

**PROJECT MANAGEMENT PRACTICES AND SUSTAINABILITY OF DONOR-  
FUNDED HEALTH PROJECTS: A CASE OF SOMALI HEALTH AND  
NUTRITION PROGRAMME, ABUDWAK DISTRICT,  
GALMUDUG STATE OF 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**

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## DECLARATION

I hereby declare that this thesis is entirely my original work and has not been submitted for a degree or any other award at any other university.

Sign  Date \_\_\_\_\_ 06/07/2023

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## Supervisor

I confirm that the work reported in this thesis was carried out by the candidate under my supervision.

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## **DEDICATION**

I express my gratitude to the divine entity, Allah, for bestowing upon me his benevolence, compassion, and profound sagacity during the course of our expedition. This proposition is directed towards my spouse and kin for their steadfast aid and backing throughout the entirety of the process.

In addition, I would like to express my gratitude towards my peers and educators who have provided me with unwavering assistance throughout the composition of this dissertation. I hereby dedicate this dissertation to my extended kin, particularly my paternal figure Abdulkadir Warsame, affectionate maternal guardian Khadija Hussein, sibling Sahra Abdulkadir, and all of my brothers and sisters for their unwavering assistance as I embark on this academic pursuit. Ultimately,

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2.3 SUSTAINABILITY OF DONORS FUNDED HEALTH PROJECTS .....	10
2.4 EMPIRICAL STUDIES.....	12
2.4.1 Project Identification and Sustainability Donor Funded Health Projects .....	13
2.4.2 Project Planning and Sustainability of Donor Funded Health Projects .....	15
2.4.3 Project Implementation and Sustainability of Donor Funded Health Projects	16
2.4.4 Project Monitoring and Evaluation and Sustainability of Donor Funded Health Projects .....	18
2.5 CONCEPTUAL FRAMEWORK .....	20
2.6 SUMMARY OF LITERATURE REVIEW AND RESEARCH GAPS .....	22
<b>CHAPTER THREE.....</b>	<b>28</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>28</b>
3.1 INTRODUCTION .....	28
3.2 RESEARCH DESIGN .....	28
3.3 TARGET POPULATION .....	28
3.4 SAMPLE DESIGN.....	29
3.4.1 Sample Size .....	29
3.5 DATA COLLECTION.....	30
3.5.1 Pilot Testing of the Instrument .....	31
3.5.2 Validity of the Instruments .....	31
3.5.3 Reliability of the Instruments .....	32
3.6 DATA ANALYSIS .....	32
3.6.1 Diagnostic Test .....	32
3.6.2 Analytical Model .....	33
3.6.3 Significance Test .....	33
3.7 OPERATIONAL DEFINITIONS OF THE VARIABLES.....	33
<b>CHAPTER FOUR .....</b>	<b>36</b>
<b>DATA ANALYSIS PRESENTATION AND INTERPRETATION .....</b>	<b>36</b>
4.1 INTRODUCTION .....	36
4.2 QUESTIONNAIRE RETURN RATE.....	36
4.3 THE CHARACTERISTICS OF THE SURVEY PARTICIPANTS. ....	36
4.3.1 GENDER OF THE RESPONDENT .....	37
4.3.2 DISTRIBUTION OF RESPONDENTS BY AGE .....	37

4.3.3 HIGHEST LEVEL OF EDUCATION .....	38
4.3.4 RESPONDENTS EMPLOYMENT STATUS .....	38
4.3.5 CATEGORIZATION OF PARTICIPANTS BASED ON THEIR PLACE OF RESIDENCE.....	39
4.3.6 CATEGORIZATION OF PARTICIPANTS BASED ON THE NUMBER OF YEARS THEY HAVE RESIDED IN THE AREA .....	39
4.4 SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS .....	40
4.5 PROJECT IDENTIFICATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS.....	42
4.6 PROJECT PLANNING AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS	44
4.7 PROJECT IMPLEMENTATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS.....	47
4.8 PROJECT MONITORING AND EVALUATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS.....	50
4.9 CONTENT OF QUALITATIVE DATA ANALYSIS .....	52
4.10 INFERENTIAL ANALYSIS - PEARSON CORRELATION CO-EFFICIENT .....	56
4.10.1 CORRELATION ANALYSIS.....	56
4.10.2 REGRESSION ANALYSIS .....	58
4.10.3 ANALYSIS OF VARIANCE.....	58
<b>CHAPTER FIVE .....</b>	<b>61</b>
<b>SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS .....</b>	<b>61</b>
5.1 INTRODUCTION .....	61
5.2 SUMMARY OF FINDINGS.....	61
5.2.1 SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA.....	61
5.2.2 PROJECT IDENTIFICATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA .....	62
5.2.3 PROJECT PANNING AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA .....	62
5.2.4 PROJECT IMPLEMENTATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA .....	62
5.2.5 PROJECT MONITORING AND EVALUATION AND SUSTAINABILITY OF DONOR- FUNDED HEALTH PROJECTS IN SOMALIA.....	63
5.3 DISCUSSION OF FINDINGS .....	63

5.3.1 PROJECT IDENTIFICATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA .....	64
5.3.2 PROJECT PLANNING AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA .....	65
5.3.3 PROJECT IMPLEMENTATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA .....	66
5.3.4 PROJECT MONITORING AND EVALUATION AND SUSTAINABILITY OF DONOR-FUNDED HEALTH PROJECTS IN SOMALIA.....	66
5.4 CONCLUSIONS .....	67
5.5 RECOMMENDATIONS FOR POLICY ACTION.....	69
5.5.1 SUGGESTIONS FOR FURTHER STUDIES .....	70
5.6 STUDY’S CONTRIBUTION TO THE KNOWLEDGE BODY .....	70
<b>REFERENCES .....</b>	<b>72</b>
<b>APPENDICES.....</b>	<b>78</b>
<b>APPENDIX I: LETTER OF INTRODUCTION.....</b>	<b>78</b>
<b>APPENDIX II: QUESTIONNAIRE .....</b>	<b>79</b>
<b>APPENDIX III: INTERVIEW GUIDE.....</b>	<b>85</b>
<b>APPENDIX IV: PERMISSION LETTER OF RESEARCH .....</b>	<b>87</b>
<b>APPENDIX V: UNIVERSITY DATA COLLECTION LETTER.....</b>	<b>88</b>
<b>APPENDIX VI: NACOSTI RESEARCH PERMIT .....</b>	<b>89</b>

## LIST OF TABLES

Table 2.1: Summary of Research Gaps .....	23
Table 3.1: Showing Study Population .....	29
Table 3.2 Summary of Sample Size .....	30
Table 3.3 Operational Definitions of Study Objectives.....	34
Table 4.1 Survey Response Rate .....	36
Table 4.2 Demographic Distribution of Respondents .....	<b>Error! Bookmark not defined.</b>
Table 4.3 Sustainability of Donor-Funded Health Projects.....	41
Table 4.4 Project Identification and Sustainability of Donor-Funded Health Projects ....	43
Table 4.5: Project Planning and Sustainability of Donor-Funded Health Projects .....	45
Table 4.6 Project Implementation and Sustainability of Donor-Funded Health Projects	48
Table 4.7 Project Monitoring and Evaluation and Sustainability of Donor-Funded Health Project .....	51
Table 4.8 Correlation Analysis .....	56
Table 4.9 Regression Model Summary .....	58
Table 4.10 Analysis of Variance .....	58
Table 4.11: Regression Coefficient .....	59

## LIST OF FIGURES

Figure 1: Conceptual Framework .....	22
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## **ABBREVIATIONS AND ACRONYMS**

<b>DFPs</b>	Donor funded Projects
<b>M &amp;E</b>	Monitoring &Evaluation
<b>NGO</b>	Non-Governmental Organizations
<b>SHINE</b>	Somali Health and Nutrition Program
<b>SPSS</b>	Statistical Package for Social Sciences
<b>UK</b>	United Kingdom
<b>USAID</b>	United States Agency for International Development
<b>WHO</b>	World Health Organization

## ABSTRACT

Projects that are backed by donors have a crucial significance in the advancement of Somalia, which is recognised as one of the most underprivileged nations in the African continent. For several decades, they have unwaveringly aided primarily the indigent populace of the nation by furnishing them with superior healthcare, potable water and hygienic facilities, housing, education, environmental conservation, revenue-generating undertakings, and other related services. Livelihood programmes and projects have received significant financial support from funding entities, such as health-related projects in Somalia, but the projects are still struggling to be sustainable with some activities. ceased operations after funding was withdrawn. While donor-funded projects continue to perform these invaluable functions, there are still many unmet expectations among them and early termination of projects wastes a lot of money. Limited outcomes have been attained within the nation, thereby instigating this investigation that endeavors to scrutinise the project Management Practices and the durability of benefactor-supported healthcare initiatives, focusing on the Project of the Somali Health and Nutrition Program (SHINE) Abudwak District, Galmudug State in Somalia. The specific objectives of the study were to determine the influence of project identification, project planning, project implementation, project monitoring and evaluation on the sustainability of projects undertaken by project stakeholders. Theories underpinning this study is built upon of this study are the theories of social action and empowerment. The research employed a cross-sectional descriptive methodology, and the recipients of the intervention were 5,380 inhabitants of the Abudwak locality. The dataset comprised a total of 420 participants, of which the majority of over 400 individuals were chosen through the implementation of stratified random sampling. Additionally, purposive sampling was employed to select a group of 16 employees of Mercy USA and six members of the community who held positions of leadership. Quantitative information was gathered through the utilization of a semi-structured survey, whereas qualitative data was obtained through the implementation of a structured interview protocol. A preliminary examination was conducted to assess the dependability and accuracy of the survey instrument by administering it to a subset of the project's recipients, constituting 10% of the total population (40 individuals). The determination of data validity was accomplished through employment of the content validity index, whereas the assessment of reliability was conducted by means of the Cronbach's alpha coefficient. The statistical software package SPSS, specifically version 25.0, was used for the purpose of conducting data analysis. Thus, numerical information was examined through the use of statistical measures and displayed in a tabulated format. The research variables were examined through the utilization of correlation and regression analysis in order to determine their relationship. The study is anticipated to yield benefits for various stakeholders, including project implementers, recipients, scholars, governmental bodies, and project financiers. This is due to its provision of recommendations aimed at enhancing their involvement in SHINE projects within the Abdwak District of the Garmudug Province in Somalia. The results indicate that there is a moderate but statistically noteworthy relationship between project identification and project sustainability ( $r= 0.349$ ), as well as a robust and statistically significant correlation between project identification and project sustainability ( $r= 0.644$ ), project implementation and project sustainability ( $r= 0.612$ ), and project monitoring and evaluation and project sustainability ( $r= 0.677$ ). This research proposes that all initiatives carried out by benefactors or development partners ought to be executed in accordance with the requirements or anticipations of the community. Project initiators should explicitly outline a structure that enables project stakeholders to partake in the scheduling stage of the project. The contribution of participants should not be disregarded but rather meticulously taken into account during project execution. Furthermore, development partners should motivate stakeholders to engage in monitoring and evaluation procedures. Additional investigation ought to be conducted to ascertain the influence of project administration methodologies on the financial consequences of a project.



# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

The subject matter of project sustainability has persisted as a noteworthy apprehension in global project administration frameworks. The project's ability to achieve acceptable results and sustainability is measured by its design. It helps alleviate human suffering and poverty, both socially and economically. Many international donors have often assisted communities in implementing health-related initiatives as part of sectoral system reform strategies, especially in developing countries. Project direction and sustainability are influenced by factors including communication within the project and the development of project capabilities. The sustainability of these projects can be increased by allocating sufficient time and resources to them, as well as by reacting to a demand-side strategy. (Tovey, 2016). As per the research conducted by Horak and Ismail (2018), the primary goal of sustainability is to evaluate the achievement of an enterprise in the triple bottom line with regard to its performance.

Inclusion, ownership of community projects, and technology utilization were crucial for the longevity of any DFP in Germany. Ellersiek (2018) emphasizes the imperative of engaging both the government and the local economy throughout the entire duration of a project, from its inception until the point of disbursement of funds or project completion. Ellersiek (2018) defined project ownership as the community's capacity to carry out project activities conscientiously and passionately with the sole objective of ensuring its success. Technology utilization is closely related to the beneficiary community's degree of expertise and knowledge; hence an illiterate population is unlikely to embrace the use of technology for DFPs.

The report on Nepal, Asia by the United States Agency for International Development (USAID, 2017) emphasized the significance of educating individuals in authority and project oversight roles, regulations, and principles via project handbooks and references. This will guarantee the advancement of projects in terms of advancement and provision of services, ultimately enhancing the well-being of the recipient communities. The sustainability of DFP in Nepal is improved by making project operations public, arranging meetings, and asking for in-kind or monetary contributions from the general public. This particular DFS sustains its operations by virtue of the fact that its board and committees,

which are composed of proficient and experienced individuals with a deep understanding of community needs, fiscal administration, and sustainable practices, remain active and committed.

In Kenya, Winnie (2018) found that many projects were in more frequent contact with community members than other criteria when it came to project sustainability. We found that both internal and external raters are widely used. Therefore, it is crucial to prioritize the monitoring and evaluation (M&E) of projects to ensure their long-term sustainability, especially those that rely on donor funding. Following established M&E guidelines is a reliable method to ensure the project's feasibility. The researcher's implementation of the Developmental Framework Programme (DFP) in Samburu, Ltumbesi, and Gakuu (2018) has revealed that the success and longevity of initiatives supported by donors heavily rely on the active involvement of the local community. Beneficiaries of the project are helped by technical assistance by being trained and given tools that change attitudes, behaviors, and communal norms that are detrimental to the sustainability of the initiative. Contrarily, community engagement improved capacity building for detecting project concerns and creating intervention mitigation methods.

Numerous initiatives financed by benefactors in the domains of healthcare and nourishment implemented in Somalia are very concerned about the long-term viability of development programs. Donors frequently provide financial assistance for medical initiatives in public hospitals, aid in their beginning stages, and stick with them until the intended population benefits from them. The donor subsequently stops giving cash assistance but may still give technical assistance for a little while longer or as needed. Governments are then responsible for overseeing health projects and ensuring that they continue to deliver the benefits they were intended to deliver (WHO, 2015). Over the last 30 years, the emphasis has been on community participation and the benefits to be gained from a participatory approach. However, the lack of a strong regulatory authority over the importation and use of medicines is a major flaw in Somalia's healthcare system. Sheikh and Paul's (2018) research in South Galkayo, Somalia came to the conclusion that community structure significantly influenced community participation in humanitarian disaster projects. There has been a contention that the ongoing viability of female participation in charitable emergency projects is influenced by the conditions of their inclusion, when multiple categories of women are afforded the chance to partake in such endeavors.

### **1.1.1 Project Identification and Sustainability of Donor Funded Projects in Somalia.**

The phase of identification holds significant importance as it presents a chance for the community, comprising of beneficiaries, to recognise the principal and ancillary stakeholders of the project and prioritise the significance of their requirements within the scope of the project. This identification step explores community needs to support the needs of the project. (Dané, 2018). The first step in any development effort is identifying a problem that the community needs to solve. After the community decides which solution to implement to solve the problem, it will be discussed for further analysis. Local people have the initiative. These brainstorming sessions therefore inspire a sense of dedication. Resources are also identified during these group calls and allocated based on availability. It is imperative to afford individuals the chance to engage in creative endeavours that are tailored to their advantage. As a result of the growing inclination towards decentralisation in numerous developing nations, the vast majority of developmental initiatives are financed by benefactors or domestic governing bodies. As a result, ensuring the long-term viability of these initiatives is critical to ensuring continued project benefits to the public population (Martens and Carvalho, 2017).

### **1.1.2 Project Planning and Sustainability of Donor Funded Projects in Somalia**

The involvement of the community is imperative and pivotal during this crucial phase of the project's lifespan. This implies that engagement in the process of decision-making and strategizing can be characterized as participatory representation. According to Hickey and Mohan (2019), it is contended that within collaborative initiatives, the few represent the majority. Conversations should capture important topics and perspectives. More importantly, perspectives such as restructuring of water structure and cultural and social reflections are not measurable in terms of economic value and cannot be helped by science to understand (Van Leussen and Fischer, 2016).

Mwanza and Makokha (2020) investigations focused on construction initiatives where the relationship between project planning techniques and performance was specifically investigated. The study found a strong and important connection within the planning procedure of a project and the efficiency of the construction program. Planning has been found to provide direction for many tasks that must be completed within specified deadlines while minimizing errors.

### **1.1.3 Project Implementation and Sustainability of Donor Funded Projects in Somalia.**

Community involvement in program implementation supports and improves task coordination and contingency management. Many projects have been proposed for the benefit of the community, and community involvement ensures sustainability (Sligo and Villa, 2017). Local involvement improves community understanding of project issues. It also ensures that best practices are adopted. Public education and empowerment can make it easier for us to comprehend the issues facing our neighborhood and the need for long-term solutions. When a behavior change is required and the community members are prepared to accept responsibility for the issue, this is extremely beneficial. (World Bank, 2016). The rapid flow of information keeps everyone involved up-to-date on the progress of the project being implemented. Effective communication is imperative for the successful execution of a project, and this occurs in both intra-project and inter-project contexts (Senbeta and Shu, 2019). The power of the stakeholders, their reputations, their presumptions, and the risks they take on the project are all important factors in the success and efficient implementation of a project. It is motivated by the notion that we must be able to fully engage in the activities that have an impact on our social, economic, and political lives (Benn, 2016). The individuals involved are afforded the chance to partake in the procedure of arriving at decisions, articulate their viewpoints, deliberate on conflicting perspectives, and ultimately arrive at the optimal course of action.

### **1.1.4 Project Monitoring and Evaluation and Sustainability of Donor Funded Projects in Somalia**

The effective implementation of monitoring and evaluation necessitates a considerable degree of synchronization at the managerial echelon to best serve all stakeholders and correct deficiencies throughout the project delivery. Alinoor (2017) conducted a research on the determinants of the robustness of grassroots efforts, utilizing an example analysis of a healthcare initiative in Garissa County, M&E reports has been shown to help increase transparency and accountability. The sustainability of a company's performance relies on the ongoing process of monitoring and evaluation. Project monitoring involves the consistent and periodic evaluation of an initiative to ensure that the resources, timelines, desired outcomes, and other critical activities align with the project's plan (Hijazi et al., 2018).

### **1.1.5 Sustainability of Donors Funded Health Projects**

Donor-funded programs are primarily designed to help or provide resources to specific people in need. As per the research conducted by Ouma and Kamara (2018), development schemes that are financed by donors are essentially endeavours undertaken by non-governmental organisations (NGOs) with the aim to effectuate a favorable transformation in the well-being of people through the facilitation of self-determination and the creation of a fair and just society. Programmes that are financed by donors have persistently aided disadvantaged individuals in various regions across the globe by furnishing services in vital domains such as healthcare, housing, revenue generation, education, and preservation of the environment, among other spheres. Notwithstanding these crucial roles, programmes that rely on donor funding, similar to other initiatives, face the challenge of substantiating their efficacy. As asserted by Anita and Anne (2019), this pressure stems from benefactors who seek to ensure that their financial contributions are utilised effectively; otherwise, they may allocate their resources elsewhere. Contributors assume a significant function in the progression of societal advancement in every region of the globe.

## 1.2 Research Problem

Ensuring the continuity of initiatives poses a substantial obstacle, not solely in Somalia, as well as in numerous emerging nations. A number of donor-funded health projects in Somalia have ceased operations after donors withdrew their financial support, and the Somali government lacks the financial and institutional capacity to undertake donor-built hospitals, making the projects is doomed to failure. A project's sustainability ensures that its advantages are realized for a longer length of time, justifying the financial and social efforts made to it. (Bjärstig,2017). Donor-funded projects (DFPs) are considered development schemes designed to supplement publicly available regime development initiatives to improve living standards. Despite prioritizing projects based on perceived needs, many donor-funded projects in Somalia's Garmudug province have fallen short of their goals of bringing improved living standards to their communities. According to Mundau, and Tanga (2016), the beneficiaries must believe that the project is their own and not dictated and directed from afar.

The existing body of literature encompasses Ahmed's (2018) exploration of the association between community engagement and the effectiveness of development endeavors in the Bosaso region of Puntland, Somalia. he findings of the research indicated that there was a lack of adequate community engagement in developmental initiatives. The community was not effectively galvanised to participate in the projects, and decisions were made without adequate consultation with the community. Furthermore, the monitoring and evaluation mechanisms were not adequately established. Sheikh and Paul (2018) A research conducted in the southern region of Galkayo, Somalia, determined that communal frameworks had a substantial and favourable impact on the involvement of the community in emergency humanitarian initiatives in the same area. The evaluated studies have gaps because some of them, like Ahmed's (2018) focus on community involvement, development project success in the Bosaso district, and DFP sustainability. Other research by Sheikh et al. (2018) concentrated on community involvement in donor-funded programs' emergency humanitarian response. Because of this information vacuum, an organised and collaborative research endeavour is imperative to comprehend the impact of volunteerism on the sustainability of charitable efforts that are financed by donors. Given these circumstances, the objective of this investigation was to assess the enduring viability of benefactor-supported healthcare initiatives through an analysis of the SHINE

project implemented in the Abdwak District situated in the Garmudug Province of Somalia.

### **1.3 Research Objectives**

This study was guided by the following research objectives:

1. To assess the influence of project identification on the sustainability of donor-funded Health projects.
2. To evaluate the influence of project planning on the sustainability of donor-funded Health projects.
3. To examine the influence of project implementation on sustainability donor-funded Health projects.
4. To determine the influence of project monitoring and evaluation on sustainability donor-funded Health developments.

### **1.4 Value of the Study**

The findings of this study will help the donor funding community better understand the characteristics that promote sustainability of donor funded projects (DFPs), which will help them plan their strategic initiatives. This research will further enhance the growing body of knowledge concerning the feasibility of initiatives that do not receive backing from external benefactors, and establish a basis for subsequent investigations in associated domains. The information will be used by the government to create policies that will enable citizens to gain from donor-funded initiatives. The study will also offer crucial details about the relevance of achieving sustainable development, which entails making sure that resources are used properly while taking into account both present and future generations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This sector provides an overview of the pertinent scholarly works on local ownership, programmes supported by donors, and the variables that influence civic involvement in Somalia, Africa, and elsewhere. To create the literature review on donor financed initiatives, several academic research sources including books, journals, reports, and websites have been examined. The assessment will also highlight the conceptual and theoretical underpinnings of the investigation.

#### **2.2 Theoretical Framework**

The segment reviews the theoretical structure for the exploration of established concepts and belief systems within the field of inquiry. The inquiry utilized the Social behavior theory and empowerment theory to elucidate the correlation among the variables under investigation.

##### **2.2.1 Social Action Theory**

Max Weber formulated this theory in 1922 to explore the interplay between human behavior and the consequences within a social context. Its objective was to understand the intricate connections and relationships between actions and their outcomes (Weber, 1922). Given the premise that human conduct and actions exhibit diversity contingent upon the prevailing social milieu and the impact of such behaviours on others, this theory explains individual behavior and reactions. When people realize that a likely response is an unfavorable one, they change their behavior to achieve a more desirable outcome. According to this theory, humans are the primary and most important factor in determining their own wants, interests and desires (Thompson, 2017). For example, the Jane Nelson theory describes a psychoanalytic approach to resolving undesirable human behavior by first connecting it to individual needs and aspirations (Dreier, 2019). This implies that the undesirable conduct of individuals may be linked or correlated with their present unfulfilled necessities and ambitions.

This theoretical framework holds significance in the realm of research as it is imperative for the requirements of the populace to align with the envisaged sustainable goals of the undertaking, thereby ensuring the enduring sustainability of developmental initiatives for the target community. The suggested modification to the community ought to align with

their requirements, which can be accomplished by involving the intended community in all phases of the undertaking, thereby enabling them to adapt their behaviours to elicit favourable outcomes for the initiative. Nonetheless, this theory exhibits a limitation in its approach to sustainability, as it narrowly focuses on fulfilling needs. Sustainability is a multifaceted concept that necessitates a comprehensive examination from diverse vantage points to attain it, beyond merely satisfying the requirements of society as a whole.

With the social actions explained by Weber, cultures were formed, ways of thinking and acting in community that start from an individual and are generalized by others (society). These social acts have undergone transformation and modification over time. According to Max Weber's theory of social behavior, traditional social behavior, emotional social behavior, valued rational social behavior, and instrumental social behavior are all classified into four categories. They direct this theoretical investigation into human activity in society and how subjectivity influences behavior and can influence the behavior of others.

### **2.2.2 Empowerment theory**

The present study is guided by the theoretical framework of empowerment, as conceptualized by Perkins and Zimmerman (Douglas & Marc, 2002). This theory provides the foundation for understanding the dynamics and principles of empowerment that underpin the current research endeavor. People are empowered when they can achieve their goals with the help of others. The concept of empowerment necessitates the active involvement, regulation, and consciousness of individuals. The achievement of sustainable development is dependent on the realization of the notion of empowerment and its practical implementation in legal structures, academic institutions, and governmental organizations (Throsby, 2019). The correlation between social policy and social change through empowerment can be attributed to individual aptitudes and competencies, inherent support structures, and constructive conduct (Daft, 2016). Empowerment theory posits that the individual's state of well-being is intricately linked to the broader social and political milieu.

Diverse interpretations of authority are typically congruent with the notion of power as a deliberate and continuous procedure that centres on the immediate community and encompasses reciprocal esteem, analytical contemplation, empathy, and collective involvement. According to (Thompson and Storberg-Walker, 2018), empowerment is

defined as the process of gaining greater access and control over valuable resources for those who cannot share them equally. This is the procedure through which individuals assume authority over their existence, engage in democratic activities within their societies, and develop a discerning comprehension of their surroundings. Empowerment theory includes both processes and outcomes, suggesting that actions, activities, or structures become empowering, and that the outcomes of such processes lead to levels of empowerment (Joo *et al.*, 2020). Individual empowerment processes may include participation in community organizations.

Joint monitoring and evaluation plans and project identification decision-making are two instances of organizational-level empowerment methods. A strategy for enhancing community empowerment at the grassroots level could potentially involve a collaborative endeavour aimed at obtaining government and alternative resources. Indications of pluralism, the presence of structured coalitions, and conveniently available communal assets are instances of outcomes of empowerment at the community level. As per this notion, collaboration with peers to attain objectives, endeavouring to obtain resources, and possessing a discerning comprehension of the sociopolitical milieu are pivotal constituents of empowerment. At the communal level, the notion of empowerment refers to initiatives aimed at enhancing the standard of living within a particular area and the interactions among native groups.

### **2.3 Sustainability of Donors Funded Health Projects**

According to Muluh and Azibo (2019), organizations are structured with the aim of addressing disparities in development and subject to strict project timelines. Projects are mostly financed with limited budgets and can be chaotic, especially in emergency and relief situations (Ngatia and Kihara 2018). United Nations (UN) agencies, such as the International Financial Institutions (IFIs) and the United Nations Development Program (UNDP), through their offices, provide grants to governments and UNDP offices to launch programs), the Poverty Assistance Consultation Group (CGAP). Public charitable foundations are also a means via which donor-funded programs can reach communities; money flows from the global headquarters as grants to specific grassroots organisations. (Hijazi and Cansiz, 2018).

Donor-funded programs are primarily designed to help or provide resources to specific people in need. As per the research conducted by Ouma and Kamara (2018), development

schemes that are financed by donors are essentially endeavours undertaken by non-governmental organisations (NGOs) with the aim to effectuate a favorable transformation in the well-being of people through the facilitation of self-determination and the creation of a fair and just society. Programmes that are financed by donors have persistently aided disadvantaged individuals in various regions across the globe by furnishing services in vital domains such as healthcare, housing, revenue generation, education, and preservation of the environment, among other spheres. Notwithstanding these crucial roles, programmes that rely on donor funding, similar to other initiatives, face the challenge of substantiating their efficacy. As asserted by Anita and Anne (2019), this pressure stems from benefactors who seek to ensure that their financial contributions are utilised effectively; otherwise, they may allocate their resources elsewhere. Contributors assume a significant function in the progression of societal advancement in every region of the globe. They hold particular significance in scenarios where government resources are restricted, the political climate is unstable, environmental disasters arise due to both foreseeable and unforeseeable circumstances, inter-ethnic conflicts are prevalent, and the per capita income significantly constrains the capacity to acquire essential social, educational, and economic commodities and amenities. It acknowledges the indispensability of incorporating the viewpoints of indigenous individuals and granting them an amplified role in the formulation and administration of the appraisal mechanism. The assessment of outcomes and subsequent actions are determined through a collaborative effort among inhabitants, community groups, and other relevant parties, as stated by Mobegi and Sang (2020).

Sustainable initiatives should give large outputs to all parties involved through resource allocation to ensure long-term output production (Keeys and Huemann, 2017). According to Ngatia, *et al* (2018), a project's capacity to continue until its objectives are achieved is referred to as project sustainability. According to Muluh and colleagues (2019), a significant proportion of project failures can be attributed to the imposition of traditional hierarchical approaches and activities on diverse local contexts where they are incompatible or fail to address the needs and preferences of the community members. Manageability was a crucial factor in making sure that networks claimed the program and that it persisted as long as development experts kept completing the tasks they had started for the people because most governments and development organizations in developing countries used a top-down approach for the majority of the tasks they had started for their

networks. The employment of the top-down approach led to the failure of the majority of network enhancement projects, including those involving dams, scaffolds, schools, and even medical offices.

Ngatia et al., (2018) undertook an academic investigation that analyzed the variables that impact the endurance of communal initiatives that are financed by benefactors in Garissa County. The study employed a expressive research methodology, and the sample consisted of project managers who received funding from donors, the donor organisations themselves, and the individuals who benefited from the projects. The research utilized a partially organized survey to collect firsthand information, whereas secondhand information was procured through a desktop exploration technique from the web, particularly from antecedent scholarly publications. The findings of the analysis indicate favourable and noteworthy correlations linking community involvement and the durability of benefactor-supported communal initiatives, as well as the endurance and monetary aspects of benefactor-supported communal initiatives in Garissa County. Additionally, positive and significant correlations were established with regard to management. The research findings suggest that enhancing diverse measures of communal involvement, such as the mobilisation of community resources, yields a favourable and noteworthy influence on the durability of community initiatives that are financed by donors in Garissa County.

## **2.4 Empirical Studies**

The reviewed empirical studies highlighted the significant of applicable project objectives and the phase of project identification. Mutwiri and Odhiambo (2018) emphasized the prominence of linking endeavors with suitable objectives to ensure project success. Xiaotian and Fangwei (2020) scrutinized a construction project in China and found that strategic planning and knowledge management positively related with project integration. In the context of well water initiatives in Makueni District, Kenya, Muriuki (2021) discovered that developing grassroots frameworks during project implementation had a constructive impact, increasing community awareness and stimulating development initiatives. Chepchirchir (2018) emphasized the pivotal role of public participation in project sustainability, proposing that observing to monitoring and evaluation practices was vital for ensuring the long-term achievability of donor-funded projects. These findings jointly contribute valuable understandings to enhance project management practices and ensure the sustainability of donor-funded projects in the region.

### **2.4.1 Project Identification and Sustainability Donor Funded Health Projects**

The project aims to serve as an answer to the perceived needs of the target group and meet their expectations in a needs-based manner. This group includes community members and local government officials. Wera (2017) defines project identification as the process of selecting individual or group initiatives to achieve organizational goals. It is imperative to ensure that undertakings are linked with suitable objectives, as highlighted by Mutwiri and Odhiambo (2018). The phase of identification holds significant importance as it presents a chance for the community, comprising of beneficiaries, to recognise the principal and ancillary stakeholders of the project and prioritise the significance of their requirements within the scope of the project. This identification step explores community needs to support the needs of the project. (Dané, 2018). The first step in any development effort is identifying a problem that the community needs to solve. After the community decides which solution to implement to solve the problem, it will be discussed for further analysis. Local people have the initiative. These brainstorming sessions therefore inspire a sense of dedication. Resources are also identified during these group calls and allocated based on availability. It is imperative to afford individuals the chance to engage in creative endeavours that are tailored to their advantage. As a result of the growing inclination towards decentralisation in numerous developing nations, the vast majority of developmental initiatives are financed by benefactors or domestic governing bodies. As a result, ensuring the long-term viability of these initiatives is critical to ensuring continued project benefits to the public population (Martens and Carvalho, 2017).

Participatory planning is a widely discussed subject in the field of development. However, it is prevalent in low-resource nations to disregard the involvement of the general populace in planning initiatives, resulting in a collaborative void that necessitates attention in this literature review. In Somalia, community involvement in project identification contributes to the success of development programs. According to one of Ndungu *et al.* (2019), involving local communities in project site selection ensures project safety. Technical assistance assists by training and preparing project beneficiaries with the knowledge, behaviors, and competencies that affect the culture of their communities and work against the project's sustainability. Meanwhile, the community has improved its project planning in identifying project problems and developing mitigation and intervention strategies. The primary aim of project identification is to create a preliminary proposal that outlines the optimal selection of projects to be undertaken within a defined timeframe and budgetary

constraints. The target group is her one of the most important stakeholders in any project and is critical for projects funded by sustainability donors. According to Mundau and Tanga (2016), beneficiaries must believe the project is theirs and not remotely dictated or directed. When a sense of belonging is established, projects run smoothly and lead to high levels of achievement. In a research conducted by Ndungu et al. (2019) in Somalia, it was found that active participation of the community played a crucial role in fostering a strong sense of ownership. The study also suggests that community involvement in project site selection ensures project safety. This includes the identification, prioritization of needs, and public participation in strategy development to produce viable, sustainable and civic-acceptable development solutions. When a sense of belonging is established, projects run smoothly and lead to high levels of achievement. The greater the involvement of implementing organizations and beneficiaries during the design phase, the greater the potential for sustainability.

Ngugi (2018) carried out an investigation into the impacts of involving communities on the long-term oversight of projects. Increased community participation in demand assessment and project prioritization can result in more sustainable development initiatives, as demonstrated by the example of Nakuru City. This is because recognizing and prioritizing needs have a significant positive association with community participation. Kenya. The study also found that more sustainable development initiatives need more community involvement in their planning and implementation. A further investigation conducted by Amal (2018) regarding determinants that impact the level of engagement of individuals in efforts to improve the community.

The examination of the JPLG initiative in Garowe, Puntland, Somalia, revealed that the extent of community involvement and engagement in community development endeavours was restricted. The Village Development Committee was physically active during the project design and requirements assessment stages, but played a minor role in decision-making and project outcomes.

In conclusion, we believe that the identification of donor-funded initiatives that are sustainable on a broad scale and that do so by taking into account the interests of both internal and external stakeholders. External stakeholders must confirm that the project's appropriate execution has raised community standards of living and had a beneficial effect. On the other side, internal stakeholders like beneficiaries must see how Endeavor truly

benefited them due to its independence. The practice of ranking projects according to importance enables resources to be concentrated on the effective execution of these value-added efforts.

#### **2.4.2 Project Planning and Sustainability of Donor Funded Health Projects**

The preparation phase requires the community to be engaged in establishing the program's overarching framework and enhancing pre-defined objectives. This phase of the project also defines the steps necessary to carry out the planned activities. Planning and its relationship to the accomplishment of minor IT projects were the focus of a research by Laird (2016). A particular focus of the study was on planning levels and types and their relationship to technical project success. Most of the variables associated with large-scale project implementation have been shown to play an important role in achieving the goals of small-scale technical programs (Hammann, 2016). However, this research remained blank as it ignored the idea of community involvement and instead focused solely on its importance to planning and project success (Pellerin and Perrier, 2019).

The involvement of the community is imperative and pivotal during this crucial phase of the project's lifespan. This implies that engagement in the process of decision-making and strategizing can be characterized as participatory representation. According to Hickey and Mohan (2019), it is contended that within collaborative initiatives, the few represent the majority. Conversations should capture important topics and perspectives. More importantly, perspectives such as restructuring of water structure and cultural and social reflections are not measurable in terms of economic value and cannot be helped by science to understand (Van Leussen and Fischer, 2016).

Xiaotian and Fangwei (2020) conducted a study on a construction project in China, examining the correlation between the preparation phase of the project and the assimilation of knowledge. The investigation revealed that strategic planning could be employed to augment the procedure of knowledge administration and be assimilated into project undertakings utilising the knowledge oversight constituent. Then Irfan and Khan (2021) discussed how this results in productive project operations. This study's focus on construction projects in China creates a reasonable gap, as opposed to the current study being conducted in Somalia, which focuses on donor-funded projects. Mwanza and Makokha (2020) investigations focused on construction initiatives where the relationship between project planning techniques and performance was specifically investigated. The

study found a strong and important connection within the planning procedure of a project and the efficiency of the construction program. Planning has been found to provide direction for many tasks that must be completed within specified deadlines while minimizing errors. Different kinds of plans, incorporating fiscal strategies, fallback strategies, acquisition strategies, workforce strategies, material resource strategies, and personnel strategies, have been generated internally as a result of planning exercises (Terhaar and Finnell, 2016).

The discussion so far has made it clear that the community-based structure consists of a number of components. Hence the word "participation". Must always be qualified by stake type. Additionally, the majority of people (Connor, 2016) believe that employing participatory approaches in the workplace necessitates respect for social characteristics similar to sex, age, financial standing, cultural variety, physical disability, and authority. Planning, carrying out, and visualizing projects are frequently involved. Public participation may be early or late depending on the project's timeframe. Members are, however, urged to get involved early on in the project. When the design and building of community-based structures can be significantly influenced by people's thoughts and suggestions.

#### **2.4.3 Project Implementation and Sustainability of Donor Funded Health Projects**

The execution phase of a project is deemed to be the most critical stage in its entirety. This includes activities such as purchasing equipment, hiring personnel, and assigning tasks and resources. Project activities created during the identification and planning phases are put into action during the implementation phase (Rumeser and Emsley, 2016). The implementation phase of a project focuses on achieving desired outputs or results. A project plan designed in the early stages becomes a reality during the implementation stage (Imken and Shaffer, 2019). In this phase, resources are mobilized, activities are identified, and a management plan is initiated. This ensures that all milestones are met. Community involvement at this stage is therefore of paramount importance to the success of the project (Baum, 2016).

Community involvement in program implementation supports and improves task coordination and contingency management. Many projects have been proposed for the benefit of the community, and community involvement ensures sustainability (Sligo and Villa, 2017). Local involvement improves community understanding of project issues. It

also ensures that best practices are adopted. Public education and empowerment can make it easier for us to comprehend the issues facing our neighborhood and the need for long-term solutions. When a behavior change is required and the community members are prepared to accept responsibility for the issue, this is extremely beneficial. (World Bank, 2016). The rapid flow of information keeps everyone involved up-to-date on the progress of the project being implemented. Effective communication is imperative for the successful execution of a project, and this occurs in both intra-project and inter-project contexts (Senbeta and Shu, 2019). The power of the stakeholders, their reputations, their presumptions, and the risks they take on the project are all important factors in the success and efficient implementation of a project. It is motivated by the notion that we must be able to fully engage in the activities that have an impact on our social, economic, and political lives (Benn, 2016). The individuals involved are afforded the chance to partake in the procedure of arriving at decisions, articulate their viewpoints, deliberate on conflicting perspectives, and ultimately arrive at the optimal course of action. When assessed, community involvement can effectively inform the potential success or failure of a project and can also be used to learn how to better use community influence to make a project successful. Tengan and Aigbavboa (2021) claim that it addresses the requirement for the creation of adaptive frameworks. The variables examined in the research encompassed project blueprint, monitoring and evaluation, allocation of resources, and tactics for engaging stakeholders. Zheng and Chen (2017) underlined that a well-established design with proper resource allocation and timely information flow is necessary for program execution in accordance with implementation theory.

Muriuki's (2021) study on the sustainability of well water initiatives in Makueni District, Kenya, revealed that the utilisation of grassroots frameworks during project execution had a constructive and noteworthy effect. It was concluded. The study also concludes that involving local communities in water project implementation increases community awareness of issues facing water managers, thus stimulating development initiatives implementation. Developments initiatives often involve planning, execution and visualization. Depending on the timing of the project, public involvement may be early or late. However, it is highly advisable for participants to actively participate in the early stages of the project. The project's design and implementation should be rooted in a community-based approach that values and incorporates the perspectives and inputs of individuals (World Vision, 2018).

Concerns about participation need not be restricted to decision-making and influencing decision-making. Participating in implementation activities can help people strengthen their negotiating position when making decisions and obtain a better understanding of what decisions are suitable and essential. The consideration of involvement in the procedure of choosing and carrying out actions is hence beneficial. There is no necessity to choose between either option. Concentrate on specific actions and results, then connect various indicators to determine who is engaging in which activities and in what ways. Poor planning has a detrimental impact on the implementation of activities at this stage of the process since it is closely linked to later activities.

#### **2.4.4 Project Monitoring and Evaluation and Sustainability of Donor Funded Health Projects**

It is imperative that all stakeholders, particularly those who are economically disadvantaged and socially marginalised, are included in the decision-making process pertaining to the monitoring of project efficacy, as well as the dissemination and implementation of its outcomes. It is crucial to empower community members while planning, creating, and implementing a project because it enables all parties involved to celebrate victories and learn from setbacks and failures. According to Mwambi and Thiongo, monitoring and evaluation (M&E) can be characterised as an ongoing procedure that furnishes administration and other interested parties with noteworthy feedback regarding advancements, divergences, and the trajectories thereof, allowing for the opportunity to make necessary corrections that corrective actions that aid people in achieving their goals. According to Mundau and Tanga (2016), Most donor organizations are putting in place performance-driven management systems aimed at changing how non-governmental organizations (NGOs) run their operations. M & E is frequently included in project design and implementation as part of these results-oriented methodologies and systems. M&E requires a high level of management coordination to utilize the best of each stakeholder and correct mistakes throughout the scope of project execution. M&E staff responsibilities vary by organization, but often include project planning, analysis, protocol framework development, indicator tracking tables and assessment frameworks, assessment management, assessment usage, indicator summarization, and operational research. included (Snyder, 2017). Local NGOs often lack a clearly defined M&E function, both at headquarters and project offices. According to Ndombi and Mulwa (2020), participatory monitoring and evaluation involves all stakeholders in making

decisions about how project progress is measured and how results are distributed and implemented include engaging people, especially the poor and marginalized. As a result, the community is empowered and can celebrate accomplishments while also learning from failures and disappointments. Monitoring and evaluation are therefore crucial instruments for enhancing management strategies, evaluating project goals' progress, influencing policies and procedures, and achieving illusive project sustainability. M&E is crucial to improving project management's effectiveness and targeting of the target audience.

The effective implementation of monitoring and evaluation necessitates a considerable degree of synchronization at the managerial echelon to best serve all stakeholders and correct deficiencies throughout the project delivery. Alinoor (2017) conducted a research on the determinants of the robustness of grassroots efforts, utilizing an example analysis of a healthcare initiative in Garissa County, M&E reports has been shown to help increase transparency and accountability. The sustainability of a company's performance relies on the ongoing process of monitoring and evaluation. Project monitoring involves the consistent and periodic evaluation of an initiative to ensure that the resources, timelines, desired outcomes, and other critical activities align with the project's plan (Hijazi et al., 2018).

Communicating the advancement of communal initiatives to the recipients amplifies openness and liability. According to findings of a study by Chepchirchir (2018) In terms of project sustainability, it was found that many of the projects featured more frequent contact with community people than the other criteria. It was discovered that both internal and external evaluators were used extensively. Consequently, the research indicated that the surveillance and assessment of projects were pivotal factors in the sustained feasibility of benefactor-financed projects, and that adhering to the directives for auditing and assessing was a foolproof approach to guarantee project sustainability. Consistent and methodical acquisition of data from continuing initiatives enables the project group to gain knowledge from their errors and enhance their efficacy. In addition, it promotes accountability both within and outside the work group for the assets allocated to the project, ensuring that all project activities produce the expected results from the outset (Snyder, 2017). Monitoring and evaluation includes giving beneficiaries the opportunity to determine success criteria. Assessments should be adopted as management tools or guidelines used to identify deficiencies and develop sustainability action plans.

All participants must agree on an evaluation metric. According to Masinde (2020), monitoring helps managers identify and assess key concerns and implement corrective actions in a timely manner to determine project effectiveness. Therefore, given the above definition, there are many reasons for performing an assessment, including: determine the value of ongoing programs/projects; assess the effectiveness of efforts to improve the program; and enhance the effectiveness of program administration and management in making decisions; and justifying and justifying decisions already made (Heagney, 2016). It is imperative that individuals within a community possess the capacity to conceive, execute, and supervise development initiatives that are uncomplicated and can be easily customised to the local context.

## **2.5 Conceptual Framework**

In this inquiry, a theoretical foundation aided in delineating the diverse variables under scrutiny, their interconnections, and their relevance to the research inquiry and problem elucidation.

### Moderating Variables

### Conceptual Framework Independent Variables

Donor policies  
Government policies

### Dependent variables

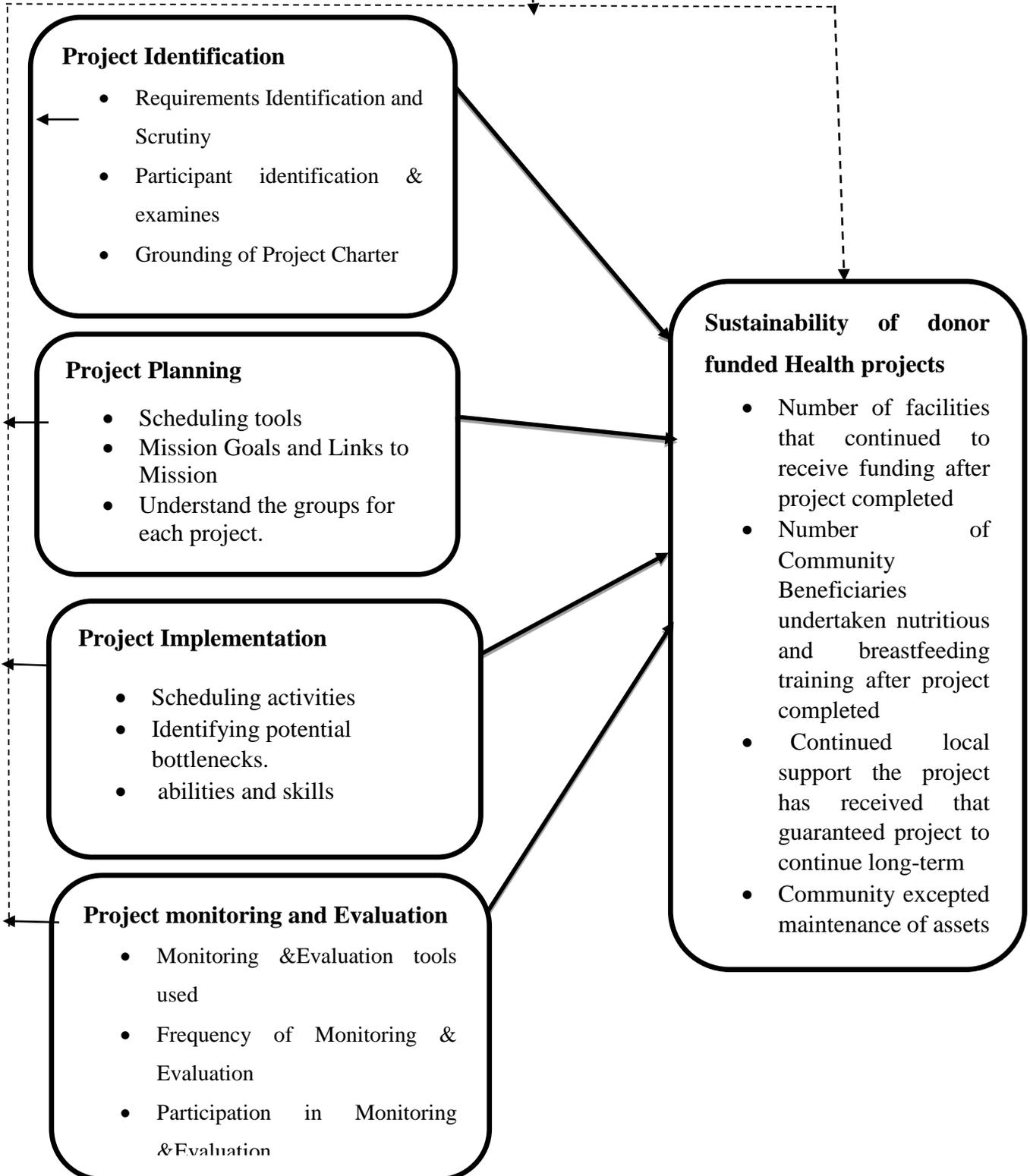


Figure 1: Conceptual Framework for Project Management Practices and Sustainability of Donor Funded Health Projects

## **2.6 Summary of Literature Review and Research Gaps**

This chapter reviewed related literature pertaining to project management practices and sustainability of donor funded project. The researcher focused on investigating project management practices and sustainability of donor funded projects in Somalia; a case of SHINE Project in Abudwak District. It aims to find out the extent of which Project Identification, Project Planning, Project Implementation and Project Monitoring and Evaluation Influences Sustainability of Donor funded project in Somalia. The studies reviewed have given evidence of Engaging local communities ensures initiatives address specific needs, fosters a sense of ownership, and enhances project safety and success. Strategic planning, resource allocation, and effective communication play critical roles in project sustainability. Proper monitoring and evaluation provide valuable feedback, enhance management effectiveness, and promote transparency and accountability. Overall, the literature underscores the importance of inclusive practices and participatory decision-making for ensuring the long-term viability and impact of donor-funded health projects. Therefore, examining the impact of Project Mnagement Practices and Sustainability of Donor funded project a case of The SHINE project in Abdwak District, Galmudug Province, Somalia was essential to address the current problem

This study explored on the project management practices and sustainability of donor funded project in Somalia a case of SHINE project in Abudwak Galmudug Somalia. Many studies have been carried out in the region however it was most done in developed countries and not undeveloped countries like Somalia therefore the research aims to fill the gaps within the existing literature shown below

Table 2.1: Summary of Research Gaps

<b>Variable</b>	<b>Author &amp; Year</b>	<b>Study</b>	<b>Key Finding</b>	<b>Knowledge Gap</b>	<b>Focus of Present Study</b>
Project identification phase	Musyoki, and Kyalo, (2020)	Participatory Project Planning Approaches: Reflections from Community Development Initiatives in Low Resourced Countries	Engagement of the community in early stages of the projects had a positive correlation with efficient usage of project funding	The study did not provide any details regarding participatory planning approaches to enhancing sustainability in DFPs	The gap in knowledge on the impact of project management techniques on the identification of donor-funded projects' sustainability will be filled by this study.
Project identification phase	Amal, (2018)	Factors influencing active community participation in local development projects: a case of JPLG Project in Garowe, Puntland state of Somalia	Communities' active participation and involvement in local development projects was limited	The study was only concerned with the lifecycle phase of project identification.	This study will establish the influence of project management practices on identification on sustainability of donor funded projects
Project identification phase	Mutwiri, Were and Odhiambo (2018)	Identification and initiation practices and project success: case of CDF projects in Kenyan context	The commencement procedure of the project has a favourable impact on the achievement of the project.	Identification and initiation were studied separately in the study.	The present study will focus on identification as one of the independent variables

Project identification phase	Afolabi (2018)	Initiating issues that are linked with ability of system projects to be successful	initiation process support engagement of stakeholders and governance of the project	The study concentrated on system projects	The present study will focus on DFPs in Health and Nutrition projects
Project Planning	Irfan, Khan, Hassan, Hassan, Habib, Khan and Khan (2021)	Planning of the project, competency of the project manager and success of projects in public sector	Project planning includes time plans, scope plans, cost plans, and risk plans, which together produce the project plans. Planning has a positive and significant impact on the project's success.	The study concentrated on projects in the public sector	The present study will look at DFPs in Health and Nutrition projects
Project Planning	Ondiek (2020)	Planning of projects and performance of road construction projects	Planning can be used to improve the integration and management of common knowledge, which will lead to the success of the project's activities.	The research centered on infrastructure development initiatives related to the construction of roads.	The present study will focus DFPs in Health and Nutrition projects
Project planning phase	Xiaotian, and Fangwei(2020)	The planning phase of the project and its link with knowledge integration		The study used knowledge integration as the dependent variable	This study will investigate the influence of project management practices on planning Sustainability DFPs
	Irfan, and Khan (2021)	The significance of project planning and the competencies of project managers in relation to the success of public sector projects.	The results suggested that planning and	This study creates	The forthcoming

				ability have a considerable favorable impact on the accomplishment of public sector undertakings.	appropriate gap since it focused on construction projects in China	investigation to be conducted in Somalia will center on the management methodologies employed in the planning of health initiatives that are financed by benefactors.
Project Implementation	Muriuki (2021)		Influence of community-based structures on sustainability of water projects	Concluded that community-based structures in project implementation positively and significantly influences sustainability of borehole water projects in Makueni County, Kenya	This study focused on project implementation on sustainability of water projects in Kenya	This study will extensively look into the influence of project management practices in project implementation of DFPs health in Somalia
Project Implementation	Ouma (2016)		Factors that determined the implementation of Gedo Region, Somalia-based health projects	The study found that World Vision Somalia had a plan for implementation stages that helps in assessing the keenness of an organization for change as well as the efficacy of the proposed change targets	The study creates appropriate gap since it focused on factors determining the implementation of projects	This study will look on influence of project implementation on the sustainability of DFPs in Somalia
Project monitoring	Mutua, and (2020)	Juma Owuor	Monitoring practices and their implication on implementation of projects	monitoring plays an important role in a project	The study concentrated on	Project sustainability will be the

					implementation as the dependent variable	dependent variable in the present study
Project monitoring & evaluation	Muchelule (2018)	Monitoring and its role in project performance	Effective monitoring leads to positive results	The study focused on road construction projects	The present study will focus on health care projects in Somali	
	Alinoor (2017)	Factors Affecting the Sustainability of the Community Project: Case Study of the Garissa District Health Project	Research shows that monitoring and evaluation plans help inform project success and increase transparency and accountability.	The degree to which the communities are engaged in monitoring and evaluating the progress of the implementation of the DFPs remains unspecified.	This research will assess the influence of project management practices in project monitoring and evaluation on sustainability of DFPs	
Sustainability of donor funded project	Chepchirchir (2018)	Factors Affecting the Sustainability of the Community Project Sustainability in Kenya: Kibera Slum Case Study	It was found that many of the projects featured more frequent contact with community people than the other criteria.	The present study focuses on DFPs in Kenya	This study aims to evaluate the impact of project management methodologies on project surveillance and assessment, with regards to the durability of Development Food Programs (DFPs) in Health and Nutrition initiatives.	
Sustainability of donor funded project	Ndurya, D. N. (2016)	Determinants of sustainable water supply programme implementation in Kenya: A case of Mombasa water supply and sanitation company LTD		The findings revealed that the financial resources allocated for the implementation of Water Safety Plans, the sources of funding, and the various stages of evaluation and assessment, including the developmental, conclusive, and continuous	The current inquiry did not focus on the durability of patron-backed endeavors.	The current investigation will focus on the sustained feasibility of patron-backed endeavors in Abudwak, Galmudug.

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## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covered the research design, target population, sample design, data collection and data analysis. Prepared to embark on a thrilling undertaking as we present a comprehensive overview of our carefully chosen methods and protocols.

#### **3.2 Research Design**

This evaluation was carried out in accordance with a comprehensive and significant cross-sectional research design. In any event, as per Rao and colleagues (2011), expressive inquiry was employed to gather information on the present condition of the phenomenon. Furthermore, it facilitates the use of different analytical approaches to investigate interactions between autonomous and fully dependent variables. A well-defined question plan is selected based on the information provided to present, record, research and refine the existing situation (Ondigi & Mugenda, 2011).

The selection of an appropriate research methodology is considered a unique research approach, as it can potentially serve as a superior approach for addressing inquiries over which the researcher has no control over the situation. A method that is assumed to be computable. The numerical approach was to collect data and conduct exhaustive research in a structured and disciplined presentation.

#### **3.3 Target Population**

The term "study population" denotes the complete collection of entities under investigation in a given study, including tissues, plants, animals, objects, and people, from which samples can be taken (Creswell, 2017). The study is being conducted in Abdwak District, Garmudug Province, Somalia, and the study population under observation consists of beneficiaries, Mercy USA staff, and community leaders of the six districts of Abdwak. The target population was his 5,380 who benefited from his SHINE program (2016-2021) in Abdwak district, 14 staff members of Mercy USA, the program's executing entity, along with its six constituent communities, were identified. There were half a dozen individuals comprising the leadership team. Urban areas are categorised according to the classification table below.

Table 3.1: Study Population

<b>Category</b>	<b>Total population</b>
Program beneficiaries	5380
Staff	12
Ministry of health of <u>Galmudug</u>	2
Community leaders	6
<b>Total</b>	<b>5400</b>

Source: Mercy USA Abudwak Office

### **3.4 Sample Design**

Stratified proportionate random sampling was used to choose respondents from each category. The intended representations of various subgroups within a population can be achieved with the aid of stratified random sampling (Bhardwaj, 2019). Mweshi and Sakyi (2020) say that the attainment of representativeness is facilitated by stratified random sampling, which entails the partitioning of a heterogeneous population into homogeneous subsets and the subsequent selection of samples from each subset. The purpose of using random sampling techniques is to obtain a reasonable representation of the population from each group: Individuals are selected using stratified random sampling to ensure that there are subgroups already in the sample.

#### **3.4.1 Sample Size**

In the realm of academic inquiry, the term "sample" denotes a reduced assemblage or subset that has been selected from a larger and more readily available population. The methodology employed for selecting the sample of beneficiaries will involve the implementation of a stratified sampling approach. The Census uses this method to select a sample of staff and community he leaders. A census is more accurate because you can look at all the factors. If the population is small, it is best to have a census (Kothari, 2004). The Yamane equation was employed to ascertain the sample size for the recipients of the project. In this case, the size of the sample is established by utilising a finite population sample formula.

The Yamane equation was employed to ascertain the sample size for the recipients of the project. In this context, the determination of the sample size is based on a population size that is both finite and known.

The formulation is given by

$$n = N / (1 + N(e)^2)$$

Where

n = modified sample size,

N = Populace Size,

e = Margin of Inaccuracy (MoE),

With 95% level of self-reliance and error limit of 0.05%

$$N = 5380 / (1 + 5380(0.05)^2)$$

$$N = 400$$

This provides information regarding the sample scope, which consists of 400 recipients, as well as a sample of 20 individuals each from the staff and community leadership. The data is displayed in a tabulated format as illustrated beneath:

Table 3.2 Summary of Sample Size

<b>Stratum</b>	<b>Target Population</b>	<b>Sample Size</b>
Beneficiaries	5380	400
Staffs	12	14
Ministry of health of Galmudug	2	2
Community leaders	6	6
<b>Total No of respondents</b>	<b>5400</b>	<b>420</b>

Source: Mercy USA Abudwak Office

### 3.5 Data Collection

Several tools were employed in gathering information so as to circumvent the difficulties linked with utilising a solitary data collection approach. Mugenda Mugenda, (2013) states that researchers must identify the tools they use in their research process. A questionnaire will be used to collect primary data from beneficiaries of his SHINE program in Abdwak district. Due to their structured design and their usefulness, questionnaires are good research tools for collecting data in a short amount of time. As per the findings of Kiran et

al., (2019), a questionnaire is a basic instrument for conducting a survey that comprises a sequence of inquiries formulated to amass information from participants.

On the other hand, a study used the interview guide because it allowed me to collect a lot of information and ask questions. Interview guides therefore complement quantitative approaches (Bryman, 2016). You can repeat or paraphrase the question for better understanding. It will take time, but the main informants will be representatives of Mercy USA staff and her leaders in the community. Through either approach, the inquiries are both organised and unorganised, affording participants the opportunity to articulate their viewpoints on matters not explicitly posed.

### **3.5.1 Pilot Testing of the Instrument**

This encompasses preliminary evaluation of equipment to assess its efficacy and sensitivity. According to Cooper and Schindler (2011), preliminary investigations are carried out to identify design and tool deficiencies and to supply different knowledge for choosing probabilistic samples. Sensitive, unclear or biased things square measure certified. Testing things prior to makes the method simpler. to get reliable ends up in this study, the analysis pilot tested the analysis instrument by administering it to respondents outside the target population. the most reason for doing therefore was to stop respondents from touching the tool before the survey. Connelly (2008) declared that the sample size of the pilot study ought to be her 100% of the expected sample (400 respondents) of the most analysis study. Therefore, the preliminary survey used her forty-two respondents selected from the neighboring Barambare district because the surveyed district.

### **3.5.2 Validity of the Instruments**

In a research context, term validity is defined as the degree to which research findings represent the results of the study. According to Creswell and Creswell (2017), validity issues depend on the accuracy and validity of research results. This study uses content effectiveness as a measure to assess the degree to which information provided by a tool clearly communicates the content in a concept or concept. Researchers from the University of Nairobi, including my academic advisor, were provided with research tools, including questionnaires and interviews. These individuals review the material to determine its validity.

### 3.5.3 Reliability of the Instruments

The measure of consistency of the assessment results of the tool depends on the stability of its quality (Mohajan, 2017). The reliability of a research tool refers to its ability to produce consistent results or data in a successful interview. Reviewers used a consistent approach to assess the quality of the research tool. Cronbach's alpha coefficients for all items in the study were calculated using a pre-test. For most social work, a score of 0.7 or higher is generally considered acceptable, and the tool was prepared for research, with minor adjustments to wording, clarity, and layout (Taber, 2018). Therefore, at this stage, some deficiencies or problems are identified during the interrogation and, if deemed necessary, appropriately corrected, changed or eliminated

### 3.6 Data Analysis

Upon collection, the questionnaires and interviews underwent a thorough review to check for any missing information, spacing issues, and spelling errors. The data was then recorded and compiled to ensure accuracy, completeness, and consistency. For analysis purposes, the research employed descriptive statistics, including measures such as the arithmetic mean, standard deviation, frequencies, and percentages. Additionally, inferential statistics, specifically regression analysis, were utilized using the model presented below. The study heavily relied on statistical analysis throughout the research process.

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

Where: -

Y= Sustainability of Benefactor financed projects

$\beta_0$ =constant

$\beta_1, \beta_2, \beta_3, \beta_4$  = regression coefficients

X1= Project Identification phase

X2= Project Planning phase

X3= Project implementation

X4= Project M & E

$\epsilon$ =Error Term

#### 3.6.1 Diagnostic Test

Prior to conducting the main data analysis, a diagnostic test was performed to assess the assumptions underlying regression analysis. This test aimed to check for potential violations of assumptions, such as linearity, normality, homoscedasticity, and absence of multicollinearity. The diagnostic test helped ensure the appropriateness of using regression

analysis for the current dataset and provided insights into the reliability and validity of the results

### **3.6.2 Analytical Model**

The analytical model used in this study was a multiple linear regression model. inferential statistics, specifically regression analysis, were utilized using the model presented below. The study heavily relied on statistical analysis throughout the research process.

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

Where: -

Y= Sustainability of Benefactor financed projects

$\beta_0$ =constant

$\beta_1, \beta_2, \beta_3, \beta_4$  = regression coefficients

X1= Project Identification phase

X2= Project Planning phase

X3= Project implementation

X4= Project M & E

$\varepsilon$ =Error Term

### **3.6.3 Significance Test**

To determine the significance of the relationships between the predictor variables (X1, X2, X3, and X4) and the dependent variable (Y), statistical significance tests were conducted. Specifically, p-values were calculated to assess whether the regression coefficients were significantly different from zero. A significance level ( $\alpha$ ) of 0.05 was adopted for these tests, implying that relationships with p-values less than 0.05 were considered statistically significant. Significant tests allowed us to identify which predictor variables had a meaningful impact on the sustainability of benefactor financed projects and which ones could be omitted from the final model.

### **3.7 Operational Definitions of the Variables**

Here, study variables are discussed with their indicators. The parameters under investigation in this inquiry are project recognition, strategizing, execution, and supervision and assessment. The variable that is contingent upon the availability of donor funding is the sustainability of a project. Table 3.3 presents the operational characterizations of the variables.

Table 3.3 Operational Definitions of Study Objectives

<b>Objective</b>	<b>Variables</b>	<b>Indicators</b>	<b>Measurement of Scale</b>	<b>Data Collection Tools</b>	<b>Data Analysis Techniques</b>
Investigating project management practices in project identification phase	<b><u>Independent</u></b> project identification	<ul style="list-style-type: none"> <li>• Need identification</li> <li>• Objective analysis</li> <li>• Stakeholder Identification</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal</li> <li>• nominal</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire</li> <li>• Interview guide</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive</li> <li>• Inferential</li> </ul>
Examining project management practices in project planning phase	<b><u>Independent</u></b> Project planning	<ul style="list-style-type: none"> <li>• Level of community role in project planning</li> <li>• Design of project budget by the community</li> <li>• Design of project cost by the community</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinal</li> <li>• nominal</li> </ul>	<ul style="list-style-type: none"> <li>• Questionnaire</li> <li>• Interview guide</li> </ul>	<ul style="list-style-type: none"> <li>• Descriptive</li> <li>• Inferential</li> </ul>
Evaluating project management practices in	<b><u>Independent</u></b> Project Implementation	<ul style="list-style-type: none"> <li>• Enhancement of current project implementation processes</li> </ul>			

project implementation

- Establishment of partnerships for resolving problems.
- No of beneficiaries with abilities and skills

- Ordinal
- Nominal

- Questionnaire
- Interview guide

- Descriptive
- Inferential

4. Finding out how of project management practices influence project sustainability

**Independent**  
Project M & E

- M & E team composition,
- Reporting System for monitoring & Evaluation,
- Community feedback

- Ordinal
- Nominal

- Questionnaire
- Interview guide

- Descriptive
- Inferential

Sustainability of donor funded project of SHINE program Abudwak, Galmudug Somalia

**Dependent**  
Sustainability of DFPS

- Within project schedule
- Within projected costs
- Within the quality limits
- Within the project scope

- Ordinal
- nominal

- Questionnaire
- Interview guide

- Descriptive
- Inferential

## CHAPTER FOUR

### DATA ANALYSIS PRESENTATION AND INTERPRETATION

#### 4.1 Introduction

This chapter deals with analysis of data, findings and discussions. The findings are presented sections that cover general details: Sustainability of donor-funded healthcare initiatives, exemplified by the Somali Health and Nutrition Programme. Descriptive and inferential analyses have been used to discuss the findings of the study.

#### 4.2 Questionnaire Return Rate

As indicated in Table 4.1, a total aggregate survey of 360 (100%) was self-administered to examine the participants. A total of 320 questionnaires, representing 88.9% of the administered surveys, were retrieved from participants for the purpose of analysis. The remaining 11.1% of the questionnaires were not returned, indicating non-response. As a result, the response rate obtained was 88.9%. According to Babbie (2020), a 50% response rate is enough for surveys and registrations, a 60% response rate is good, and a response rate of 70% or higher is the exception. According to Kennedy *et al.* (2019), any response of 50% or more is enough, so analysis, so 88.9% is much better. The reaction kinetics are generally satisfactory. The responsiveness of this preview was very good and reasonably representative of the demographics presented in the case.

Table 4.1 Survey Response Rate

Forms	Frequency	Proportion
Given out	360	100
Responsive	320	88.9
Non-responsive	40	11.1

#### 4.3 The Characteristics of the Survey Participants.

This section allows the researcher to see who completes the questionnaire to determine if the respondent is indeed the target audience and whether the researcher is collecting the information that he or she is doing Search or not. It also determines how well the population replicates sample. The research incorporated biographical information and demographic characteristics of participants, including gender, age range, and educational attainment, employment status, whether or not they reside in the area, and years of residence. in the area. Background data was as tabulated in tabular form.

### 4.3.1 Gender of the Respondent

The participants were instructed to specify their biological sex. The results are presented in Table 4.2.

Table 4.2: Gender of the Respondents

<b>Sex</b>	<b>Frequency</b>	<b>Percent</b>
Masculine	192	60
Feminine	128	40
<b>Total</b>	<b>320</b>	<b>100</b>

Conferring to the research results, the majority of respondents were men, accounting for 60%, while women made up 40%. This suggests that both sexes were included in the study and therefore there was no gender-specific bias. These results indicate that all sexes are adequately represented to support the study.

### 4.3.2 Distribution of Respondents by Age

The participants were directed to specify their years of age. The results are presented in Table 4.3.

Table 4.3: The participants age-based demographic distribution

<b>Age Range</b>	<b>Frequency</b>	<b>Percent</b>
18-25	40	12.5
26-35	104	32.5
36-45	120	37.5
46-55	48	15
Above 55 years	8	2.5
<b>Total</b>	<b>320</b>	<b>100</b>

The results show that the majority of participants as shown in the figure are 37.5% from 36 to 45 years old, 32.5% from 26 to 35 years old, 15% from 46 to 55 years old, and 12.5%

from 18 to 25 years old. Years while 2.5% are 55 or older. This shows that the majority of respondents are mature enough, which allows them to have diverse information on the topic under study and also cooperate in providing that information

### 4.3.3 Highest Level of Education

The researcher asked the Participants to indicate their highest level of education. The findings are shown in Table 4.4.

Table 4.4: Demographic Distribution of Respondents by Educational Level

<b>Education Level</b>	<b>Frequency</b>	<b>Percent</b>
No formal education	32	10
Primary	96	30
Secondary	128	40
Diploma	32	10
Others	32	10
<b>Total</b>	<b>320</b>	<b>100</b>

According to the results, 40% of respondents have lower secondary education, 30% have primary education, 10% have no formal training, another 10% have intermediate education, and the remaining 10% have secondary education. Other degrees such as degrees. Baccalaureate of graduate training. Research shows that the majority of respondents have basic education to understand the questionnaire questions.

### 4.3.4 Respondents Employment Status

The investigator requested the participants to specify their utmost degree of instruction. The results are presented in Table 4.5.

Table 4.5: Examination of the employment status of respondents based on demographic distribution.

<b>Employment Status</b>	<b>Frequency</b>	<b>Percent</b>
Unemployed	208	65

Employed	40	12.5
Self-employed/ Business	48	15
Retired	24	7.5
<b>Total</b>	<b>320</b>	<b>100</b>

Therefore, the largest number of respondents (60%) is unemployed, higher than self-employed/business people (15%). On the other hand, the number of respondents who have had a job is 12.5% and the number of retirees is the least (7.5%). These results are interpreted as the majority of survey participants are unemployed and the income from self-employment is unstable

#### 4.3.5 Categorization of Participants Based on their Place of Residence

The investigator wished the participants to specify their areas of residence. The results are presented in Table 4.6.

Table 4.6: Demographic Distribution of Respondents by Residence

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Non resident	16	5
Resident	304	95
<b>Total</b>	<b>320</b>	<b>100</b>

The majority of respondents, as shown at 95%, are residents of the study area, while 5% are not. This suggests that most, if not all, of the respondents are aware of donor-funded projects in the region.

#### 4.3.6 Categorization of Participants Based on the number of years they have Resided in the Area

The investigator wished the participants to specify their duration of residency in the locality. The results are presented in Table 4.7.

Table 4.7: Demographic Distribution of Respondents by Years Lived in the Area

<b>Years Lived</b>	<b>Frequency</b>	<b>Percent</b>
< 5 years	80	25
Between 5 and 10 years	176	55
> 10 years	64	20
<b>Total</b>	<b>320</b>	<b>100</b>

Regarding the length of stay in the study area, the results show that the majority of respondents are in the vicinity from 5 to 10 years, accounting for 55% of respondents in the sample, less than 5 years, the type presented by 25%. While more than 10 years later is represented by 20%, as shown in table 4.8 above. The extended duration of the respondents' residency within the study locale indicates that the data collected from the study participants is indeed of significance, as they have enjoyed a gratifying sojourn in this vicinity.

#### **4.4 Sustainability of Donor-Funded Health Projects**

The study deemed it imperative to scrutinise the factors associated with the reliant variable of durability of benefactor-financed healthcare initiatives in Somalia. This is accomplished once more by means of the Likert scale approach, utilising a range from 1 to 5, where 1 denotes intensely disagree. Disagree. Tentative, Agree. Intensely agree.

Table 4.3 Sustainability of Donor-Funded Health Projects

Item	Statements on Sustainability of Donor-Funded Health Projects	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)	Mean	Std Dev
B1	The Project beneficiaries of Somali Health and Nutrition Program gained enough Training after project completion	8(2.5%)	24(7.5%)	32(10.5%)	144(45.0%)	112(35.0%)	4.00	.990
B2	Maternal health services that are existing to the Beneficiary community continued after project completion	8(2.5%)	56(17.5%)	40(12.5%)	128(40.0%)	88(27.5%)	3.73	1.115
B3	There were improvement of the reliable provision of Health and Nutrition since SHINE project started	0(0.0)	48(15%)	24(7.5%)	120(37.5%)	128(40.0%)	4.05	1.031
B4	The community has been able to continue sensitization regarding needs for exclusive breastfeeding among mothers after program completion	0(0.0)	16(5.0%)	72(22.5%)	128(40.0%)	104(32.5%)	3.96	.871
B5	The community has been able to continue Funding of Health and Nutrition project period has ended	8(2.5%)	16(5.0%)	64(20.0%)	160(50.0%)	72(22.5%)	3.82	.974
B6	Continued local support the project has received guaranteed project to continue long-term	0(0.0)	8(2.5%)	32(10%)	120(37.5%)	16(50.0%)	4.34	.791
<b>Composite Mean and Standard Deviation</b>							<b>4.00</b>	<b>.962</b>

The tabulated statistical outcomes presented in Table 4.3 demonstrate the durability of health initiatives that are financed by benefactors. The data was obtained through a survey and yielded a composite mean of 4.00 and a composite standard deviation of 0.962. This can be interpreted to be influenced positively by statements B3 and B6, since their means are greater than that of the composite mean. Consequently, the composite mean was influenced negatively by statements, B1, B3, B4, and B5 since their means were less than that of the mean. Consequently, it was perceived that the assertions had an impact on the durability of health initiatives that were financed by benefactors.

The results showed that 87.5% agreed that the continued declaration of local support for the project was assured that the project would continue in the long term. The aforementioned assertion exhibits an arithmetic average of 4.34 and a measure of the amount of variation or dispersion from the central tendency, commonly known as the standard deviation, of 0.791. The investigation additionally ascertained that 80% of the participants concurred that the beneficiaries of the Somali Health and Nutrition Programme initiative were suitably instructed upon the culmination of the undertaking. The resultant assertion exhibits an average value of 4.00 and a deviation from the mean of 0.990. In addition, the eligible respondents stated that there has been an improvement in reliable health and nutrition delivery since the start of the SHINE project by 77.5%. The aforementioned assertion exhibits an arithmetic average of 4.05 and a statistical measure of dispersion of 1.031.

The majority of other respondents (72.5%) agree that community funding can continue after the health and nutrition project phase is over. This statement has a mean of 3.82 and a standard deviation of 0.974. In addition, a majority (71.5%) of respondents agreed that the community could continue to raise awareness of mothers' need for exclusive breastfeeding after the program ends. This statement has a mean of 3.96 and a standard deviation of 0.871. Ultimately, a majority of 67.5% of the participants concurred that the current maternal healthcare provisions for the recipient populace shall persist post the project's culmination.

#### **4.5 Project Identification and Sustainability of Donor-Funded Health Projects**

The respondents were asked to tick on the extent to which they agreed/disagreed with listed statements related to participation in project identification.

Table 4.4 Project Identification and Sustainability of Donor-Funded Health Projects

Item	Statements on Project identification	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)	Mean	Std Dev
C1	Project beneficiaries do identify and prioritize of their project aspirations	32(10%)	16(5%)	16(5%)	64(20%)	192(60%)	4.15	.672
C2	The community is involved in identification of the beneficiaries of the Somali health and nutrition projects (SHINE)	16(5%)	16(5%)	32(10%)	80(25%)	176(55%)	4.38	.814
C3	There have been continuous improvement of the reliable provision of Health and Nutrition since SHINE program started	16(5%)	32(10%)	16(5%)	96(30%)	160(50%)	4.12	.599
C4	Project beneficiaries take part in project identification sources of funding for SHINE projects	17(5%)	16(5%)	16(5%)	80(25%)	192(60%)	4.31	.724
C5	The implementing NGO encourages community project ownership of SHINE	32(10%)	16(5%)	16(5%)	48(15%)	208(65%)	4.30	.700
C6	Project beneficiaries participate in risk identification risks influence Somali health and nutritional projects (SHINE)	16(5%)	32(10%)	16(5%)	32(10%)	224(70%)	4.34	.733
<b>Composite Mean and Standard Deviation</b>							<b>4.27</b>	<b>.707</b>

The statistical results in Table 4.4 shows project identification polled a composite mean =4.27 and composite standard deviation=0.707. This can be interpreted to inferred to be influenced positively by statements C2, C4, C5, and C6 since their means are greater than that of the composite mean. Consequently, the composite mean was influenced negatively by statements, C1 and C3 since their means were less than that of the composite mean. Therefore, the statements were perceived to influence project identification on project sustainability either positively or negatively as indicated.

The results validated that 176 (55%) of the participants expressed strong concurrence, while 80 (25%) expressed agreement with the proposition that the network is apprehensive

regarding the identification of the recipients of the Somali fitness and vitamins tasks (SHINE) (Mean=4.38, Std Dev=0.814), 224 (70%) respondents nets strongly agreed and 32(10%) agreed that challenge beneficiaries take part in danger identity dangers impact Somali fitness and dietary tasks (SHINE) (Mean=4.34, Std Dev=0.733) and 192(60%) strongly agreed whilst 80(25%) of the respondents agreed that challenge beneficiaries participate in challenge identity reasserts of investment for SHINE tasks (Mean=4.31, Std Dev=0.724). The non-governmental organisation responsible for implementation is promoting the contestation of SHINE ownership. This is strongly supported by 208 (6%) of respondents and agreed upon by 48 (15%) of them, with a mean of 4.30 and a standard deviation of 0.700. Additionally, 192 (60%) of respondents strongly agreed and 64 (20%) agreed that beneficiaries of the programme perceive and prioritise it in their aspirations, the mean rating for this statement was 4.15, with a standard deviation of 0.672. Additionally, half of the respondents, comprising 50% (160 respondents), strongly agreed, while 30% (96 respondents) agreed that there have been continuous improvements in the reliable provision of nutritional and medical services since the inception of the SHINE program. The mean rating for this statement was 4.12, with a standard deviation of 0.599.4.6

#### **4.6 Project Planning and Sustainability of Donor-Funded Health Projects**

The secondary objective of the investigation was to evaluate the influence of project strategizing and the durability of benefactor-supported healthcare initiatives in Somalia. The outcomes were as follows.

Table 4.5: Project Planning and Sustainability of Donor-Funded Health Projects

Item	Statements on Project Planning	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)	Mean	Std Dev
D1	Project beneficiaries attend project planning meetings of donor funded projects	32(10%)	8(2.5%)	16(5%)	96(30%)	168(52.5%)	4.22	.721
D2	Project beneficiaries give ideas and contributions that are incorporated in the design of Somali Nutrition & Health projects	8(2.5%)	8(2.5%)	16(10%)	168(52.5%)	104(32.5%)	4.07	.660
D3	Project beneficiaries do agree on the proposed location of the various MCHs and medical care facilities	8(2.5%)	48(15%)	16(5%)	64(20%)	184(57.5%)	4.13	.892
D4	Project beneficiaries help in coming up with the cost and budget for the project.	8(2.5%)	24(7.5%)	16(10%)	88(27.5%)	168(52.5%)	4.22	.721
D5	Project beneficiaries do mobilization of resources (for example money, materials, labour, land etc.) towards realization of the project	8(2.5%)	8(2.5%)	16(5%)	64(20%)	224(70%)	4.45	.626
D6	Project beneficiaries have been informed on the objectives of the SHINE project	8(2.5%)	32(10%)	16(10%)	96(30%)	152(47.5%)	4.19	.695
<b>Composite Mean and Standard Deviation</b>							<b>4.21</b>	<b>.719</b>

The statistical results presented in Table 4.5 reveal that the evaluation of project planning regarding the sustainability of health projects funded by donors yielded a composite mean of 4.21, with a composite standard deviation of 0.719. It can be inferred that this evaluation was positively influenced by statements D1, D4, and D5, as their means were higher than the composite mean. Conversely, statements D2, D3, and D6 had a negative influence on the composite mean, as their means were lower than the composite mean. Consequently, these statements were perceived to impact the project planning and sustainability of donor-funded health projects.

Findings indicate a significant proportion of the participants, specifically 224 individuals, which accounts for 70% of the sample, expressed a strong agreement, while 64 respondents, equivalent to 20%, agreed that the beneficiaries of the project are responsible for mobilising resources, such as money, materials, labour, land, among others, to achieve the project's objectives. The mean score for this item was 4.45, with a standard deviation of 0.626. Similarly, 168 participants, representing 52.5%, strongly agreed, and 96 individuals, accounting for 30%, agreed that the beneficiaries attend planning meetings for donor-funded initiatives. The item obtained a mean score of 4.22, with a standard deviation of 0.721. Moreover, it was found that 168 respondents, accounting for 52.5%, strongly agreed, while 88 individuals, representing 27.5%, agreed that the beneficiaries play a vital role in shaping the project's value and budget. The mean score for this item remained consistent at 4.22, with a standard deviation of 0.721. In relation to the participants' understanding of the SHINE program's objectives, 152 individuals (47.5%) strongly agreed, and 96 participants (30%) agreed. The mean score for this item was 4.19, with a standard deviation of 0.695. Regarding the agreement on the proposed location of various Maternal and Child Health (MCH) facilities and hospital treatment centers, 184 respondents (57.5%) strongly agreed, and 64 participants (20%) agreed. The mean score for this item was 4.13, with a standard deviation of 0.892. Lastly, 168 participants (52.5%) agreed, while 104 individuals (32.5%) strongly agreed that the beneficiaries of the program provided valuable insights and contributions that could be incorporated into the design of Somali Nutrition & Health initiatives. The mean score for this item was 4.07, with a standard deviation of 0.660.

#### **4.7 Project Implementation and Sustainability of Donor-Funded Health Projects**

The tertiary aim was to scrutinise the influence of project execution on the durability of SHINE initiatives in Somalia. The participants were requested to specify the degree to which they participated in the execution of the project. The findings are presented in Table 4.6.

Table 4.6 Project Implementation and Sustainability of Donor-Funded Health Projects

<b>Item</b>	<b>Statements on Project Implementation</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Undecided (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>	<b>Mean</b>	<b>Std Dev</b>
E1	Many community members participate in the implementation of Donor Funded Projects	192(60%)	56(17.5%)	32(10%)	16(5%)	24(7.5%)	1.81	.659
E2	The community receives updates on the progress of the projects during the implementation	24(7.5%)	24(7.5%)	16(5%)	64(20%)	192(60%)	4.20	.794
E3	There are clear roles for community participation in the implementation plans for the Donor Funded projects	32(10%)	192(60%)	16(5%)	64(20%)	16(5%)	2.59	.672
E4	Project beneficiaries take the part flow of information when carrying out Donor Funded projects	16(5%)	24(7.5%)	0	208(65%)	72(22.5%)	3.95	.698
E5	The community has the capacity of implementing decisions for the Donor Funded projects	32(10%)	184(57.5%)	16(5%)	80(25%)	8(2.5%)	2.73	.686
E6	Project beneficiaries are involved the allocation of finances to different tasks of the projects	16(5%)	32(10%)	8(2.5%)	56(17.5%)	208(65%)	4.31	.856
<b>Composite Mean and Standard Deviation</b>							<b>3.56</b>	<b>.728</b>

The statistical outcomes presented in Table 4.6 demonstrate that the execution and durability of health initiatives financed by donors were evaluated with a composite mean of 3.56 and a composite standard deviation of 0.728. This can be interpreted to be influenced positively by statements E2, E3, and E6 since their means are greater than that of the composite mean. Consequently, the composite mean was influenced negatively by statements, E1, E4, and E5 since their means were less than that of the composite mean. Therefore, the statements were perceived to influence M project implementation and sustainability of donor-funded health projects either positively or negatively as indicated.

Findings display that almost all of the respondents represented through 208(65%) strongly agreed and fifty six(17.5%) agreed with the assertion that undertaking beneficiaries are concerned within side the allocation of budget to unique responsibilities of the initiatives (Mean=4.31, Std Dev=0.856), A total of 192 (60%) participants expressed strong concurrence, while 64 (20%) respondents indicated agreement regarding the network's reception of updates during the development and implementation of initiatives. The first variable had a mean score of 4.20 and a standard deviation of 0.794. Among the total respondents, 208 individuals (65% of the sample) expressed agreement, while 72 individuals (22.5% of the sample) strongly agreed with the statement that beneficiaries place importance on flexibility in record-keeping when implementing initiatives funded by donors. For the second variable, the mean and standard deviation are 3.95 and 0.698, respectively. However, a significant proportion of the participants, specifically 32 individuals (10%) expressed strong disagreement, while 184 individuals (57.5%) expressed disagreement with the proposition that the network possesses the potential to enforce choices for initiatives funded by donors. The mean and standard deviation for this assertion were 2.73 and 0.686, respectively. Similarly, 32 individuals (10%) strongly disagreed, and 192 individuals (60%) disagreed with the notion that there exist clear-cut roles for network participation in the implementation plans for donor-funded initiatives. The mean and standard deviation for this assertion were 2.59 and 0.672, respectively. Furthermore, a significant proportion of the participants, specifically 192 individuals (60%) strongly disagreed, while 56 individuals (17.5%) disagreed with the proposition that many network participants take part in the implementation of donor-funded initiatives. The mean and standard deviation for this assertion were 1.81 and 0.659, respectively.

## **4.8 Project Monitoring and Evaluation and Sustainability of Donor-Funded Health**

### **Projects**

The fourth objective focused on assessing the impact of stakeholder engagement in monitoring and evaluating the sustainability of the Somali SHINE initiative. The project manager asked all stakeholders to describe their level of participation in project monitoring and evaluation. The results are listed in Table 4.7.

Table 4.7 Project Monitoring and Evaluation and Sustainability of Donor-Funded Health Project

Item	Statements on Project Implementation	Strongly Disagree (1)	Disagree (2)	Undecided (3)	Agree (4)	Strongly Agree (5)	Mean	Std Dev
F1	Project beneficiaries participate in the collection of data for health and nutrition projects	40(12.5%)	32(10%)	0	176(55%)	72(22.5%)	3.69	.701
F2	Project beneficiaries are represented in project M&E in Somali health and nutrition program activities	8(2.5%)	32(10%)	0	56(17.5%)	224(70%)	4.43	.629
F3	There are effective monitoring and evaluation systems put in place by the Management	8(2.5%)	8(2.5%)	24(7.5%)	64(20%)	216(67.5%)	4.50	.609
F4	The management always makes the regular visit to project sites by experts in M &E	24(7.5%)	16(5%)	8(2.5%)	80(25%)	192(60%)	4.20	.640
F5	We make project adjustments arising from monitoring recommendations	56(17.5%)	8(2.5%)	0	200(62.5%)	56(17.5%)	4.28	.646
F6	There is good feedback to the community about M&E results	208(65%)	32(10%)	8(2.5%)	48(15%)	24(7.5%)	1.91	.787
<b>Composite Mean and Standard Deviation</b>							<b>3.84</b>	<b>.669</b>

The statistical results presented in Table 4.7 reveal that the composite mean and composite standard deviation for project monitoring and evaluation, as well as the sustainability of health projects funded by donors, were 3.84 and 0.669, respectively. It can be inferred that these outcomes were positively influenced by statements F2, F3, F4, and F5, as their means were higher than the composite mean. Conversely, statements F1 and F6 had a negative influence on the composite mean, as their means were lower than the composite mean. Thus, these assertions were observed to impact the oversight and assessment of initiatives, as well as the longevity of health projects financed by donors, either positively or negatively, as indicated.

The survey results showed; 216 (67.5%) participants agreed with the statement that monitoring and evaluation was organized close to control (mean = 4.50, SD = 0.609), and 64 (20%) strongly agreed, overall, 224 (70%) participants also had 56 person (17.5%) agrees with the following statements; The beneficiaries of the project are involved in the Monitoring and Evaluation (M&E) processes of energy and nutrition studies in Somalia. Most respondents (62.5%) agreed that the risk management team should change according to the assessment recommendations. In addition, 17.5% of the respondents agree with this statement. While 60% of respondents agree with this statement and 25% agree, the management layer always uses M&E experts to influence the business environment. In addition, 55% of respondents agree that beneficiaries participate in gathering information for health and well-being, and 22.5% agree. The mean and standard deviation for each statement were 4.43 and 0.629, 4.28 and 0.646, 4.20 and 0.640, and 3.69 and 0.701, respectively. Finally, 48(15%) of the respondents agreed and 24(7.5%) strongly agreed that there is ideal remarks to the network approximately M&E results (Mean=1.91, Std Dev=787).

#### **4.9 Content of Qualitative Data Analysis**

The participants furnished supplementary data in the unrestricted queries of the survey. The data obtained from the interview guide was subjected to content analysis. Feedback was obtained from government officials, technical experts, construction coordinators, cost estimators, land surveyors, and building designers. The participants express a high level of assurance that their credentials are fitting for the tasks they have been designated in the water initiatives.

The primary salient determinants impacting project triumph in these regions, as per the feedback received, are predicaments associated with the fiscal liquidity of the government and inadequate engagement of all stakeholders. The project that holds the highest level of importance and confers advantages to the stakeholders is the one that takes precedence, while any postponement in the conclusion of the project may result in unfavourable outcomes.

The preponderance of these participants indicated their engagement in the conceptualization of the undertaking within their electoral district. It has been observed achievement that undertaking meaningfully impacted through stakeholder's involvement. Development stakeholders have the ability to exert an impact on the calibre, schedule, and cost-effectiveness of a given undertaking.

The participants expressed that development management and beneficiary's participation distribute development assets as per requirements as well as importance lists. Hence, it has been consistently evaluated and modified in accordance with the liquidity, pressing necessities, and exigencies encountered by electoral constituents. The objective is wholly founded on the ranking of necessities and remedies. One of the primary deficiencies that can impede the success of plan is the lack of aptitude in plan supervision. Personnel engaged in the project possess a restricted comprehension of the complete project life cycle. Insufficient recognition of the importance of effective coordination and team establishment among all personnel involved in the project, coupled with inadequate proficiency in communication, hindered the dissemination of information. The participants recommended adopting a comprehensive methodology while harmonising the members of a project team. In order to achieve a well-rounded and effective team, it is imperative that the team members possess a diverse range of skills and abilities that can both supplement and enhance one another. Active participation and comprehensive comprehension of the imperative to commence and carry out the undertaking are requisite.

Stakeholders play a vital role in project management by identifying requirements, determining essential preliminary measures, strategizing project delivery, and serving as ultimate beneficiaries of these endeavours. The primary challenges faced by a project manager in the constituency are conflicts of interest amid stakeholders, which are subsequently followed by liquidity problems.

In order to guarantee triumph in forthcoming undertakings, greater emphasis ought to be placed on all pre-execution phase procedures. It is imperative to have a comprehensive comprehension and effective dissemination of the cycle across all merchandise. The initial stages of project development exhibit a protracted duration in comparison to the subsequent phases. Effective project planning necessitates extensive investigation and evaluation to guarantee triumph. The majority of participants reported that the project life cycle encompassed the stages of inception, strategizing, regulating, implementing, and ultimately concluding, which aligns with the established investigative progression.

According to primary sources, their participation affords them the opportunity to delineate their requirements, facilitates project leaders in securing supplementary financing from benefactors, and fosters transparent communication during regular progress reports. According to the insights provided by primary sources, this enables project managers to opt for the most optimal and enduring initiatives, thereby facilitating the development of superior and more streamlined administrative procedures. Additionally, this approach empowers project managers to circumvent the peril of allocating crucial resources towards unfeasible undertakings. The participation of the media in project planning was found to be valuable. Survey participants indicated that involving the media in the planning process leads to the generation of innovative ideas. This involvement allows community members and other interested parties to contribute to the deliberation process, thus avoiding excessive costs. Unanticipated technological intricacies may arise in the course of project advancement, thereby affording the project overseer and other invested parties a shared perspective on the execution of the project. Furthermore, primary sources highlight that it amplifies responsibility amidst stakeholders and supplements the oral discourse that other stakeholders and project leaders can convey. Employed to enhance the efficacy of health initiatives funded by benefactors.

The participants expressed that the engagement of stakeholders during the execution of the project facilitated the project leaders to efficiently organise and supervise project assets, culminating in the realisation of the desired outcomes. Additionally, they demonstrate that it proficiently delineates the duties that project managers are required to execute, guaranteeing responsibility from all parties involved while enhancing project resource allocations. According to prominent sources, this enhances project ownership and consequently enhances project durability as each stakeholder or community constituent perceives themselves as a recipient of the project. Furthermore, it results in the formulation

of attainable objectives and facilitates implicit inquiry throughout the execution of the project.

Based on feedback received from community members and project managers, the involvement of stakeholders in project monitoring and evaluation has proven to be a crucial factor in effectively overseeing project success and exerting influence over the design and implementation of sustainable initiatives. It is essential to engage in feedback provision to evaluate whether the project is yielding the expected results. Primary sources have highlighted the significance of monitoring project progress, establishing connections between project operations and required resources, and improving communication of project achievements to supervisors.

*Project officers in Abdwak District, Garmudug Province, Somalia County emphasized that “the importance of community participation in decision-making processes related to water projects. They stressed the need for creating awareness among the community regarding project intentions and plans. Personal engagement and community involvement were regarded as significant aspects of effective community participation”.*

*When asked about the role of the community during the monitoring stage of donor-funded health projects, one of the respondents mentioned that “proper structural work plans for monitoring and evaluation should be in place at the organizational level. However, financial support and personnel training on monitoring and evaluation practices were identified as obstacles”.*

*Furthermore, the project sought to determine whether project stakeholders were engaged prior to the implementation of monitoring and evaluation activities. Some participants expressed “their lack of opportunity to voice their opinions and contribute to project implementation, resulting in a feeling of disconnection from the project and a reduced sense of responsibility for ensuring its success. In contrast, the water project in their community established a water committee consisting of representatives from the organization, the community, and county employees. This committee plays a role in reviewing and overseeing project activities”.*

It has been elucidated that strategic planning is highly advantageous in ascertaining the extent of labour, approximating the expenses and duration necessary for the involvement in the undertaking. This has aided in managing expenses and adhering to project schedules. The timetable was strictly followed. The provision of adequate financial resources is deemed imperative for the seamless progression of a project, as elucidated by the literature on project management. Thus, planning must be conducted with the aim of ensuring the availability of sufficient capital for the project. It is further explicated that prospective hazards ought to be evaluated and strategies to mitigate them should be

recognised and executed to avert any subsequent interference to the undertaking. Interruption of the project. The research outcomes are congruent with Anunda's (2016) findings that effective planning necessitates the allocation of adequate financial resources for the project, and the implementation of risk mitigation strategies to manage potential risks.

According to research, M&E assists in determining project progress by contrasting scheduled work with actual sustainability. It also makes it possible to monitor project expenses and progress at any moment in order to forecast changes in both, prevent resource waste, and spot potential project dangers. field of patty. According to research, information and experience were shared during M&E activities, which improved project management and boosted sustainability. Emerging problems are spotted early, according to M&E, which helps decision-makers ensure that the sustainability of the project is not jeopardized. These findings were supported by Wambura (2016), who found that organizations with M&E input investigate all potential risks and opportunities connected to public projects and come up with solutions.

#### **4.10 Inferential Analysis - Pearson Correlation Co-efficient**

Study looked at relationships among the factors, including project identification, planning, implementation, monitoring, assessment, and sustainability. The Pearson's correlation was used for this. Multiple regression was used in the study to determine whether the dependent variables were predictors of the independent variable.

##### **4.10.1 Correlation Analysis**

The investigation employed the Pearson's correlation coefficient to examine the association between the independent and dependent variables. The findings of this analysis are presented in Table 4.8.

Table 4.8 Correlation Analysis

		Sustainability	Identification	Planning	Implementation	Monitoring and evaluation
Sustainability	Pearson correlation Sig. (2-tailed)	1				

Identification	N	320				
	Pearson correlation Sig. (2-tailed)	.349**	1			
Planning	N	320	230			
	Pearson correlation Sig. (2-tailed)	.644**	.536	1		
Implementation	N	320	320	320		
	Pearson correlation Sig. (2-tailed)	.612**	.260	.551	1	
Monitoring and evaluation	N	320	77	320	320	
	Pearson correlation Sig. (2-tailed)	.677**	.561	.519	.614	1
	N	320	320	320	320	320

Karl Pearson's correlation coefficient ( $r$ ) was utilized by researchers to determine relationships between study variables. The Karl Pearson correlation coefficient ( $r$ ) was the inference statistic employed in this study. P-values above 0.05 were regarded as non-significant because the significance was less than 0.05. The correlation findings are as follows: The findings indicate a remarkably significant correlation between project identification and project sustainability ( $r = 0.644$ ,  $p$ -value = 0.000). Additionally, a moderately significant correlation exists between project planning and project sustainability ( $r = 0.349$ ,  $p$ -value = 0.002). Furthermore, there is a highly significant correlation between project implementation and project sustainability ( $r = 0.612$ ,  $p$ -value = 0.004). Finally, a strong correlation was observed between project monitoring and evaluation and project sustainability ( $r = 0.677$ ,  $p$ -value = 0.000). Through project planning, identification, execution, monitoring, and evaluation, Heravi, Coffey, and Trigunarsyah's (2015) findings demonstrate that project management methods have a positive and significant impact on the success of community projects.

#### 4.10.2 Regression Analysis

The investigation employed a technique of multiple regression analysis to ascertain the correlation between the various factors.

##### Model Summary

The model summary was utilized to ascertain alterations in response variables consequent to variations in predictor variables. The study examined the impact of alterations in remuneration, incentives, performance-based compensation, and additional perks on the diverse levels of employee performance. The findings are depicted in Table 4.9.

Table 4.9 Regression Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.799 <sup>a</sup>	.624	.528	0.902

a. Predictors: (Constant), identification, planning, implementation, monitoring and evaluation

A regression analysis was conducted to examine whether alterations in the independent variables are indicative of variations in the dependent variables. The determination coefficient ascertains the capacity of a statistical model to anticipate forthcoming results. Table 4.15 presents a comprehensive summary of the model. The findings indicate that out of the four factors scrutinized, 62.4% had an impact on the efficacy of the SHINE initiative, as demonstrated by the estimated value ( $r^2$ ). This suggests that additional project management methodologies that were not encompassed within the project's defined scope played a role in 37.6% of the SHINE project's capacity to endure over time. It may be inferred that plan managing methodologies with 62.4%'s performance variance observed of SHINE initiative implemented in Somalia. An analysis of the relationships between stakeholder involvement in project identification, planning, implementation, monitoring, and project sustainability assessment was conducted

#### 4.10.3 Analysis of Variance

A one-way analysis of variance (ANOVA) was conducted to ascertain the statistical significance of the data employed in the investigation. The analysis of variance (ANOVA) yielded a significance level of 0.001 for the population parameter. This suggests that the information was appropriate for making deductions about the target population, given that the p-value was below 0.05.

Table 4.10 Analysis of Variance

	<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig</b>
1	Regression	22.781	4	5.526	8.174	.000
	Residual	133.052	316	.813		
	Total	155.833	320			

a. Dependent Variable: Project Sustainability

b. Predictors: (Constant), Identification, Planning, Implementation, Monitoring and Evaluation

The analysis of variance F-ratio examines whether the general regression model adequately fits the given dataset. The statistical model demonstrated significance at a significance level of 0.05, with a p-value of 0.000. This suggests the presence of a linear correlation between the execution of project management methodologies and the achievement of project objectives through the identification, planning, implementation, monitoring, and evaluation phases. The computed F-value of 8.174 suggests that the model effectively examines the association between the predictor and response variables.

Table 4.11: Regression Coefficient

<b>Model</b>		<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>T</b>	<b>Sig.</b>
		<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
	(Constant)	2.902	0.7622		2.065	.044
	Identification	0.198	0.046	0.292	.725	.215
1	Planning	0.304	0.144	0.464	4.162	.002
	Implementation	0.276	0.088	0.318	2.165	.032
	M & E	0.412	0.064	0.611	4.668	.000

a. Dependent Variable: Employee performance

Multiple regression aims to better understand the relationship between independent and dependent variables. Table 4.11 shows multiple regression.

Multiple regression aims to better understand the relationship between independent and dependent variables. Table 4.11 shows multiple regression.

The regression parameters ( $Y = 2.902 + 0.198X_1 + 0.304X_2 + 0.276X_3 + 0.412X_4$ ) indicate that augmenting project management practices during project identification leads to a corresponding enhancement in project sustainability, as evidenced by a coefficient of 0.198. Similarly, an elevation in project planning is also positively associated with project

sustainability. An augmentation of 0.304 in the sustainability of a 0.276 escalation in project delivery results in a corresponding increase of 0.276 in sustainability. Moreover, a rise of 1 unit in project monitoring and evaluation leads to a sustainability boost of 0.412 in the SHINE project. The results are congruent with Ileri's (2018) study, which demonstrated that alterations in stakeholder engagement during project inception, design, execution, oversight, and assessment result in significant variations in project durability.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS, AND RECOMMENDATIONS**

#### **5.1 Introduction**

In Chapter 5, we present a summary of the findings, discussions, conclusions, and recommendations derived from analyzing the empirical data based on our research objectives. Additionally, we offer suggestions for further investigations that align with our discoveries.

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

Below is an overview of the results of the research project.

##### **5.2.1 Sustainability of Donor-Funded Health Projects in Somalia**

The results indicate that a total of 242 individuals (constituting 87.5% of the sample) concurred with the assertion that the project's sustained local backing has ensured its long-term continuity. This assertion exhibited an average of 4.34 and a deviation of 0.791. The investigation additionally demonstrated that 80% of the participants concurred that the beneficiaries of the Somali Health and Nutrition Program acquired adequate instruction subsequent to the culmination of the project. The assertion obtained an average of 4.00 and a standard deviation of 0.990. Moreover, the participants stipulated that there has been an enhancement in the dependable delivery of healthcare and nourishment since the inception of the SHINE initiative, with a percentage of 77.5%. This assertion obtained an average of 4.05 and a deviation of 1.031. A further majority of the participants (72.5%) concurred that the locality has been proficient in sustaining the financing of the Health and Nutrition initiative even after the cessation of the designated timeframe. This assertion attained an average of 3.82 and a deviation of 0.974. Furthermore, a significant proportion (71.5%) of the participants concurred that the locality has been successful in sustaining awareness campaigns on the importance of exclusive breastfeeding for mothers even after the culmination of the program. This statement demonstrated an average score of 3.96 and a measure of variability or spread from the average, referred to as the standard deviation, of 0.871. Ultimately, a majority of 67.5% of the participants agreed that the existing maternal healthcare provisions should continue even after the project's completion. The composite average score was 4.00, with a standard deviation of 0.963. These results imply that the funded projects' feasibility, as supported by donors, was generally satisfactory.

### **5.2.2 Project Identification and Sustainability of Donor-Funded Health Projects in Somalia**

The initial aim of this study was to examine the specific impacts of Somali donor-funded health projects on sustainability. The building blocks used to measure this goal were needs identification and analysis, stakeholder identification and analysis, and the preparation of a project charter. Correlation analysis results showed a noteworthy and affirmative relationship amongst the identification of a project and the durability of health undertakings. The determination coefficient indicated that the identification of projects made a substantial contribution to the durability of health projects in Somalia that were financed by donors.

### **5.2.3 Project Panning and Sustainability of Donor-Funded Health Projects in Somalia**

Study outcome's revelation was; project design process had a noteworthy favorable influence on the durability of health initiatives that were financed by benefactors in Somalia. The utilization of regression models revealed that heightened planning endeavors enhanced the durability of health initiatives supported by benefactors in Somalia. The planning metrics received a high rating from participants with regards to the sustainability ramifications of health initiatives in Somalia that are supported by donors. Metrics pertaining to the scope of the project were established prior to the commencement of the project. The project's temporal and financial schedules exhibited the greatest degree of consensus among the respondents of the survey. The participants exhibited a greater tendency to concur with the assertion that potential hazards associated with the project were recognized prior to its commencement, as indicated by the least mean value. The participants expressed that the act of strategizing guaranteed that expenses were managed and timetables for the project were adhered to. The present investigation has revealed that strategic planning constitutes a fundamental element in enhancing the durability of health initiatives that are financed by benefactors in Somalia. This assertion is further corroborated by the regression analysis, which has established a noteworthy and affirmative coefficient of determination.

### **5.2.4 Project Implementation and Sustainability of Donor-Funded Health Projects in Somalia**

One of examination's tertiary aimed to evaluate the influence of the initiative on the execution and endurance of health projects in Somalia that are financed by donors. The

constituents employed to assess this objective were strategizing endeavors, recognizing plausible hindrances, and proficiencies and aptitudes. The study revealed that individuals within the community actively engage in the execution of initiatives that are financed by external contributors. The community is apprised of the status of ongoing initiatives, and there exists a distinct responsibility for community engagement in strategizing the execution of benefactor-supported undertakings. The recipients of a project assume a portion of the information dissemination process during the execution of projects that are financed by donors. Communal entities possess the capacity to execute resolutions pertaining to benefactor-sponsored undertakings, and the recipients of said projects are engaged in the apportionment of monetary resources for the sundry duties of the communal group. project. The findings indicate that the sustainability of health projects funded by donors is positively impacted by the implementation of an extra unit of the project.

#### **5.2.5 Project Monitoring and Evaluation and Sustainability of Donor-Funded Health Projects in Somalia**

Study outcome revealed that respondents agreed that test was conducted most projects. Respondents also reported that surveillance and the evaluation confirmed the project's key performance and sustainability indicators, that the project evaluation ensures accountability of project participants, and that regular progress reports are produced. Respondents, however, indicated that the development of progress reports was relatively less of a priority than other practices. As a result, project evaluations proved to be a great help in measuring performance to avoid weaknesses and future mistakes.

Consequently, Monitoring and Evaluation (M&E) has the capacity to oversee expenditures and duration allocated to a project at a specific juncture in order to anticipate fluctuations in cost and time, prevent the squandering of resources, and pinpoint probable hazards associated with the project. I found it beneficial. The findings suggest that monitoring and evaluation (M&E) constitutes a crucial element in enhancing the durability of benefactor initiatives, and the statistical model validated this assertion by exhibiting a constructive and noteworthy coefficient of determination.

#### **5.3 Discussion of Findings**

The segment comprises a discourse regarding research results pertaining to research aims, namely: identification, planning, implementation, monitoring, and evaluation of projects, as well as an appraisal of sustainable health projects funded by donors. The case study

under consideration is the SHINE project in Abdwak District, located in Galmudug State, Somalia

### **5.3.1 Project Identification and Sustainability of Donor-Funded Health Projects in Somalia**

The arithmetic average of the composite was 4.27, while the composite's standard deviation was 0.707. This suggests that the identification of projects has a significant impact on the durability of health projects in Somalia that are funded by donors. This implies that the project team consult the key stakeholder's project identification process. It is crucial to involve stakeholders who possess a deep understanding of the area and the needs of the community that will directly benefit from the project. Taking into account the previous SHINE projects' status assists in making informed decisions about the location of the current project, ensuring equitable development of SHINE projects throughout the county. The findings support Omondi's (2017) assertion that participation in project identification significantly influences project success. This aligns with the findings of Mutimba (2019), emphasizing the importance of high levels of participation in a specific process for project effectiveness. Local communities are best positioned to express their needs and suggest project locations.

Project identification involves establishing a robust framework for project management by identifying crucial components and outlining a course of action to achieve desired goals. During the identification phase, an investigation is conducted to assess the project's viability and determine if it merits further pursuit (Turner & Zolin, 2019). In the realm of project management, the feasibility assessment takes place after the submission of the business case. It aims to verify the project's financial viability, identify required resources, evaluate its worth as an investment, and determine if it allows for a return on the organization's investment. A well-crafted feasibility analysis should offer a comprehensive overview of the enterprise's history, including details about the product, operations, market research, policies, financial information, resource requirements, and tax obligations. Conducting feasibility analyses offers several benefits, including the discovery of new opportunities, provision of valuable data for decision-making, increased focus of the project team, narrowing down of business alternatives, and providing justification for project continuation or termination.

### **5.3.2 Project Planning and Sustainability of Donor-Funded Health Projects in Somalia**

Findings revealed an arithmetic mean of 4.21, signifying that a significant proportion of participants concurred with the project planning indicators to a considerable degree. The outcomes exhibited variability as evidenced by a combined measure of dispersion of 0.719. The findings suggested that the process of project organization has a significant impact on the efficacy of health initiatives in Somalia that are supported by external funding sources. This infers that stakeholders actively participate in project planning which equips them with great knowledge on the activities involved in the project. Stakeholder participation in project planning would help to save on project costs since they share ideas on where to source for quality but cheaper materials for project implementation. Stakeholders may also share ideas on how to source for skilled and unskilled labour within the community. SHINE projects involve some constructions which are effective during some seasons and hence the community is best suited to suggest the most appropriate timelines to implement projects that would be sustainable. Findings are consistent with Bal, Bryde, Fearon, and Ochieng (2018) that high-level stakeholder engagement in project planning is critical and lack of engagement limits project success. The results of this study align with those of Ehler (2017) who suggested that it is imperative for project coordinators to integrate a clearly defined system for monitoring and assessing progress. The suggested approach should include initiatives aimed at gathering input, involving individuals in executing these initiatives, establishing the frequency of their implementation, estimating the financial resources needed for execution, and identifying the specific insights expected from monitoring and evaluation feedback. As stated by Osman and Kimutai (2019), vigilance enhances the project management decision-making process during the implementation stage, thereby increasing the chances of achieving positive project results.

According to Kerzner (2019), the planning procedure should be methodical, adaptable, rigorous, and have the ability to incorporate feedback from various departments. The efficacy of the planning procedure is maximized when it is implemented consistently throughout the duration of the undertaking. As a result, the duration allocated for project planning is a valuable investment. Every project necessitates a comprehensive plan that provides sufficient particulars to ensure that all project beneficiaries are cognizant of development trajectory. An effective strategy confers the subsequent advantages: unambiguously recorded project landmarks and outputs, a sound and practical timeline,

precise financial approximations, and comprehensive resource prerequisites. Each stage of the project procedures necessitates significant preparation.

### **5.3.3 Project Implementation and Sustainability of Donor-Funded Health Projects in Somalia**

The inquiry revealed a mean of 3.56, signifying that a significant proportion of participants concurred with the project implementation planning indicators to a considerable degree. The outcomes exhibited variability as denoted by an average deviation of 0.728. This demonstrates that the execution of projects has an impact on the durability of health initiatives supported by donors in Somalia. This is an indication that participate in project implementation through assessing potential project risks, and setting time lines for project implementation. During project implementation, the project team consider the stakeholders' suggestion on project changes that may enhance project performance. The findings may also imply that the project team change the team make changes to the initial design without consulting the stakeholders and the end product may be different from what the stakeholders had agreed on. This result is consistent with Laktic and Malovrh (2018), who found that project implementation processes were well organized, independent, impartial, and satisfying stakeholders.

### **5.3.4 Project Monitoring and Evaluation and Sustainability of Donor-Funded Health Projects in Somalia**

The findings indicated a strong agreement among the participants regarding the importance of surveillance and assessment in project management. The mean score of 3.84 and a standard deviation of .669 suggest that the monitoring and evaluation processes significantly influence the longevity and effectiveness of aid-supported initiatives in Somalia. These results highlight the critical role that surveillance and assessment play in ensuring the continued success and impact of donor-funded health projects in the country. The findings infer that the stakeholders help to monitor and evaluate the SHINE projects in the area of their jurisdiction or community. Project beneficiaries are mainly interested on the usefulness on the project and monitoring and evaluation would give feedback particularly to the donors. Project sponsors always request for project reports to assess whether their financial resources were put into good use and effective monitoring and evaluation helps to achieve this goal. The results support Heravia et al. (2015) stakeholder involvement in her M&E of a project enables immediate identification of whether the project meets its intended goals and objectives. This is especially important for

government and non-government funded community projects that require huge financial resources

#### **5.4 Conclusions**

Based on the findings of the research, it can be inferred that the recognition of initiatives has a noteworthy and favorable impact on the durability of health-related projects that are supported by benefactors in Somalia. The involvement of relevant parties enhances the quality of beneficiary possession and yields favorable consequences. The involvement of community members and stakeholders in the project identification process is crucial, as it ensures that the project addresses the specific needs and requirements of the community. By actively engaging community constituents and contributors, projects can be designed to address the unique challenges and demands of the community. This participatory approach not only enhances the relevance and effectiveness of the project but also fosters a sense of ownership and empowerment among community members. By recognizing and incorporating the voices and perspectives of the community, projects can better serve their intended beneficiaries and contribute to sustainable development and positive outcomes. The members of the community possess a keen understanding of the obstacles confronting them, thus rendering them capable of participating in the formulation of appropriate remedies. Results showed that project developers include stakeholders in their project identification. Prior to the development of a SHINE project, key stakeholders will be identified and their assistance sought to identify the most suitable project location. Conflicts can arise at this stage, especially at the level of the community where everyone wants to start a project in their own community because different stakeholders have different opinions. If these conflicts are not addressed in a timely manner, the project may not be sustainable as the team may not be able to work together to monitor the success of the project. Stakeholder input on the types of projects to start is also important, as stakeholders are familiar with the area and may suggest SHINE projects that are most needed in the community. SHINE projects are funded by donors, health NGOs, or jointly. Accountability for the resources used in such projects is therefore very important. Involving stakeholders in project planning increases accountability for the funds allocated to the project. Because our stakeholders are local, we can source materials and personnel at prices that help save costs and ultimately avoid budget overruns.

The findings of the study indicate that project planning exerts a noteworthy and favorable impact on the durability of health projects financed by donors in Somalia. Involvement in

the planning phase of a project guarantees superior managerial measures, elevated rates of project finalization, and a feeling of possession. Facilitating stakeholders' participation can offer a means for stakeholders to exchange information, invigorate a progressively democratic process, and foster a dialogue between the targeted beneficiaries and decision-makers. Planning of project can be described as a systematic policymaking procedure that involves the identification and clarification of aims of a development undertaking, termining project activities, establishing relationships between tasks, creating time schedules, defining project completion timelines, continuously monitoring progress against schedule objectives, and ensuring the availability of necessary resources to meet project requirements. The ultimate goal of this process is to align the diverse objectives of various stakeholders by establishing mutually agreed-upon goals and pathways of action. By following this systematic approach, project planners can effectively navigate the complexities of a project and ensure its successful execution while satisfying the needs and expectations of all stakeholders involved.

Drawing from the findings, the inquiry has determined that the execution of initiatives has a favorable and noteworthy impact on the durability of benefactor-supported healthcare endeavors in Somalia. The participatory involvement of stakeholders should be prioritized during the project implementation phase to ensure effective control. In this stage, the recipients are afforded the chance to engage in the undertaking. The donation may be rendered in monetary form or through non-monetary means such as workforce and resources, among other possible modalities. The involvement of the community in a project, whether through monetary or non-monetary means, fosters a feeling of possession among the recipients and diminishes reliance on outside assistance, ultimately resulting in the durability of the project. When participating in project implementation, stakeholders feel a sense of responsibility for the project and provide solutions to implementation challenges that arise. Since this project is for community development and benefits the entire community, the community also provides free services such as security and other resources. Key stakeholders are well integrated into M&E projects.

In conclusion, based on the findings from monitoring and evaluation, it can be inferred that regular project monitoring and evaluation play a significant role in enhancing project performance. By consistently monitoring and evaluating the project, it becomes possible to identify areas that require improvement and address any gaps or shortcomings that may arise. Furthermore, the study concluded that the efficiency and effectiveness of the M&E

Planning Forum would make the process more transparent and provide a clear regulatory framework. Effective monitoring and evaluation is essential for sustained support from development partners and health NGOs who have a strong interest in the SHINE programme. Monitoring reports provide accurate feedback on completed projects and allow project sponsors to assess whether resources are being used appropriately. The investigation determined that the observance and assessment of undertakings possess a favorable and noteworthy influence on the durability of benefactor-supported healthcare initiatives in Somalia, according to the findings. Participatory surveillance and management refer to the procedure that engages interested parties at various tiers in the surveillance and management of a particular undertaking, distributes authority over the data, and collaborates in recognizing suitable joint measures. This approach not only guarantees efficacy, but also promotes proprietorship, responsibility, openness, and empowerment among the recipients. The factors that contribute to the success of participatory project monitoring encompass the active participation of the community in the monitoring procedure and the involvement of community constituents in the project.

### **5.5 Recommendations for Policy Action**

The project management committees play a crucial role in ensuring the success and sustainability of a project. To achieve this, it is essential for these committees to conduct a thorough assessment of requirements, which encompasses various aspects such as needs analysis, identification and selection of project objectives, composition of the project team, and other indispensable prerequisites. In this stage, it is imperative that members of the community actively engage in the evaluation of necessities as well as the formulation and curation of interventions that cater to the community's needs.

It is imperative that all parties involved in health initiatives that are supported by donors undertake the task of identifying, strategizing, and overseeing their requirements without any external imposition. This approach will foster a sense of responsibility and enhance the longevity of health projects that lack funding. It is imperative that all stages of the management of a health project that lacks funding involve the participation of individuals within the community.

It is imperative to devise superior tactics to enhance indigenous involvement during the execution stage of benefactor-sponsored healthcare initiatives, when deemed suitable, in contrast to alternative stages of the project's lifespan. Nevertheless, additional efforts are

required to incentivize and enable individuals within the community to participate in the execution of developmental initiatives within their locality.

The sustainability of donor-funded projects has proven problematic with ineffective monitoring and evaluation, which must be done in line with the specific end goal of identifying and mitigate risks early enough before they get out of control. Monitoring should therefore be an ongoing effort, using methodical information collection to provide ongoing feedback to the project management team and other stakeholders to improve donor-funded health projects.

### **5.5.1 Suggestions for Further Studies**

Further research should be carried out to determine effect of project management practices on project cost implication.

### **5.6 Study's Contribution to the Knowledge Body**

Project management practice: Project identification, project planning, project implementation, project monitoring and evaluation all affect the sustainability of donor-funded health projects, but to varying degrees. together. These practices should be carefully considered during project design, planning and implementation. Therefore, this study develops the understanding of project management in project practice and aims to help researchers and policy makers understand its benefits and challenges.

Considering the significant proportion of undertakings that do not attain their intended objectives or outcomes, the investigation focuses on the subject of prosperous endeavors that yield favorable impacts on both scholarly works and practical applications. The present investigation aims to contribute to the knowledge base of students enrolled in specific disciplines such as Civil Engineering, Planning and Graphing, and Building Management. It seeks to provide insights and solutions to challenges encountered in the implementation of project management in these fields, ultimately benefiting the construction and industrial sectors. By exploring the impact of collaborative methodologies on project effectiveness, this research offers a fresh perspective on project management practices. Existing studies have highlighted the significance of stakeholder engagement throughout the project life cycle. It has been found that such engagement not only influences project efficiency but also ensures accountability, empowers stakeholders, facilitates project acceptance, fosters a sense of ownership, and enhances project

sustainability. Moreover, research suggests that competency plays a vital role in increasing the likelihood of successful project execution and maintenance

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## APPENDICES

### APPENDIX I: LETTER OF INTRODUCTION

**Abdinoor A. Warsame**

[Abdinoorwarsame@students.uonbi.ac.ke](mailto:Abdinoorwarsame@students.uonbi.ac.ke)

Mogadishu, Somalia

**Dear Sir/Madam**

**Re: Permission to Participate in the Study**

I am a postgraduate scholar at the University of Nairobi, currently undertaking a Master of Arts program in Project Planning and Management. In fulfillment of the prerequisites for the attainment of this academic degree, I shall be undertaking an investigation into the impact of project management methodologies on the durability of benefactor-supported initiatives in Somalia. Specifically, the study will focus on the Somali Health and Nutrition Program (SHINE) in the Abudwak district, located in the Galmudug State of Somalia. You have been chosen and subsequently included as a participant in the sample of respondents.

I am delighted to notify you that you have been chosen to participate in the research and thus, I am seeking your consent to gather the necessary data from you. The information shall be gathered with your explicit permission and shall be handled with the requisite level of discretion. The research instruments will not contain any personal identifiers, and the data collected will be utilized exclusively for the purposes of this investigation.

Thank you in advance.

Yours faithfully

Abdi Noor Abdulkadir Warsame

## APPENDIX II: QUESTIONNAIRE

### QUESTIONNAIRE FOR PROJECT BENEFICIARIES IN ABUDWAK DISTRICT

This questionnaire is designed to collect information of the Influence of project management practices and sustainability of donor funded projects in Somalia. A case of Somali health and Nutrition program (SHINE) Abudwak district, Galmudug State of Somalia.

Kindly fill the following section as accurate as possible:

#### SECTION A: Demographic information

1. What is your gender? Please tick one

Male ( )

Female ( )

2. Please tick your age bracket in years

18-25 ( )

26-35 ( )

36-45 ( )

46-55 ( )

Above 55 ( )

3. What is your level of Education?

Zero class ( )

Primary ( )

Secondary ( )

Diploma ( )

Any other (Specify).....

4. Which is your employment Status?

Employed ( )

Unemployed ( )

Self-employed ( )

Retired ( )

5. Are you a resident of the area?

Yes ( )

No ( )

6. For how long have you been a resident of the area?

Less than 5 yrs.

5-10yrs

10-20yrs

30 yrs. and above

yrs.

7. What is the main economic activity in this area?

**SECTION B: SUSTAINABILITY OF DONOR FUNDED DEVELOPMENT PROJECTS**

This section contains items on the Sustainability of Donor funded Development Projects. Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

STATEMENT	RANKING				
	1	2	3	4	5
The Project beneficiaries of Somali Health and Nutrition Program gained enough Training after project completion					
Maternal health services that are existing to the Beneficiary community continued after project completion					
There were improvement of the reliable provision of Health and Nutrition since SHINE project started					
The community has been able to continue sensitization regarding needs for exclusive breastfeeding among mothers after program completion					
The community has been able to continue Funding of Health and Nutrition project period has ended					
Continued local support the project has received guaranteed project to continue long-term					

**SECTION C: PROJECT IDENTIFICATION**

This section contains items on the Project Identification. Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

STATEMENT	RANKING				
	1	2	3	4	5
Project beneficiaries do identify and prioritize of their project aspirations					
The community is involved in identification of the beneficiaries of the Somali health and nutrition projects (SHINE)					
There have been continuous improvement of the reliable provision of Health and Nutrition since SHINE program started					
Project beneficiaries take part in project identification sources of funding for SHINE projects					
The implementing NGO encourages community project ownership of SHINE					
Project beneficiaries participate in risk identification risks influence Somali health and nutritional projects (SHINE)					

## SECTION C: PROJECT PLANNING

This section contains items on the Project Planning. Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

STATEMENT	RANKING				
	1	2	3	4	5
Project beneficiaries attend project planning meetings of donor funded projects					
Project beneficiaries give ideas and contributions that are incorporated in the design of Somali Nutrition & Health projects					
Project beneficiaries do agree on the proposed location of the various MCHs and medical care facilities					
Project beneficiaries help in coming up with the cost and budget for the project.					
Project beneficiaries do mobilization of resources (for example money, materials, labour, land etc.) towards realization of the project					
Project beneficiaries have been informed on the objectives of the SHINE project					

## SECTION C: PROJECT IMPLEMENTATION

This section contains items on the Project Implementation. Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

STATEMENT	RANKING				
	1	2	3	4	5
Many community members participate in the implementation of Donor Funded Projects					
Community receives updates on the progress of the projects during implementation					
There are clear roles for community participation in the implementation plans for the Donor Funded projects					
Project beneficiaries take part flow of information when carrying out Donor Funded projects					
Community has the capacity of implementing decisions for the Donor Funded projects					
Project beneficiaries are involved allocation of finances to different tasks of the projects					

## SECTION C: PROJECT MONITORING AND EVALUATION

How do project beneficiaries participate in Project Monitoring and Evaluation? Using your own understanding and opinion, kindly rate the following statements using a scale of 1 to 5 where 1= strongly disagree, 2= Disagree 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

STATEMENT	RANKING				
	1	2	3	4	5
Project beneficiaries participate in collection of data for health and nutrition projects					
Project beneficiaries are represented in project M&E in Somali health and nutrition program activities					
There is effective monitoring and evaluation systems put in place by the managements					
The management always makes regular visit to project sites by experts in M &E					
We make project adjustments arising from Monitoring recommendations					
There is good feedback to the community about M&E results					
<b>TOTAL SCORES</b>					

## **APPENDIX III: INTERVIEW GUIDE**

### **Appendix III A: Staff Interview Guide**

I study in the University of Nairobi, Master of Arts Degree in Project Planning and Management on of the Influence of project management practices and sustainability of donor funded projects in Somalia A case of Somali health and Nutrition program (SHINE) Abudwak district, Galmudug. You are required to avail information through responding to the interview guide concerning my thesis work.

#### **General Information**

1. What is your current position? -----
2. Kindly describe your working area and responsibility/What size of population does your office serve? -----
3. For how long have you been working in this area in that capacity? -----

#### **Specific Information**

4. What kind of sustainability plan do you have set?  
-----  
-----
5. In which ways have you been involving local community in the activities related to the project?  
-----  
-----
6. What challenges have you been facing in your attempt of involving the local community into the project activities?  
-----  
-----
7. Do you have any sources of fund to maintain the projects once the donor withdrew their services? If yes what are those sources?  
-----  
-----

8. Do you get any assistance from the government in running the project? If yes what are those support?

-----  
-----

9. Does local community have the knowledge and skills to run the project once the donor withdrew their services? If no how do you ensures that they enquire those skills? -----

-----  
-----

10. How often do your team visit the project site to monitor the progress of the project?

-----  
-----

### **Appendix III B: Community Leaders Interview Guide**

I study in the University of Nairobi, Master of Arts Degree in Project Planning and Management on of the Influence of project management practices and sustainability of donor funded projects in Somalia A case of Somali health and Nutrition program (SHINE) Abudwak district, Galmudug. You are required to avail information through responding to the interview guide concerning my thesis work.

1. What is the condition of community participation in donor funded projects?

-----

2. What is the state of the success for the donor funded projects in Abudwak district?

-----

3. How does community participate in the donor funded projects in Abudwak district?

-----

4. What is the influence of community participation on success of donor funded projects in Abudwak district?

5. What are the challenges encountered by the community in donor funded projects in Abudwak district?

#### APPENDIX IV: PERMISSION LETTER OF RESEARCH



## APPENDIX V: UNIVERSITY DATA COLLECTION LETTER



### UNIVERSITY OF NAIROBI FACULTY OF BUSINESS AND MANAGEMENT SCIENCES OFFICE OF THE DEAN

Telegrams: "Varsity",  
Telephone: 020 491 0000  
VOIP: 9007/9008  
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.  
Nairobi, Kenya  
Email: [fob-graduatestudents@uonbi.ac.ke](mailto:fob-graduatestudents@uonbi.ac.ke)  
Website: [business.uonbi.ac.ke](http://business.uonbi.ac.ke)

Our Ref: **L50/36711/2020**

November 07, 2022

National Commission for Science, Technology and Innovation  
NACOSTI Headquarters  
Upper Kabete, Off Waiyaki Way  
P. O. Box 30623- 00100  
**NAIROBI**

**RE: INTRODUCTION LETTER: ABDINOOR ABDIKADIR WARSAME**

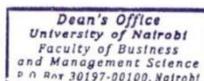
The above named is a registered Masters in Arts in Project Planning Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on "**Project Management Practices and Sustainability of Donor Funded Health Projects: A Case of Somali Health and Nutrition Programme, Abudwak District, Galmudug State of Somalia**".

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.

A handwritten signature in blue ink, appearing to read 'James Njihia'.



**PROF. JAMES NJIHIA**  
**DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

JN/jkm

## APPENDIX VI: NACOSTI RESEARCH PERMIT

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 179904	Date of Issue: 21/November/2022
<b>RESEARCH LICENSE</b>	
	
<p><b>This is to Certify that Mr.. Abdinoor Abdikadir Warsame of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Garissa on the topic: Project Management Practices and Sustainability of Donor Funded Health projects in Somalia: A case of Somali Health and Nutrition Project (SHINE) in Abudwak, Galmudug State of Somalia for the period ending : 21/November/2023.</b></p>	
License No: NACOSTI/P/22/22037	
179904 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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**The National Commission for Science, Technology and Innovation**, hereafter referred to as the Commission, was established under the Science, Technology and Innovation Act 2013 (Revised 2014) herein after referred to as the Act. The objective of the Commission shall be to regulate and assure quality in the science, technology and innovation sector and advise the Government in matters related thereto.

#### CONDITIONS OF THE RESEARCH LICENSE

1. The License is granted subject to provisions of the Constitution of Kenya, the Science, Technology and Innovation Act, and other relevant laws, policies and regulations. Accordingly, the licensee shall adhere to such procedures, standards, code of ethics and guidelines as may be prescribed by regulations made under the Act, or prescribed by provisions of International treaties of which Kenya is a signatory to
2. The research and its related activities as well as outcomes shall be beneficial to the country and shall not in any way;
  - i. Endanger national security
  - ii. Adversely affect the lives of Kenyans
  - iii. Be in contravention of Kenya's international obligations including Biological Weapons Convention (BWC), Comprehensive Nuclear-Test-Ban Treaty Organization (CTBTO), Chemical, Biological, Radiological and Nuclear (CBRN).
  - iv. Result in exploitation of intellectual property rights of communities in Kenya
  - v. Adversely affect the environment
  - vi. Adversely affect the rights of communities
  - vii. Endanger public safety and national cohesion
  - viii. Plagiarize someone else's work
3. The License is valid for the proposed research, location and specified period.
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