned by long periods of draught and locusts. This has resulted into significant loss of both people and livestock with constrained sources of livelihood.

Sustainability of development project is a worldwide concern. Thus, concerns about sustainability limit the degree which beneficiaries derive benefits from returns of these programs (Luvenga, 2015). Most of the projects are not able to achieve the formulated objectives at the design phase (Baily et al 2012) resulting into cost and quality overruns. For instance, in developed countries like USA, about 24% of the projects fail to succeed. In Kenyan context, 30% of the projects in NGOs end up failing (Mathew, 2011). Allowing different stakeholders to participate in projects has been shown as one of the issues needed for sustainability of projects. While some empirical proof point out existence of a direct nexus between participation of stakeholders and sustainability of projects (Mansuri & Rao, 2008), other inquiries (Khawaja, 2006) argue that participation of stakeholders is linked with superior outcomes at project level.

The available studies depict gaps as some were done in other contexts outside Somalia. Other studies related participation of stakeholders with other concepts besides sustainability. These have compounded to the inadequate and updated empirical evidence. Thus, whether donor funded projects are self-sufficient in terms of implementation remains a key policy and management issues that needs further exploration. Despite the participation of Somalia Drought and Livelihood Response Programme in supporting food security interventions with varying length of terms and the inclusion of diverse partners, serious questions have been raised on the sustainability of these



initiatives. Thus, the nexus between stakeholder participation and the sustainability of food security programmes with Somalia Drought and Livelihood Response Programme in Mogadishu as the case study was explored.

### **1.3 Purpose of the Study**

The purpose of the study was to examine the influence of stakeholder participation on sustainability of food security programmes using a case of Somalia Drought and Livelihood Response Programme in Mogadishu.

### **1.4 Research Objectives**

- i. To establish the influence of stakeholder participation in project identification on sustainability of food security programmes in Mogadishu.
- ii. To assess the influence of stakeholder participation in project planning on sustainability of food security programmes in Mogadishu.
- iii. To evaluate the influence of stakeholder participation in project implementation on sustainability of food security programmes in Mogadishu.
- iv. To examine the influence of stakeholder participation in monitoring and evaluation on sustainability of food security programmes in Mogadishu

### **1.5 Research Questions**

The following research questions guided the study:

- i. What is the influence of stakeholder participation in project identification on sustainability of food security programmes in Mogadishu?
- ii. What is the influence of stakeholder participation in project planning on sustainability of food security programmes in Mogadishu?
- iii. What is the influence of stakeholder participation in project implementation on sustainability of food security programmes in Mogadishu?
- iv. What is the influence of stakeholder participation in monitoring and evaluation on sustainability of food security programmes in Mogadishu?

## 1.6 Research Hypotheses

The study tested the following hypotheses:

- H<sub>01</sub>:** Stakeholder participation in project identification has no significant influence on sustainability of food security programmes in Mogadishu.
- H<sub>02</sub>:** Stakeholder participation in project planning has no significant influence on sustainability of food security programmes in Mogadishu
- H<sub>03</sub>:** Stakeholder participation in project implementation has no significant influence on sustainability of food security programmes in Mogadishu
- H<sub>04</sub>:** Stakeholder participation in project monitoring and evaluation has no significant influence on sustainability of food security programmes in Mogadishu

## 1.7 Significance of the Study

Different stakeholders are expected to find the results and recommendations from this study very vital in enhancing their different roles food security programmes. For instance, this study would unearth some of the factors that enable communities participate in successful implementation of projects and programmes and seeing them through sustainability. Comprehending the factors that influence the long-term viability of food security projects would be beneficial to project sponsors, management staff, and beneficiaries in all types of projects that they undertake or wish to undertake now or in the future. Stakeholders would be able to plan a project if they are aware of these variables with clear mechanisms of addressing them, and thereby ensure project sustainability. This would in turn ensure immense savings in terms of resources, sustainability of projects, value for money and doing away with “ghost” programmes.

The research would add more information onto the existing information in relation to project planning and management through broadening the scope of information about the influence of stakeholder participation on the long-term viability of food security initiatives. Findings and recommendations would be used by Somalia Drought and Livelihood Response Programme to enrich its funding policies and frameworks so as to ensure sustainability of all their projects. The study would inform new policies in regard to food security programs in Somalia. Through the findings of this study, it is also envisaged that other donors as well as the government would find

lessons to learn in terms of restructuring their policies and frameworks to support sustainable development projects.

### **1.8 Delimitations of the Study**

The study looked at project lifecycle and sustainability of food security programmes. More specifically, the study focused on project initiation, project planning, project implementation and project closure in relation to project sustainability. The study focused on food security programmes, specifically the Somalia Drought and Livelihood Response Programme in Mogadishu. The study used a case of Mogadishu because being the capital city of Somalia, it was easy to access respondents and collect data.

### **1.9 Limitations of the Study**

During data collection, participants were so busy with their daily tasks and thus getting information from them at such a time was a challenge. To overcome this limitation, a drop and pick latter method was adopted when administering questionnaire to respondents. This gave respondents an ample time to fill in the questionnaire before sharing out their responses. It Respondents had fear in sharing out sensitive information on account that it might be used to intimidate them. However, an introduction letter from UON was there to illustrate the study purpose to participants.

### **1.10 Basic Assumptions of the Study**

Participants would have an understanding of food security programmes, project closure, project identification, project implementation and project planning and project sustainability. Participants would share relevant and accurate information on project lifecycle.

### **1.11 Definition of Significant Terms**

**Project closure** includes end user acceptance, post project reviews, lessons learnt and document archival

**Project implementation** in this study, it refers to project monitoring, project control, accountability and reporting as well as procurement procedures.

**Project initiation** in this study includes stakeholder analysis, stakeholder mapping, objective analysis and problem analysis.

**Project Planning** in this study refers to financial resource planning, human resource planning, material resource planning and scope planning.

**Sustainability of food security programmes** includes availability and access to food

### **1.12 Organization of the Study**

. In chapter one, the main focus is on the background analysis, the main problem, objectives, queries and hypothesized direction, the essence of the inquiry, premises, limiting and delimiting concerns. The review of relevant inquiries including the theories is done in chapter two. The methodologies are detailed in chapter three. The findings after analysis are presented in chapter four while chapter five provides discussion, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides a review of literature on sustainability of food security programmes, stakeholders' participation in identification, planning, execution and M&E activities of the project. The theory anchoring the inquiry is also reviewed with gaps also being pointed out.

#### **2.2 Sustainability of Food Security Programmes**

Sustainability can be viewed as the use of resource for a long time without being used up (Merriam, 2016). Something is said to be sustainable when it keeps on going for a long period of time (Ostrom, 2010). Sustainability in the context of project management is regarded as the ability ensuring that all institutions get support from the project and that all the benefits are well utilized for a longer time. A project is said to be sustainable when the beneficiaries can survive on their own with limited assistance from development partners (Luvenga *et al.*, 2017). Project sustainability is defined by Narayan (1993) as the capacity of maintaining benefits and services at the community level. Sustainability is shaped and informed by several factors: assistance from external parties, results of the project and participation at the community level (Luvenga, 2018). United Nations (UN) came up with three pillars of sustainability that focus on the environment, social and economic dimensions (United Nations, 2017).

Sustainability of the food security programmes is well aligned with the Sustainable Development Goals (SDGs) of United Nations (UN). Achieving sustainability of food security require several efforts like the need to limit food losses and recycling of foods. Sustainable food security require among other things; sufficient production of food that is readily available, access and ability to buy food and sufficiency of nutrition in foods covering proteins, energy as well as micronutrients (Helland & Sörbö, 2014). A study was done by Berry *et al.* (2015) on food security and sustainability. In 1996, the Rome Declaration on World Food Security came up with basic dimensions of sustainability of food security programs covering availability, accessibility and utilization (Dernini, Burlingame, Meybeck & Conforti, 2015). In 2009, there was a World Summit where stability was introduced as another dimension of sustainability of food security programmes.

Wabwoba and Wakhungu (2013) established that levels of funding, participation by group members who are the stakeholders and issues with leadership as well as rainfall patterns shape the need for a project to remain sustainable. Muigua (2014) shared that realization of security and environmental sustainability starts by adequately solving problems related to food insecurity. El-Bilali, Callenius, Strassner and Probst (2019) that sustainability of the food programs involves security of stability, utilization, access and availability. Mohammed (2018) conducted an assessment that sought to bring out issues shaping sustainability of food security programs in Kenyan arid areas. Sustainability was evaluated in terms of production, distribution and availability of food supplies. The current study will adopt the indicators of sustainability of food security programs as used by Committee on World Food Security (2012) which include availability, access, utilization and stability.

### **2.3 Stakeholder participation in project identification and sustainability of food security programmes**

An analysis of the needs is the process where the concerns of the community are identified and evaluated. During this period, the problems of a specific population are identified with relevant solutions towards these issues being sought (Titcomb, 2017). A need is any existing gap between the desired and the actual situation on ground (Witkin & Altschuld, 2018). A need arises whenever there are gaps between the ideal and the real circumstance (Reviere, 2020). The key focus during analysis of the needs of the community is on the future, especially what needs to be carried out as compared to what has already been done (Titcomb, 2000). The importance of need analysis stems from the fact that it allows the concerns of the community to be addressed in a feasible manner.

Allowing the community to participate in analysis of their needs helps them to own the entire processes in the project. The starting point of need analysis is the need to come up with the needs of the community. The key issues of the problem including the causes and effects are identified and prioritized by the stakeholders (Regional Partnership for Resource Development, 2017). Nyaguthii and Oyugi (2013) in their examination of impacts of community involvement on effective execution of constituency development fund projects in Kenya, advocated for community participation in project identification, implementation, evaluation, and monitoring, which would help to reduce corruption and misappropriation of funds by the C.D.F committee and other stakeholders in C.D.F projects, as well as improve fund distribution and satisfaction.

It is important to allow the community to take part in identifying their needs. The problems facing the community can be collectively identified and prioritized at the community level. The community will only legitimize the need whenever they have been involved to take part in their identification (Barasa & Jelagat, 2018). When evaluating the problem, the key issues are collectively discussed to reach a consensus. This helps in clarification of the required resource (Mulwa, 2018). Needs analysis can be viewed as a method or a process. When viewed as a process, the analysis of needs can help to develop leadership, create unity in groups and allow the local community to own the development programs.

Several techniques can be embraced during analysis of the needs; these include focus groups and surveys. Being successful require need analysis to be wider covering different players (Titcomb, 2017). Ngacho (2013) noted that participation concept stresses the development of institutions and procedures that involve people most directly impacted by programmes and yet, typically powerless and/or silent in programme design and execution (Rossman, 2015). Ndungu and Karugu (2019) observed that efforts should be made to allow the community to take part in selection or projects so that they can own the same while facilitating a platform for scrutiny.

#### **2.4 Stakeholder Participation in Project Planning and Sustainability of Food Security Programmes**

Intending is a communicative process people come together to develop the future state of the project (Chikati, 2019). During this process, there is further deliberation on the problem with key focus on the design of the project and how costing of the various project activities is to be done. It also entails mobilization of resources and design of the implementation activities (Barasa & Jelagat, 2017). Realization of sustainable and effective development requires the community to participate in the planning of the project (Mulwa, 2018). LinChin (2012) advised that there is need to increasingly encourage more stakeholders' involvement in the programmes from the initial stages of programmes planning and implementation as it increases the probability of sustaining the programmes.

A participatory process of planning is situation where are the involved stakeholders are allowed to take part in the planning process (Jain & Polman, 2017). Participatory planning allows the community to own the project and gather relevant information of the project (Rabinowitz, 2015).

As shared by Hague (2017), participatory planning process allows different groups to reach consensus as far as issues of projects are concerned. Hague *et al.*, (2015) noted that during the planning phase, different parties in the project should exchange information while striving to explore areas of understanding that is common across each of the parties. Hague (2003) noted that participatory planning increases credibility of the development intervention. Barron and Barron (2013) noted that everything should be done to allow stakeholders take part when planning for an intervention.

The planning phase of the project sets a road map that is to be followed by those implementing a project. Classically, the phase relates with establishment of goals which should be specified, measured, attained and realized in a timely manner (SMART). This is the phase where stakeholder defines the scope of the project with an establishment of the project management plan. The realistic timetable, resources in place, quality and cost considerations is examined at this phase. The measures or baseline of the project is also identified at this phase of the project. The baseline also provides the basis of establishing the measures of the project and it helps to track progress of the project. The responsibilities and roles of the stakeholders are defined clearly at this stage of the project. The key documents established at this phase include the scope statement, work breakdown, communication, risk management and closure plan (Serrador, 2013).

This phase requires full participation of the stakeholders so as to define the scope, redefine the objectives of the project and establishing the course of action relevant for meeting the goals of the project. Serrador (2012) shared that the primary focus of planning is to come up with direction of informing the project team on the course of action, time when action should be implemented, the resources needed and the schedule to avail the resources. This phase helps to define the activities of the project while outlining the desired end products. The key stakeholders' issues in the planning phase include project scoping, scheduling, and resource planning and budgeting. Planning step helps to estimate the cost and time through development of schedules and charts. Time planning ensure that key milestones have been identified and the expected deliverables of the project.

Matu, Kyalo, Mbugua and Mulwa (2020) shared that involving stakeholders to participate in the planning phase has a direct and significant link with success of the project. Serrador (2012) did share that planning has a significant connection with success of the project. Akinradewo and Aigbavboa (2019) did an inquiry to bring out the link between planning in the construction projects



and profits. Evident was the fact that planning covers the need to establish relevant sequences of the events that are needed to meet the goals of the project. It was noted that planning improves the profits of the contractors.

## **2.5 Stakeholder participation in project implementation and sustainability of food security programmes**

During the implementation phase, the activities of the project are fully actualized to realize the intended goals of the program (Mulwa, 2018). At this phase, the plan of the project is put into action. The resources of the project are coordinated at this phase. It is important to involve the community; the project team together with stakeholders is involved to take part in the activities (Barron & Barron, 2017). Most projects work well when there are established committees to carry out implementation process. The presence of the community or any representative in the steering committee enhances empowerment of the community. The technical capacity of the community can be built through training which may influence sustainability of the projects.

Nyaguthii and Oyugi (2013) in their examination of impacts of community involvement on effective execution of constituency development fund projects in Kenya, discovered that, even though the projects' goals were to serve the community, only the most powerful persons were involved in their implementation. During the implementation of the project, efforts should be done to involve the local community so as to increase ownership (ALNAP, 2019). Participation of the community at the implementation phase is linked with various benefits; it may enhance relevance of the project, facilitate adaptation to change and supports the use of different resources in implementation of the project activities. Further, this gives an opportunity to the community to bring forward the materials and labor and other resources that are needed in actualization of the project activities (ALNAP, 2019).

The study conducted by Odoyo (2013) focused on establishing the factors that inform implementation of community established projects. It was shown that active support and participation of the stakeholders in the implementation phase influences success of the project. Wachira, Kidombo and Kinyua (2015) noted that support from the top management, systems of communication, procedures of carrying out procurement and proper structure of the organization are instrumental for execution of interventions. The other issues that emerged from the study was

the need to standardize the roles played by top management team in the success of the project with sound checks and balances on the procurement procedures (Wachira, Kidombo & Kinyua, 2015).

Nguyen and Aguilera (2010) did an assessment of the key stakeholders and the role they play in implementation of the projects in Vietnam. It was shown that the implementation phase of the project is a critical step of the lifecycle of the program, since all the activities in the project get to materialize. Thus, a clear understanding of the stakeholders and their role during this implementation phase is critical towards success of the project activity. Kaptui and Omondi (2018) looked at factors that shape implementation of the projects within Kenya's State Corporations. It was shown competence of the management and accountability of funds shape implementation of projects.

Kiragu (2015) observed that putting the program into action requires creation of customized frameworks through which the managers off the project are able to exercise control on the phases of the program. The key variables that the study covered include the design of the program, M&E, management of resources and engagement of resources. The inquiry showed that the implementation phase significantly informs performance of the project.

## **2.6 Stakeholder participation in project M&E and sustainability of food security programmes**

Monitoring and Evaluation (M&E) is an important activity that supports evidence-based decision making processes (Sera & Beaudry, 2017). Monitoring is defined by the UNDP (2018) as a function that is done continuously to report on an ongoing activity. Shapiro (2018) views monitoring as the ability to gather and analyze information in a systematic process. Evaluation is viewed as an objective and systematic process where a completed or ongoing program is assessed to ensure it is relevant in meeting the goals. An investigation conducted by Ababa (2014) into the training, monitoring, and evaluation practices, as well as the challenges observed that among others, there was inadequate M&E competence, a little budget for M&E, and a lack of community participation.

Kimweli (2013) looked at how donor-funded food security intervention programmes fared in terms of monitoring and evaluation. Findings indicated lack of participation by the locals in M&E activities of the interventions. Utilization of PM&E makes it easier to translate implementation

results for stakeholders, allowing them to get a better knowledge of the intervention and its potential consequences. It also improves their utilization of the evaluation findings by including them in the implementation learning and assessment process. Furthermore, the engagement of many stakeholders aids in the discovery of multiple points of view, which directs debate and leads to a greater knowledge of the issues that impact communities. This has been shown to increase project sustainability.

The implementation of projects should be monitored to make sure that the program is being actualized clearly. It is during this time that relevant patterns and trends are identified for informed decisions. It also tracks the progress of the program to avoid deviations from the plans. The major focus of monitoring is to improve on effectiveness and efficiency of the project (Shapiro, 2006). Proper M&E provides support to sustainability of the project by bringing out the associated strengths and weaknesses during the implementation of the program (Barasa & Jelagat, 2017). In the participatory M&E framework, stakeholders are involved as key participants in an intervention (World Bank, 2017). According to Musa (2012), involvement of the community in project undertakings help in developing of skills needed for sustainability of the project activities. Okafor (2005) shared that participation of the community brings a sense of ownership to the project.

Gaturu and Muturi (2014) shared that regular M&E is critical to execution of the project activities ion time. Sisia (2010) discussed the factors contributing to the success or failure of programmes. He pointed out that sustainability of any programmes depends on genuine community participation in planning for financial feasibility, ownership and control, transparent, accountability in governance, leadership and decision making processes and M&E. In concurrence with Roudias (2015), the role of M&E can never be overemphasized and should be understood for the sustainability of these projects. Ownership of projects is vital as it contributes to effectiveness of programmes. For succession, the projects must foster ownership by the people for whom the projects were intended for.

## **2.7 Theoretical Framework**

The community action planning theory, the stakeholders' theory was used to support the inquiry.

### **2.7.1 Community Action Planning (CAP) Theory**

The theory was advanced by Hamdi and Goethert (1997). It enables communities to plan, execute and manage their own programmes of development. The philosophy of CAP is participative, community-driven and quick. Involvement of the community is central to the CAP and the focus lies on establishing coalitions and partnerships, such that participation takes place when people and organizations believe that their interests are better served in partnerships than without. The idea of effective community or organization engagement in development initiatives establishes a clear principle for this study.

The theory concentrates on who and what level they take part in a development endeavor at community or organization level. The parties that will take part should plainly demonstrate efficient development strategies. Since it is difficult to welcome all players involved, practice states that it is always desirable to develop a plan to ensure that everyone is fairly represented (Cruz-Arcila, 2013). The theory further insists on the responsibility of communities to undertake, plan, design, implement and maintain development initiatives in local settings. CPA emphasizes that the community members must engage in every environmental development project since locals know their concerns more than any external advisor or government. Their input and participation in planning and implementation of development initiatives thereby gives the project a sense of ownership and success (World Bank, 1999; 2001). This theory was used to support the variable of stakeholder participation in project planning and how the same contributes towards project sustainability.

### **2.7.2 Stakeholders Theory**

The idea of stakeholders originated back in the 1980s and Richard E. Freeman presented this theory in 1984. The theory consists of two methods with one stressing stakeholders to offer strategic management strategies. The second approach is the stakeholder viewpoint on the organization (Gomes, 2006). It identifies project stakeholders and proposes methods that management may take proper account of their opinions, requests and interests. This tries to deal with the 'Who or What really matters principle' (Miles, Samanths, 2012). Stakeholder theory advocates ethical organization management. The approach also highlighted efficient and successful organizational governance (Freeman, 1984; Harrison, Freeman, & Abren, 2015). Freeman (1984) states that the stakeholder that is managed, involved and educated has good reciprocal results and begins to

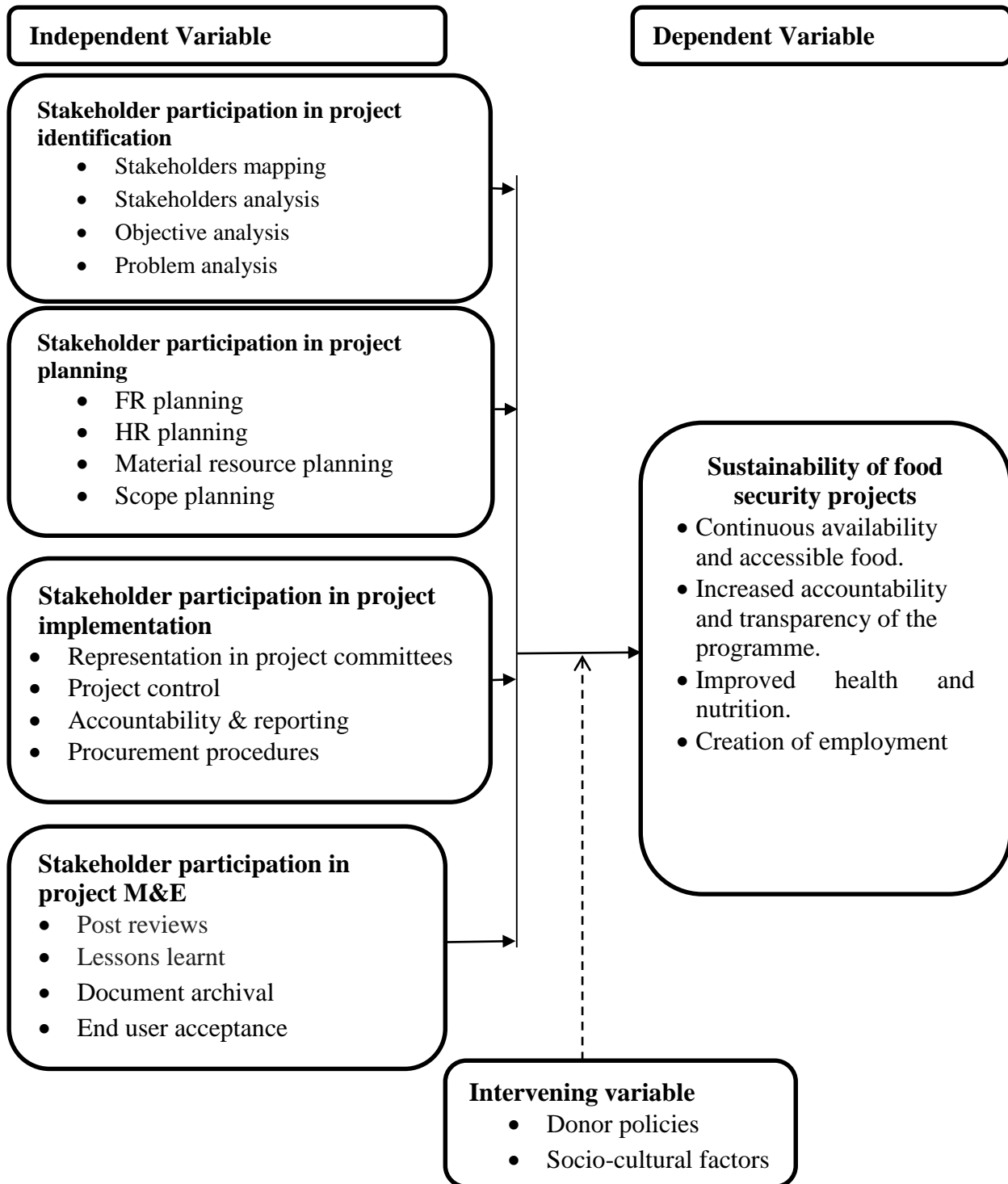
support organizational goals, such as the sharing of important knowledge and resources. The idea is broad and promotes justice, equal treatment, honesty and even kindness for all stakeholders (Harrison, Freeman and Abren, 2015). Put it differently, organizations have a duty to take care of the links between the organization and its stakeholders.

The idea also says that an organization produces value for itself, when it meets the demands of its stakeholders. Management of the company in the tough and dynamic business climate is more, more effective, more efficient, practical and ethical (Harrison, Freeman & Abren, 2015).

Harrison and Wicks (2013) argued that the idea of stakeholders is a means to bring ethics and strategy together. Furthermore, companies that work hard for the interests of a larger range of stakeholders generate greater value over a broad period of time. Well-treated stakeholders would respond positively and improve their behaviour towards their organisation. Furthermore, stakeholder loyalty will be improved (Harrison, Freeman & Abren, 2015). Stakeholder theory is a management theory that is not based on moral philosophy or corporate social responsibility, but rather on the moral treatment of individuals who are impacted by or have an impact on project operations. Academics and other disciplines like as health, law, and public policy have all used stakeholder theory.

The theory was applied in the study to describe and recommend considerations of interest, expectations and demands of stakeholders in the process of oversight of projects through among others, participatory monitoring and evaluation. The main idea is that development project's success depends on how well the implementers manage the relationship with the key groups: development partners, residents, NGOs, CBOs and policy makers. Stakeholders differ on a variety of issues, however by better understanding stakeholder viewpoints, chances for consensus on suitable steps to be done to improve the performance of development initiatives may arise. Since the central theme in the present study was on stakeholders, this theory was found to be relevant to the present study.

## 2.8 Conceptual Framework



**Figure 1: Conceptual Framework showing the influence of stakeholders' participation and sustainability of food security programme**

## 2.9 Knowledge Gap Matrix

**Table 2.1: Knowledge Gap Matrix**

Author & Year	Study	Finding	Gaps	Focus of the Present Study
<u>Matu et al.</u> (2020)	an analysis of stakeholder participation in the planning phase of the project with emphasis on construction programs in Kenya	Inability of the stakeholders to participate in coming up with plans of the program may fail the project	The study focused on construction projects	The present study was be done on Drought and Livelihood Response Programme in Mogadishu
Mohammed (2018)	to bring out issues shaping sustainability of food security programs in Kenyan arid areas	Sustainability was evaluated in terms of production, distribution and availability of food supplies.	Done in Kenyan context	Was executed in Somalia context
<u>Mutwiri et al.</u> (2018)	practices at the initiation and identification phase and their link with success of (CDF) Kenyan projects	Identification and initiation phases of the project have direct link with performance of the project.	The study was done in Kenya focusing on project success as dependent variable	The present study focused on project sustainability in Somalia
<u>Wachira et al.</u> (2015)	factors shaping successful actualization of Biomedical research projects using Kenya Medical Research Institute as the case	systems of communication, procedures of carrying out procurement and proper structure of the organization shape the need to realize program goals	Project implementation was the dependent variable	Project sustainability was the dependent variable in present study
<u>Wabwoba and Wakhungu</u> (2013)	Issues that shape sustainability of food security projects in Kiambu County	the issues that were noted that have an implication on sustainability of food programmes include levels of funding, participation by group members who are the stakeholders	The study focused on food security projects in Kiambu, Kenya	The present study looked at Drought and Livelihood Response Programme in Mogadishu

## **2.10 Summary of Literature**

Serrador (2012) shared that the primary focus of planning is to come up with direction of informing the project team on the course of action, time when action should be implemented, the resources needed and the schedule to avail the resources. Matu et al. (2020) shared that involving stakeholders to participate in the planning phase has a direct and significant link with success of the project. Serrador (2012) shared that planning has a significant connection with success of the project. Akinradewo and Aigbavboa (2019) shared that planning covers the need to establish relevant sequences of the events that are needed to meet the goals of the project. Odoyo (2013) suggested that active support and participation of the stakeholders in the implementation phase influences success of the project. Wachira, Kidombo and Kinyua (2015) stated that support from the top management, systems of communication, and procedures of carrying out procurement and proper structure of the organization are instrumental for the execution of the project. Zohrehvandi et al. (2017) noted that this phase of the project can include financial, contractual and physical closure. Akinshipe et al. (2019) noted that some projects are forced to close prematurely. Tilahun (2018) noted that at closure phase, efforts should be made to carry out both administrative and contractual closure.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

The design and targeted participants in the inquiry are discussed. The means of selecting sample, gathering of the views of the participants and the associated steps are also outlined. Furthermore, ways of processing the gathered views of the participants to develop reports are also outlined and any ethical concerns.

#### 3.2 Research Design

Descriptive cross-sectional survey design was adopted for this study. A cross-sectional method was adopted to survey participants and gather both quantitative and qualitative data concerning the research variables to determine their connections (Jackson, 2009). In this study, surveys were used. A mix-method approach was adopted. The mix-method approach made use of a questionnaires as well as key informant interviews in data collection.

#### 3.3 Target Population

Quinlan, Babin, Carr and Griffin (2019) view target population as the elements or individuals that provide the need to generalize the evidence sought by the inquiry. The target population was 155 and this comprised the program managers, monitoring and evaluation staff, project coordinators, field officers and the community liaison officers from the Somalia Drought and Livelihood Response Programme in Mogadishu Somalia as summarized in Table 3.1.

**Table 3.1: Target Population**

	<b>Target Population</b>
Program managers	20
M&E Staff	10
Project Coordinators	35
Field Officers	50
Community liaison officers	40
<b>Total</b>	<b>155</b>

Source: Somalia Drought and Livelihood Response Programme (2022)

#### 3.4 Sample Size and Sampling Procedure

##### 3.4.1 Sample Size

Sample size is actual number of subjects or subset of the population chosen as a representative sample of the target population in a given study. Kothari (2004) expression below was adopted:

$$n = \frac{z^2 \cdot N \cdot \sigma_p^2}{(N - 1)e^2 + z^2 \sigma_p^2}$$

Where; n=Size of the sample

N=Size of the population

e= Acceptable error given as 0.05

$\sigma_p^2$ = the standard deviation of the population and given as 0.5 where not known

Z= standard variation at a confidence level given as 1.96 at 95% confidence level.

Thus, sample size n=  $\frac{1.96^2 * 155 * 0.5^2}{(155-1)0.05^2 + 1.96^2 * 0.5^2}$

$$\frac{148.862}{0.385 + 0.9604}$$

$$\frac{148.862}{1.3454}$$

n=110 participants

### 3.4.2 Sampling Procedure

To sample is to single out the participants from the targeted respondents who were included in the inquiry (Byrd, 2020). This study adopted stratified random sampling to select respondents as shown in Table 3.1.

**Table 3.2: Sample Size**

	Target Population	Sample Proportion	Sample Size
Program managers	20	20/115*155=12.9%	12.9% * 110=14
M&E Staff	10	10/115*155=6.5%	6.5% * 110=7
Project Coordinators	35	35/115*155=22.6%	22.6% * 110=25
Field Officers	50	50/115*155=32.3%	32.3% * 110=35
Community liaison officers	40	40/115*155=25.8%	25.8% * 110=28
<b>Total</b>	<b>155</b>		<b>110</b>

Source: Somalia Drought and Livelihood Response Programme (2022)

### 3.5 Research Instruments

The insights of the participants were obtained with aid of the questionnaire. Hennink, Hutter and Bailey (2020) consider a questionnaire as a tool of gathering data that is made of various questions that solicit information from the participants. A 5-point Likert scale helped to design the

questionnaire that was structured into sections covering general views, initiation, planning, implementation, closure and performance. Additionally, the interview guide helped to gather relevant insights from the key informants (KIs). This helped to complement the responses from the quantitative data on the questionnaire. The interview guide was administered to 10 KIs who were purposively selected from the sample size.

### **3.5.1 Pilot Testing of Research Instruments**

A pilot is a min-inquiry that is conducted to validate the tool of the inquiry ensuring that it is reliable enough. Mugenda and Mugenda (2003) shared that the study tool can be piloted among 1-10% of the target population. In this regard, 11 participants from Somalia Drought and Livelihood Response Programme in Mogadishu were selected for piloting of the tool, this being 10% of the targeted respondents. These were excluded from the final inquiry to counter possible biasness.

### **3.5.2 Validity of Research Instruments**

Valid tools give evidence that is a representation of the variables under consideration (Litosseliti, 2018). In validating the tool, the inquiry engaged the supervisor who reviewed the contents and see if they were aligned with the conceptual framework. From here, relevant adjustments and corrections were made before proceeding to the field in line with the suggestions raised after review of the tool.

### **3.5.3 Reliability of Research Instruments**

An inquiry tool is deemed to be reliable when the results it gives are consistent (Stokes, 2017). The inquiry embraced internal measure of consistency regarded as Cronbach Alpha with the value 0.76 regarded as the rule of thumb. In this regard, the piloted tools were coded into SPSS and Cronbach Alpha values were generated and interpreted appropriately.

## **3.6 Data Collection Procedure**

Relevant authority including introduction letter from UON and research permit from the federal government of Somalia was sought in advance before the inquiry. Three individuals to assist execution of the inquiry got recruited and underwent training. The training of research assistants was centered on the objectives and ethical issues in the study. When administering the tool to participants, a one week period was provided for the participants to share out relevant details.

### **3.7 Data Analysis Techniques**

In processing of the evidence of the inquiry, descriptive statistics covering frequencies and percentages were computed to provide a description of the data. For testing of the formulated hypotheses, regression analysis was adopted as an inferential statistic with the model as specified:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = sustainability of food security programmes

X1 = stakeholder participation in project identification

X2 = stakeholder participation in project planning

X3 = stakeholder participation in project implementation

X4 = stakeholder participation in project monitoring and evaluation

For qualitative data from the interview guide, content analysis was adopted during the analysis.

### **3.8 Ethical Considerations**

The letter of introduction from UON was sought alongside a permit from NACOSTI that authorized the need to conduct this inquiry. Participants in the inquiry were free to make a decision on whether to be involved in the inquiry or not. All the evidence sought from the participants were handled confidentially and any literature borrowed was acknowledged through APA by being cited. No money reward was given to the participants as taking part in the inquiry is to be voluntary.

### 3.9 Operationalization of Variables

**Table 3.3: Operationalization of Variables**

Objective	Variable type	Indicators	Scale of measurement	Data analysis tool
To establish the influence of stakeholder participation in project identification on sustainability of food security programmes in Mogadishu.	Independent	<ul style="list-style-type: none"> <li>Type of participation</li> <li>Level of participation</li> <li>Problems and solutions identified</li> <li>Priorities identified</li> </ul>	5-point Likert scale	Frequencies & percentages
To assess the influence of stakeholder participation in project planning on sustainability of food security programmes in Mogadishu	Independent	<ul style="list-style-type: none"> <li>Financial resource planning</li> <li>Human resource planning</li> <li>Material resource planning</li> <li>Scope planning</li> </ul>	5-point Likert scale	Frequencies & percentages
To evaluate the influence of stakeholder participation in project implementation on sustainability of food security programmes in Mogadishu	Independent	<ul style="list-style-type: none"> <li>Representation in project committees</li> <li>Project control</li> <li>Accountability &amp; reporting</li> <li>Procurement procedures</li> </ul>	5-point Likert scale	Frequencies & percentages
To examine the influence of stakeholder participation in monitoring and evaluation on sustainability of food security programmes in Mogadishu	Independent	<ul style="list-style-type: none"> <li>Project performance appraisal</li> <li>Data collection</li> <li>Progress reporting</li> <li>M&amp;E lessons utilization</li> </ul>	5-point Likert scale	Frequencies & percentages
Sustainability of food security programmes in Mogadishu	Dependent	<ul style="list-style-type: none"> <li>Continuous availability and accessible food.</li> <li>Increased accountability and transparency of the programme.</li> <li>Improved health and nutrition.</li> <li>Creation of employment</li> </ul>	5-point Likert scale	Frequencies & percentages

## CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION

### 4.1 Introduction

The analysis is based on the specific objectives. It covers the analysis of the general information, descriptive statistics as well as regression analysis.

### 4.2 Response Rate

From the 110 questionnaires that were administered to participants, 79 of them were completely filled in and returned. This was equivalent to a response rate of 71.8% as shown in Table 4.1.

**Table 4.1: Response Rate**

	<b>Frequency</b>	<b>Percentage</b>
Response	79	71.8%
Non response	31	28.2%
<b>Total</b>	<b>110</b>	<b>100.0</b>

### 4.3 General Information

Table 4.2 is an outline

**Table 4.2: General Information**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Male	49	62.0
Female	30	38.0
<b>Total</b>	<b>79</b>	<b>100.0</b>
<b>Education</b>	<b>Frequency</b>	<b>Percentage</b>
Secondary	7	8.9
College	30	38.0
University	42	53.2
<b>Total</b>	<b>79</b>	<b>100.0</b>

Although 62% of the respondents were male, 38% were female. This means that there was gender diversity in the study. The findings on level of education were that while 53.2% of the respondents had university degrees, 8.9% had secondary certificates. Thus, participants of the inquiry could interpret the research questions on the questionnaire.

### 4.4 Descriptive Statistics

The findings of descriptive statistics are as summarized.

#### 4.4.1 Stakeholder Participation in Project Identification

Table 4.3 is an overview

**Table 4.3: Stakeholder Participation in Project Identification**

	strongly disagree	Disagree	neutral	agree	strongly agree
The needs of the primary stakeholders of SDLRP were clearly analyzed	0%	5.1%	24.1%	57%	13.9%
The needs of secondary stakeholders of SDLRP were clearly analyzed	0%	13.9%	11.4%	55.7%	19%
There was collective mapping of the stakeholders of SDLRP	0%	16.5%	16.5%	59.5%	7.6%
The objectives of SDLRP were collectively analyzed	0%	3.8%	35.4%	41.8%	19%
The problems requiring initiation of SDLRP were clearly identified	0%	27.8%	3.8%	58.2%	10.1%

In as much as 59.5% held that there was collective mapping of the stakeholders of SDLRP, 58.2% others said that the problems requiring initiation of SDLRP were clearly identified. This means that was collective stakeholder mapping and problem identification as far as the lifecycle of SDLRP was concerned. While 57% shared that the needs of the primary stakeholders of SDLRP were clearly analyzed, 55.7% noted that the needs of secondary stakeholders of SDLRP were clearly analyzed. This means that there was collective and clear stakeholder needs of SDLRP were clearly analyzed at the initiation phase of its lifecycle. It emerged from 41.8% of participants orated that the objectives of SDLRP were collectively analyzed. This statement however was rated at a relatively low rate compared to other statements.

#### 4.4.2 Stakeholder Participation in Project Planning

Consider Table 4.4.

**Table 4.4: Stakeholder Participation in Project Planning**

	strongly disagree	disagree	neutral	Agree	strongly agree
There are budgets to guide the activities of SDLRP	0%	13.9%	8.9%	67.1%	10.1%
Sources of funds of SDLRP are carefully identified	0%	2.5%	24.1%	60.8%	12.7%
The required person of SDLRP are rigorously identified	0%	1.3%	17.7%	65.8%	15.2%
Determining the required resources of SDLRP is undertaken	0%	20.3%	8.9%	65.8%	5.1%
The scope of SDLRP is clearly defined	0%	13.9%	10.1%	59.5%	16.5%

While 67.1% shared that there were budgets to guide the activities of SDLRP, 65.8% held that the required person of SDLRP are rigorously identified and 65.8% others further indicated that determining the required resources of SDLRP was undertaken. This means that planning of SDLRP entailed budgeting, determination of required skills and other resources needed for the project to run efficiently. In addition to 60.8% arguing that sources of funds of SDLRP were carefully identified, 59.5% said that scope of SDLRP was clearly defined. This means that project planning at SDLRP entailed definition of scope and identification of sources of funds.

#### 4.4.3 Stakeholder Participation in Project Implementation

Frequencies and percentages on stakeholder participation in project implementation were computed.

**Table 4.5: Stakeholder Participation in Project Implementation**

	strongly disagree	disagree	neutral	Agree	strongly agree
Monitoring reports of SDLRP are utilized	0%	19%	25.3%	55.7%	0%
Data is gathered for controlling SDLRP	0%	16.5%	3.8%	59.5%	20.3%
There is accountability in use of resources when implementing SDLRP	2.5%	12.7%	5.1%	64.6%	15.2%
The progress reports of SDLRP are utilized	2.5%	11.4%	11.4%	60.8%	13.9%
There are well defined procurement procedures at SDLRP	0%	24.1%	13.9%	60.8%	1.3%



While 64.6% shared that there was accountability in use resources during the implementation of SDLRP, 60.8% observed that progress reports of SDLRP were utilized and 60.8% said that there were well defined procurement procedures. This means that resources were used efficiently including generation and utilization of progress reports as well as putting in place relevant systems for procurement that probably contributed towards coordination of the implementation activities of SDLRP. Besides 59.5% participants noting that data was gathered for controlling SDLRP, 55.7% held that monitoring reports of SDLRP were utilized. This implies that adequate data was gathered during the implementation of SDLRP that helped in carrying out monitoring activities.

#### 4.4.4 Stakeholder Participation in Monitoring and Evaluation

Table 4.6 is an overview of evidence.

**Table 4.6:** Stakeholder Participation in Monitoring and Evaluation

	<b>strongly disagree</b>	<b>disagree</b>	<b>neutral</b>	<b>agree</b>	<b>strongly agree</b>
SDLRP was formally accepted at the closure phase	0%	17.7%	8.9%	72.2%	1.3%
Post reviews were conducted at the closure of SDLRP	0%	0%	26.6%	51.9%	21.5%
Lessons learnt from SDLRP were clearly documented at closure	2.5%	27.8%	11.4%	44.3%	13.9%
Conformance of SDLRP against specifications in the scope was rated at closure	0%	17.7%	21.5%	32.9%	27.8%
All relevant documents during closure of SDLRP were archived	0%	26.6%	13.9%	50.6%	8.9%

As per Table 4.6, it can be observed that while 72.2% of the respondents agreed that SDLRP was formally accepted at the closure phase, 51.9% agreed that post reviews were conducted at the closure of SDLRP and 50.6% shared that all relevant documents during closure of SDLRP were archived. This means that SDLRP went through an official closure phase that entailed its formal acceptance by beneficiaries, post reviews and archival of the project documents like project plans. Furthermore, while 44.3% of the respondents agreed that lessons learnt from SDLRP were clearly documented at closure, 32.9% said that conformance of SDLRP against specifications in the scope was rated at closure. This reinforces the earlier assertion of archival and documentation of the project information that was done at the closure phase.

## 4.5 Regression Results and Hypotheses Testing

Tables 4.7 and 4.8 provide overview.

### 4.5.1 Regression Model

Table 4.7 is an overview of the findings of the regression model summary of the study.

**Table 4.7: Regression Model**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895	.801	.790	.29336

The findings in Table 4.7 show that 80.1% change in sustainability of food security programmes in Mogadishu is explained by variation in stakeholder participation ( $R^2=0.801$ ). This means that aside from stakeholder participation, there exist other factors with an influence on sustainability of food security programmes in Mogadishu that future studies should seek to establish.

### 4.5.2 Regression Coefficients and Significance

Table 4.8 is a breakdown of the findings on coefficients and significance

**Table 4.8: Regression Coefficients and Significance**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.329	.804		16.577	.000
Stakeholder participation in project identification	.359	.026	1.001	13.861	.000
Stakeholder participation in project planning	.121	.037	.032	3.270	.014
Stakeholder participation in project implementation	.131	.037	.212	3.555	.001
Stakeholder participation in monitoring and evaluation	.139	.041	.060	3.390	.035

The findings in Table 4.8 indicate that stakeholder participation in identification ( $\beta=0.359$ ,  $p<0.05$ ), stakeholder participation in M&E ( $\beta=0.139$ ,  $p<0.05$ ), stakeholder participation in project implementation ( $\beta=0.131$ ,  $p<0.05$ ) and stakeholder participation in project planning ( $\beta=0.121$ ,  $p<0.05$ ) were all predictors with significance. It then follows that stakeholder participation is a significant predictor of sustainability of food security programmes in Mogadishu.

## **4.6 Discussion**

### **4.6.1 Stakeholder Participation in Project Identification**

Evidence from regression analysis on stakeholder participation in identification of projects and sustainability of food security programmes in Mogadishu were as under: ( $\beta=0.359$ ,  $p<0.05$ ). The finding concurs with Ndungu and Karugu (2019) who observed that allowing stakeholders to develop the plan for M&E undertaking would enhance performance at project level. While 59.5% of participants shared that there was collective mapping of the stakeholders of SDLRP, 58.2% observed that the problems requiring initiation of SDLRP were clearly identified. This means that was collective stakeholder mapping and problem identification as far as the lifecycle of SDLRP was concerned. While 57% stated that the needs of the primary stakeholders of SDLRP were clearly analyzed, 55.7% others held that the needs of secondary stakeholders of SDLRP were clearly analyzed. This means that there was collective and clear stakeholder needs of SDLRP were clearly analyzed at the initiation phase of its lifecycle. This concurs with Mulwa (2018) who said that needs analysis can be viewed as a method or a process and that when viewed as a process, the analysis of needs can help to develop leadership, create unity in groups and allow the local community to own the development programs.

### **4.6.2 Stakeholder Participation in Project Planning**

Regression results were that stakeholder participation in project planning ( $\beta=0.121$ ,  $p<0.05$ ) was significant in predicting sustainability of food security programmes in Mogadishu. This finding agrees with Rabinowitz (2015) who noted that participatory planning allows the community to own the project and gather relevant information of the project. Similarly, Hague (2017) argued that participatory planning process allows different groups to reach consensus as far as issues of projects are concerned. The results were that while 67.1% of the respondents agreed that there were budgets to guide the activities of SDLRP, 65.8% agreed that the required person of SDLRP are rigorously identified and 65.8% others further agreed that determining the required resources of SDLRP was undertaken. This means that planning of SDLRP entailed budgeting, determination of required skills and other resources needed for the project to run efficiently. Serrador (2012) shared that the primary focus of planning is to come up with direction of informing the project team on the course of action, time when action should be implemented, the resources needed and the schedule to avail the resources.

#### **4.6.3 Stakeholder Participation in Project Implementation**

Stakeholder participation in project implementation ( $\beta=0.131$ ,  $p<0.05$ ) was a significant predictor of sustainability of food security programmes in Mogadishu. Nyaguthii and Oyugi (2013) in their examination of impacts of community involvement on effective execution of constituency development fund projects in Kenya discovered that, even though the projects' goals were to serve the community, only the most powerful persons were involved in their implementation. During the implementation of the project, efforts should be done to involve the local community so as to increase ownership (ALNAP, 2019). While 64.6% of the respondents were in agreement that there was accountability in use resources during the implementation of SDLRP, 60.8% agreed that progress reports of SDLRP were utilized and 60.8% said that there were well defined procurement procedures. This means that resources were used efficiently including generation and utilization of progress reports as well as putting in place relevant systems for procurement that probably contributed towards coordination of the implementation activities of SDLRP. The involvement of public members in carrying out of projects provides a sense of ownership hence leading to better performance at project level. Mansuri and Rao (2004) shared that when the community takes part in project, it would enhance the design of the program.

#### **4.6.4 Stakeholder Participation in Monitoring and Evaluation**

Evidence on stakeholder participation in monitoring and evaluation and sustainability of food security programmes in Mogadishu were as follows: ( $\beta=0.139$ ,  $p<0.05$ ). According to Musa (2012), when the community is engaged in projects, it would lead to development and enhancement of their knowledge and skills. While 72.2% of the respondents agreed that SDLRP was formally accepted at the closure phase, 51.9% agreed that post reviews were conducted at the closure of SDLRP and 50.6% shared that all relevant documents during closure of SDLRP were archived. This means that SDLRP went through an official closure phase that entailed its formal acceptance by beneficiaries, post reviews and archival of the project documents like project plans. Ndungu and Karugu (2019) observed that allowing stakeholders to develop the plan for M&E undertaking would enhance performance at project level.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter is set out to present the summary of findings, conclusion and recommendation based on the key findings. The recommendations for further research are also presented.

#### **5.2 Summary of the Findings**

The section is set out to detail a summary of the results.

##### **5.2.1 Stakeholder Participation in Project Identification**

The results indicate that while 59.5% of the respondents agreed that there was collective mapping of the stakeholders of SDLRP, 58.2% others agreed that the problems requiring initiation of SDLRP were clearly identified. This means that was collective stakeholder mapping and problem identification as far as the lifecycle of SDLRP was concerned. It was observed that while 57% of the study participants shared that the needs of the primary stakeholders of SDLRP were clearly analyzed, 55.7% others agreed that the needs of secondary stakeholders of SDLRP were clearly analyzed. This means that there was collective and clear stakeholder needs of SDLRP were clearly analyzed at the initiation phase of its lifecycle. It emerged from 41.8% of the respondents that the objectives of SDLRP were collectively analyzed. This statement however was rated at a relatively low rate compared to other statements. As per regression analysis, stakeholder participation in project identification and sustainability of food security programmes in Mogadishu had aspects that were significant in common.

##### **5.2.2 Stakeholder Participation in Project Planning**

The results were that while 67.1% of the respondents agreed that there were budgets to guide the activities of SDLRP, 65.8% agreed that the required person of SDLRP are rigorously identified and 65.8% others further agreed that determining the required resources of SDLRP was undertaken. This means that planning of SDLRP entailed budgeting, determination of required skills and other resources needed for the project to run efficiently. While 60.8% proportion of participants were in agreement that sources of funds of SDLRP were carefully identified, 59.5% agreed that scope of SDLRP was clearly defined. This means that project planning at SDLRP

entailed definition of scope and identification of sources of funds. Regression analysis showed that stakeholder participation in project planning had significant implication on sustainability of food security programmes in Mogadishu.

### **5.2.3 Stakeholder Participation in Project Implementation**

The findings indicate that while 64.6% of the respondents were in agreement that there was accountability in use resources during the implementation of SDLRP, 60.8% agreed that progress reports of SDLRP were utilized and 60.8% said that there were well defined procurement procedures. This means that resources were used efficiently including generation and utilization of progress reports as well as putting in place relevant systems for procurement that probably contributed towards coordination of the implementation activities of SDLRP. The study noted that while 59.5% of the respondents shared that data was gathered for controlling SDLRP, 55.7% agreed that monitoring reports of SDLRP were utilized. This implies that adequate data was gathered during the implementation of SDLRP that helped in carrying out monitoring activities. From regression analysis, stakeholder participation in project implementation was significant.

### **5.2.4 Stakeholder Participation in Monitoring and Evaluation**

While 72.2% participants were in tandem that SDLRP was formally accepted at the closure phase, 51.9% agreed that post reviews were conducted at the closure of SDLRP and 50.6% shared that all relevant documents during closure of SDLRP were archived. This means that SDLRP went through an official closure phase that entailed its formal acceptance by beneficiaries, post reviews and archival of the project documents like project plans. Furthermore, while 44.3% of the respondents agreed that lessons learnt from SDLRP were clearly documented at closure, 32.9% said that conformance of SDLRP against specifications in the scope was rated at closure. This reinforces the earlier assertion of archival and documentation of the project information that was done at the closure phase. Regression results were that stakeholder participation in monitoring and evaluation was a significant predictor.

## **5.3 Conclusion**

### **5.3.1 Stakeholder Participation in Project Identification**

Stakeholder participation in project identification had significant effect on sustainability of food security programmes in Mogadishu. There was collective mapping of the stakeholders of SDLRP and that the problems requiring initiation of SDLRP were clearly identified. The needs of the primary and secondary stakeholders of SDLRP were clearly analyzed.

### **5.3.2 Stakeholder Participation in Project Planning**

Stakeholder participation in project planning had significant implication on sustainability of food security programmes in Mogadishu. There were budgets to guide the activities of SDLRP and the required person of SDLRP are rigorously identified and still others further agreed that determining the required resources of SDLRP was undertaken. The sources of funds of SDLRP were carefully identified and the scope of SDLRP was clearly defined.

### **5.3.3 Stakeholder Participation in Project Implementation**

Stakeholder participation in project implementation was significant in affecting sustainability of food security programmes in Mogadishu. There was accountability in use resources during the implementation of SDLRP, others agreed that progress reports of SDLRP were utilized and others said that there were well defined procurement procedures. The Data was gathered for controlling SDLRP and monitoring reports of SDLRP were utilized.

### **5.3.4 Stakeholder Participation in M&E**

Stakeholder participation in monitoring and evaluation was a significant predictor. SDLRP was formally accepted at the closure phase and post reviews were conducted at the closure of SDLRP and others shared that all relevant documents during closure of SDLRP were archived.

## **5.4 Recommendations of the Study**

- i. The food security programme managers working in Mogadishu should actively involve all the stakeholders in the identification phase of the projects.
- ii. There is need for project managers of the food security programmes in Mogadishu to actively involve all the stakeholders in planning activities of their projects

- iii. The food security programme managers working in Mogadishu should actively involve all the stakeholders in the implementation phase to contribute to their sustainability
- iv. Stakeholders of the food security programmes in Mogadishu should be actively involved in monitoring and evaluation activities including the utilization of progress reports

### **5.5 Areas for Further Research**

The value of R square was 0.801, which means that there were additional factors aside from stakeholder participation that influenced sustainability of food security programmes in Mogadishu. Thus, the focus of further research should be on bringing out these other additional factors that have an effect on sustainability of these projects. Furthermore, aside from project sustainability, future studies should be conducted covering other concepts like project performance or success.



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**APPENDICES**

**Appendix I: Questionnaire**

**SECTION A: GENERAL INFORMATION**

1. Kindly indicate the gender of your baby

- Male
- Female
- Other..... (Specify)

2. Kindly specify your highest level of education

- No formal education
- Primary level
- Secondary level
- College level
- University

**SECTION B: STAKEHOLDER PARTICIPATION IN PROJECT IDENTIFICATION**

3. Kindly provide necessary responses to the questions on stakeholder participation in project identification. Use a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The needs of the primary stakeholders of SDLRP were clearly analyzed					
The needs of secondary stakeholders of SDLRP were clearly analyzed					
There was collective mapping of the stakeholders of SDLRP					
The objectives of SDLRP were collectively analyzed					
The problems requiring initiation of SDLRP were clearly identified					

**SECTION C: STAKEHOLDER PARTICIPATION IN PROJECT PLANNING**

4. Kindly provide necessary responses to the questions on stakeholder participation in project planning. Use a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

	1	2	3	4	5
There are budgets to guide the activities of SDLRP					
Sources of funds of SDLRP are carefully identified					
The required person of SDLRP are rigorously identified					
Determining the required resources of SDLRP is undertaken					
The scope of SDLRP is clearly defined					

**SECTION D: STAKEHOLDER PARTICIPATION IN PROJECT IMPLEMENTATION**

5. Kindly provide necessary responses to the questions on stakeholder participation in project implementation. Use a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

	1	2	3	4	5
Monitoring reports of SDLRP are utilized					
Data is gathered for controlling SDLRP					
There is accountability in use of resources when implementing SDLRP					
The progress reports of SDLRP are utilized					
There are well defined procurement procedures at SDLRP					

**SECTION E: STAKEHOLDER PARTICIPATION IN MONITORING AND EVALUATION**

6. Kindly provide necessary responses to the questions on stakeholder participation in monitoring and evaluation. Use a scale of 1-5, where 1 is strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

	1	2	3	4	5
SDLRP was formally accepted at the closure phase					
Post reviews were conducted at the closure of SDLRP					
Lessons learnt from SDLRP were clearly documented at closure					
Conformance of SDLRP against specifications in the scope was rated at closure					
All relevant documents during closure of SDLRP were archived					

## SECTION F: SUSTAINABILITY OF FOOD SECURITY PROGRAMMES

10. Below are several statements on sustainability of food security programmes. Kindly indicate the extent your agreement with these statements. Use a scale of 1-5, where 1=not at all, 2=little extent, 3=moderate extent, 4=large extent and 5=very large extent.

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Sufficient quantities of food are available from SDLRP					
Foods from SDLRP are accessible					
Nutrition of the community has improved					
The community has improved its socio economic status					
More employment has been created in the community					



**Appendix III: Interview Guide**

- i. How do activities in stakeholder participation in project identification have an influence sustainability of Somalia Drought and Livelihood Response Programme in Mogadishu?

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- ii. How does stakeholder participation in project planning influence sustainability of Somalia Drought and Livelihood Response Programme in Mogadishu?

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- ii. How does stakeholder participation in project implementation influence the sustainability of Somalia Drought and Livelihood Response Programme in Mogadishu?

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- ii. How does stakeholder participation in monitoring and evaluation influence sustainability of Somalia Drought and Livelihood Response Programme in Mogadishu?

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Our Ref: **L50/36531/2020**

April 26, 2022

**TO WHOM IT MAY CONCERN**

**RE: INTRODUCTION LETTER: ABDISALAM MOHAMED**


The above named is a registered Master of Project Planning and Management Student at the Faculty of Business and Management Sciences, University of Nairobi. He is conducting research on "***Influence of Stakeholders Participation on Sustainability of Food Security Programme: A Case of Somalia Drought and Livelihood Response Programme in Mogadishu.***"

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Dean's Office  
University of Nairobi  
Faculty of Business  
and Management Science  
P. O. Box 30197-00100, Nairobi

  
**PHILIP MUKOLA (MR.)**  
**FOR: ASSOCIATE DEAN,**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**



Ref: "XXHTS/15391/04/2022

Date:26/04/2022

To whom it may concern,

**Subject: Permission Letter of Research**

**Dear: abdisalam Mohamed Sharif**

Following your application dated Wednesday 27<sup>th</sup> April 2022, regarding the authority to Carry research on: **INFLUENCE OF STAKEHOLDERS' PARTICIPATION ON SUSTAINABILITY OF FOOD SECURITY PROGRAMMES: A CASE OF SOMALIA DROUGHT AND LIVELIHOOD RESPONSE PROGRAMME IN MOGADISHU.**

The Ministry Of Education Culture And Higher Education is very pleased to inform that you are fully authorized to carry out all research in the location of Mogadishu from the date signed this letter you can go ahead to carry out all your topic research activation on ethical manner in the area mentioned above,

Your advised to repollhe above mentioned direction communication and direct education officers before your start the work after have done it. We really appreciate the good work that you have done during the course work.

Yours sincerely

Ahmed Hassan Yusuf  
Director General



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