PROJECT MANAGEMENT AND HUMANITARIAN SERVICES IN MOGADISHU, SOMALIA: A CASE STUDY OF UNITED NATIONS

BY

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DECLARATION

I, **SAID IBRAHIM HASSAN** hereby declare that this dissertation is my own original work and that it has not been presented and has never been presented to any institution or university for a similar award.

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APPROVAL

This is to certify that this dissertation was compiled under my supervision. It is now ready for submission to the University Board of Examiners for review.

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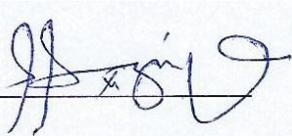
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DEDICATION

This thesis is dedicated to my parents, brothers, sisters and friends for the love and support they rendered to me during the entire period I have gone through writing this book. I am proud of you and may the almighty Allah bless you in a special way.

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

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LIST OF ABBREVIATION

ARTPCT	:	Alliance for the Restoration of Peace and counter-terrorism
CIA	:	Central Intelligence Agency
IDPs	:	Internally Displaced People
OCHA	:	Office for the coordination of Humanitarian Affairs
OCHA	:	Office for the Coordination of Humanitarian Affairs
OCM	:	Organizational change management
PMBOK	:	Project Management Body of Knowledge
TFG	:	Transitional Federal Government
UN	:	United Nations
UNDP	:	United Nations Development Programme
UNDP	:	United Nations Development Programs
UNHCR	:	United Nations Refugee Agency
UNICEF	:	United Nations Children Emergency Fund
WFP	:	World Food Programme
WHO	:	World Health Organisation

ABSTRACT

The study examined the contribution of project management on humanitarian services in Mogadishu, Somalia: a case study of United Nations. The objectives of the study were to; establish the influence of project planning on UN humanitarian service provision in Mogadishu. Assess the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu and establish the effect of project controlling on UN humanitarian service provision in Mogadishu. The study adopted a cross sectional, descriptive survey designs and Quantitative and qualitative approaches were used. The study population consisted of 210 employees of United Nations in Mogadishu, Somalia. The Krejcie and Morgan Table of (1970) were used to determine an adjusted sample size of 136 from the whole population under study. Stratified sampling techniques and purposive sampling were used to select the respondents and data was analysed using IBM, SPSS, 24 and presented using descriptive and inferential statistical results. The study findings revealed that good planning contributes to the success of humanitarian services and also planning has a relationship with success of humanitarian services, execution management function has to be strong for the success humanitarian services and that controlling function of management is necessary for success of the project at the UN humanitarian agency in Mogadishu, Somalia. The study concluded that the result of this research expresses a large group of project leaders' wishes and views regarding the managerial competencies that are important for a project to succeed at UN in Mogadishu, Somalia. The project execution contributes to the UN humanitarian service provision in Mogadishu, the United Nations has a system accountability in the field of humanitarian assistance, in particular through improved monitoring and evaluation to ensure that, among other things, clearer arrangements are made for system-wide evaluation, that the lessons learned from evaluation exercises are systematically applied at the operational level and that joint evaluation criteria are developed for humanitarian and disaster relief operations at the planning stage. The study recommended that UN humanitarian service provision in Mogadishu should further embrace the where stakeholders are particularly set on an outcome, this becomes a real issue where the main sponsors are the ones pushing in a particular direction. It also recommends that project leaders at the UN should improve verbal work authorization, written work authorization, but also focus on tasks and standards of excellence set by relevant project stakeholders.

1.0 Introduction

This chapter deals with introduction to the study, background to the study, statement of the problem, purpose of the study and the research objectives. It also gives the research questions, hypothesis, scope of study and significance of the study.

1.1 Background to the Study

The background to the study is classified into four perspectives namely; Historical, theoretical, conceptual, contextual

1.1.1 Historical Perspective

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

Throughout the world, the business environment within which construction firms operate continues to change rapidly. Firms failing to adapt and respond to the complexity of the new environment tend to experience survival problems (Lee, 2019). With increasing users' requirements, environmental awareness and limited resources and high competition, contractors should continuously strive to improve their performance (Samson & Lema, 2021).

In Africa, specific project management (PM) practices are implemented daily by project managers to achieve project objectives. It has been suggested that the Prime Minister's experience may vary from organization to organization (Collin, 2022). According to other project managers in Nigeria, the role of prime ministers cannot be different, as professional experience in the construction industry requires adherence to established rules and ethics; The purpose of a particular practice may depend on the environmental and social needs of the project. High satisfactory performance cannot be compromised, so there is a need to apply best practices.

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

There are several factors that impact on performance of projects. They include: Shortage of skilled manpower, poor supervision and poor site management, unsuitable leadership, politics, corruption and shortage and breakdown of equipment (Faridi & El-Sayegh, 2020).Conflict, poor workmanship and incompetence of contractors had also negative impact on project performance in sub-saharan Africa (Carter, 2022). Carter further noted that project managers should be given full authority to implement the projects. Harries and Reyman (2020) noted that on average 65 percent of projects constructed by firms in Africa were considered to have failed. These projects were suspended and later contracted to other firms. Therefore, success of projects is a subject many scholars have discussed with the objective of ensuring that projects are undertaken within the stipulated cost, time schedule and meet the desired quality. However, little attention has been focused on road projects constructed by firms and the above studies have neglected the area of management practices. There is need to understand therefore the effect of project management on the success of projects.

Managing projects is critical in humanitarian responses. The humanitarian sector largely operates on the basis of projects. Funding proposals are made on the basis of projects, and what we do meets all the classic criteria of a project: it has a set duration; it has set resources (budget, staff, others); it tries to achieve a particular objective. Humanitarian responses are very tough environments to manage projects. They change rapidly, you have to move fast, and information is lacking. CARE believes that this means that project management becomes more important, not less. You have to be more skilled, be comfortable with a bigger set of tools, and apply them appropriately. The project manager is often not the most senior position in an organogram but if it is your job, you are one of the people that can make the biggest difference to the women, men, boys and girls affected by a crisis.

Humanitarian responses are tough environments, but the challenges are not unique. They might be particularly urgent, the stakeholders might be different or particularly challenging, the information might be less complete, but the challenges that a project manager faces are very similar to those faced by project managers in other sectors. You need to communicate with all

those involved; you need to ensure that the project is designed in a way that meets the needs of the groups it is being run to support; you need to manage expenditures and resources to avoid overspending and maximize the efficiency of the project; you need to organize a team and get them to actually get the work done. These are all challenges that would be familiar to project managers everywhere whether they are designing a new printer or piece of furniture; building a factory or a sports stadium; or reorganizing a social insurance or customer service system.

Somalia has suffered from endemic violence since its period of post-colonialism following the withdrawal of the British in 1960 was succeeded by the assassination of the first elected president and the imposition of military rule in 1969. Civil war began in 1990 and the severity of the fighting has led to the breakdown of government institutions and the judgment made by a number of outside observers that the country had become a failed state. The vacuum that has replaced the government has enabled banditry to thrive in rural areas and for terrorist groups to seize and cement power over territory of their own. Opportunistic piracy of ships passing through the Gulf of Aden or Indian Ocean has attracted a major international response and drone strikes and physical incursions into Somalia by US forces has become a common occurrence. The minimal level of infrastructure, particularly in rural areas, has brought about vulnerability to natural disasters such as drought in a part of the world that has suffered from severe famine in recent years (Ford, 2013).

In Mogadishu ineffective implementation of the USAID- supported project was also attributed to poor coordination of project activities for example, differences in strategic orientation and working approaches existed, also other treatment centers had excess supply of drugs while in others scarcity of drugs was a common phenomenon and this affected the services provided in those centers. The following according to Hassoin, L. (2009), are the results of poor project coordination; Vision and goal not well defined, customers and end-users are not engaged during the project, lack of accountability, insufficient team skills, failure to manage risk, scope changes, communication deficit and unrealistic deadlines. Lyer & Jha (2005), also allude to this statement by stating that poor coordination adversely affects implementation of projects.

1.1.2 Theoretical Perspective

The theory to guide the study was the Theory of Management by Burner (2017) who assumes that to describe the management part, three theories are needed: management-as-planning, the dispatching model and the thermostat model. The idea behind management-as-planning is, that management soaks up all the information about the process, creates a detailed sequence of actions, with time and resources assigned, throws the plan to the operational level and yields just do what the plan outlined. This next part is the dispatching model where you issue an order down the chain of command that someone has to start on a task, and that will be it; the worker will automatically without any hesitation or problem start working on it. If you have the management-as-planning view of the world you think that there is a direct relationship between what is on paper (the planning) and what happens in reality. If you are creating a plan that will be executed blindly, you must be very sure that you know exactly what must be done; you must almost be able to predict the future. It provides a sense of predictability (no surprises will occur) and you have the ultimate control of the situation; change the planning, and all the working people will change what they are doing. Paper is reality, if the paper plan is right, then any deviation from the plan in reality is evil. Lastly the thermostat model is the control and in this model nothing more than looking for reality to be not in line with the plan, and kick the real world back into shape, so it fits the plan again. You define upfront the desired situation, you put in the thermometer ones in a while into the project, and when you do not have the desired temperature, you correct the process until you have your temperature.

1.1.3 Conceptual Perspective

Project management is the process of leading the work of a team to achieve all project goals within the given constraints (McGraw-Hill, 2013). This information is usually described in project documentation, created at the beginning of the development process. The primary constraints are scope, time, and budget. The secondary challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives. The objective of project management is to produce a complete project which complies with the client's objectives. In many cases the objective of project management is also to shape or reform the client's brief to feasibly address the client's objectives. Once the client's objectives are clearly established they should influence all decisions made by other people involved in the project – for example project

managers, designers, contractors and sub-contractors. Ill-defined or too tightly prescribed project management objectives are detrimental to decision making (Baratta, Angelo, 2006).

Project management practices adopted by a firm enabled it to accomplish an activity or a project in an effective and efficient manner (Miller & Lessard, 2021). There are many factors and project management practices that determined the performance of projects. They include user involvement, executive management support, proper planning and mobilization of resources, realistic expectations, competent staff, clear vision and objectives, availability of resources, competence in technology, managing scope, managing issues that arise from project teams, monitoring and evaluating project progress, project risk management among others (Skeggs, 2021). However, based on Relative Importance index (RII), project resource mobilization, project monitoring and evaluation, management of group dynamics and project risk management were identified as critical management practices that determined performance of construction projects (Ugwa & Heupt, 2013;Skeggs, 2021).

The beginnings of organized international humanitarian aid can be traced to the late 19th century. The most well-known origin story of formalized humanitarian aid is that of Henri Dunant, a Swiss businessman and social activist, who upon seeing the sheer destruction and inhumane abandonment of wounded soldiers from the Battle of Solferiain June 1859, canceled his plans and began a relief response (Haug, Hans, 2019)

Humanitarian aid is material and logistics assistance to people who need help. It is usually short-term help until the long-term help by the government and other institutions replaces it. Among the people in need are the homeless, refugees, and victims of natural disaster, wars, and famines. Humanitarian relief efforts are provided for humanitarian purposes and include natural disaster and man-made disaster. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. It may, therefore, be distinguished from development aid, which seeks to address the underlying socioeconomic factors which may have led to a crisis or emergency. There is a debate on linking humanitarian aid and development efforts, which was reinforced by the World Humanitarian Summit in 2016. However, the conflation is viewed critically by practitioners (*Sid* Johann Peruvemba, 2018).

Humanitarian aid is seen as "a fundamental expression of the universal value of solidarity between people and a moral imperative" (The State of Art of Humanitarian Action, 2017).Humanitarian aid can come from either local or international communities. In reaching out to international communities, the Office for the coordination of Humanitarian Affairs (OCHA) of the United Nations (UN) is responsible for coordination responses to emergencies. It taps to the various members of Inter-Agency Standing Committee, whose members are responsible for providing emergency relief. The four UN entities that have primary roles in delivering humanitarian aid are United Nations Development Programme(UNDP), the United Nations Refugee Agency (UNHCR), the United Nations Children Fund (UNICEF) and the World Food Programme (WFP) (Deliver Humanitarian Aid, 2014).

1.1.4 Contextual Perspective

Somalia is among the most dangerous and difficult place in the world for humanitarian agencies to work (WFP, 27 March 2008). Fighting and attacks have regularly forced aid agencies to pull Staff and stop operations. During 2008 alone, over 15 national and international members of staff working in aid agencies had been kidnapped and 19 of them killed (IRIN, 15 July 2008). The envoys have been systematically targeted for looting and extortion. The insecurity has beensreatest in the South-Central Region and in Puntland following the killing of three World Food program (WFP) staff.

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

More so in 2018, a survey undertaken by Booz Allen Hamilton (project management consultant) which comprises of 20 companies in engineering, procurement and construction; shows that 40

percent of all projects executed where faced with cost overruns and behind schedule. These overrun in cost and schedule has led to client's dissatisfaction on project performance; this view also agree with the research of M J Lang (2020). Therefore, effective project management is very vital in such a volatile business environment.

According to the Independent Expert from the United Nations on the situation of Human Right in Somalia, this difficulty of humanitarian access has forced thousands of Internally Displaced People (IDPs) to go with-out any form of assistance for weeks, living in the open and often even forced to pay a "shade tax" to shelter from the sun and rains (UN SC, 14 March, 2008). Fluctuating levels of insecurity have hampered the humanitarian agencies, systematic collection) information about (IDPs) and to plan and deliver humanitarian assistance. Particularly in central and southern Somalia, humanitarian access has constantly been obstructed by predictable political dynamics and violence. The impact of the civil war, the waves of IDPs, emigration, poverty and the absence of a central government in Somalia have forced the international NGOs to step in and look after the IDPs and who are emigrants from the violence in Somalia. However the international NGOs and indigenous NGOs seem to face many challenges including insecurity, lack of physical access and so on. Thus the researcher is motivated to examine the challenges that face NGOs supporting the humanitarian activities in Somalia which need to be studied and to recommend those problems.

1.2 Statement of the problem

One of the purposes of the United Nations, as stated in its Charter, is "to achieve international co-operation in solving international problems of an economic, social, cultural, or humanitarian character (United Nations, 2015). United Nation Agencies are basically volunteer organizations formed to carry out defined or predetermined roles to the benefit of the society or a target part of the society without any profits or financial gain out of the activities. United Nation Agencies in Somalia have extensively promoted and protected the rights of people who have been forced to flee their home areas. UN agencies especially, World Food Program (WFP), United Nation's Children Fund (UNICEF), United Nations Development Programs (UNDP) and United Nations High Commission for Refugees (UNHCR) have provided humanitarian aid, rehabilitation, removal of landmines, and have also supported the return and repatriation of victims' into their homes. They also undertake basic activities like provision of shelter kits, construction of latrines

and water tanks, rehabilitation of schools, vocational training, and livelihood support and assistance to returning refugees (UNHCR, 2017).

However, the impact of growing insecurity on the humanitarian situation is severe and the delivery of aid to the 3.2 million Somalis in need has been seriously reduced as intergovernmental workers like the United Nations, both national and international, has become prime targets. Although, this violence has principally been stemming from grudges of some local groups against some relief agencies some insurgent groups is deliberately organizing this violence focusing aid workers. This is majorly witnessed due to the decline of humanitarian space, security concern, clan dynamics, continued fighting between the Transitional Federal Government (TFG) and insurgents, logistics and transportation, lack of government institutions, and many other factors largely identified as obstacles in the implementation of relief agency projects in many war torn areas of Somalia in particular in Mogadishu city. This calls for investigations on the challenges faced by the United Nations Agencies delivering emergency response projects in war affected areas in order to come up with policies that can be employed to positively address the situation.

1.3 Purpose of the Study

The purpose of the study was to examine the project management and humanitarian services in Mogadishu, Somalia using United Nations as the case study.

1.4 Specific Objectives

  i.   To determine the influence of project planning on UN humanitarian service provision in Mogadishu.

 ii. To evaluate the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu.

iii. To assess the effect of project controlling on UN humanitarian service provision in Mogadishu.

1.5 Research Questions

  i.   What is the influence of project planning on UN humanitarian service provision in Mogadishu?

 ii. To what extent does project execution contributes to the UN humanitarian service provision in Mogadishu?

iii.   What is the effect of project controlling on UN humanitarian service provision in Mogadishu?

1.6 Scope of the Study

1.6.1 Geographical Scope

The study was carried out in Mogadishu, Somalia under the United Nation programme, there were six main United Nations organizations at work in Somalia coordinating overall humanitarian efforts: The Food and Agriculture Organization of the United Nations (FAO), the United Nations Development Programme (UNDP), UNICEF, the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP and the World Health Organization (WHO). In addition, more than 30 NGOs are working in Somalia as "implementing partners" of the United Nations. Moreover, ICRC continued to provide assistance under the most difficult of situations. There were also many local NGOs that worked with the United Nations and the international NGOs.

1.6.2 Content scope

The study focused on establishing the influence of project planning on UN humanitarian service provision in Mogadishu, on assessing the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu and on establishing the effect of project controlling on UN humanitarian service provision in Mogadishu. The study further reviewed a facilitative organizational system used to organize project team members into reporting hierarchies. There is a matrix structure in many organizations where project members report to a functional head and a project head. This subsystem deals with creating the organizational structure and placing people within it. Project planning as a sub-system deals with planning of projects, programs, and portfolios. Project control also a sub-system includes all the processes and procedures for controlling project execution and project management information. A sub-system encompasses the principles and procedures for managing information, including everything from communication plans to knowledge databases among others.

1.6.3 Time scope

The study focused on United Nations 5 years' period of operation in Mogadishu, Somalia that was from 2017 to 2022. The actual study lasted for 7 months preferably from March, 2022 to September, 2022.

1.7 Significance of the Study

This study will be useful for the following ways:

The findings of this study will contribute to the knowledge for the United Nation Agencies working in emergency response projects in Somalia. It will also help to enhance a broad understanding of the obstacles; challenges faced by United Nation Agencies, and the cause and effects for need of humanitarian emergency response projects.

The study findings will also assist the stakeholders including project beneficiaries, donors, implementing agencies, Somalia government, UN agencies, humanitarian aid workers and Somali community to know the existing challenges Emergency Response delivering project so that the problems can be dealt with. This will guide the students and other researches to find the appropriate information which can facilitate other studies in the future period.

The study may provide information to the Mogadishu project and other similar humanitarian projects in Somalia which could be used in the re-design, planning, implementation and evaluation of the project. It may further inform the project if the element of project management has a significant contribution to the pace of implementation of the project and if the planning, execution and controlling management functions would be areas of emphasis at all stages of implementation

The researcher also hopes that the study may be benefited by other researchers to get a basis for further research on impact of project management on humanitarian services. This would lead to the generation of ideas for better understanding of project management decisions and service delivery in the humanitarian organizations.

1.8 Operational Definition of Key terms

Project: is any undertaking, carried out individually or collaboratively and possibly involving research or design, that is carefully planned (usually by a project team, but sometimes by

a project manager or by a project planner) to achieve a particular aim (English. Oxford Dictionaries, 2016).

Management: is the administration of an organization, whether it is a business, a non-profit organization, or a government body. It is the art and science of managing resources (KATHRYN DILL, 2021)

Project management: is the process of leading the work of a team to achieve all project goals within the given constraints. This information is usually described in project documentation, created at the beginning of the development process (Paul C. Dinsmore et al, 2015)

Beneficiary: The disaster victims or the communities that benefit from humanitarian assistance. *Humanitarian:* Humanitarian implies seeking to promote human welfare, while a donor means a person or institution that offers financial or material assistance (Stevenson, 2020). Strategies have been used to mean plans to achieve certain goals or objectives (Stevenson, 2020).

Humanitarian services: Humanitarian operations are activities conducted for the purpose of relieving human suffering, particularly in situations where the responsible authorities are unable or unwilling to act effectively (Relief Web Project, 2008).

The important of the planning provided by a project manager is to avoid any problems during the process of construction project. In planning activities, the project manager can forecast any incremental of budget if completed projects exceed the expected time. Project managers needs to provide planned work schedule, so that every part of the work must be completed according to the plan. Besides that, the project manager also has the responsibility to manage the budget that has been provided from the client or developer to complete the construction project. Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful (Ofori, 2013).

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the related literature which was a partial summary of the previous work related to the hypothesis of the study that explored and cited as well as existing knowledge related project management and humanitarian service provision in Mogadishu, Somalia and elsewhere in the world in correlation to the research specific objectives.

2.1 Theoretical Review

A UN endorsed and US-led mission to help stabilize Somalia was launched in late 1992 following the deterioration of the humanitarian situation. This was overtaken by UN sanctioned UNOSOM I and II. However, this operation which aimed to provide humanitarian aid and restore stability in Somalia failed miserably. UNOSOM forces were not able to reach out to the needy and vulnerable population in Somalia. Subsequently, in October 1993, there were raging battles in Mogadishu between US and UN forces on one side and the late Gen. Aideed on the other. In the aftermath, eighteen US soldiers and thousands of Somalis, many of them non-combatant women and children, were killed in the failed operation to arrest the late Gen, Aideed. In March 1994, there was a subsequent shift in US strategy when all western troops were withdrawn from Somalia. As a result, civil war was rekindled and contributed greatly in the weakening of the already deteriorating humanitarian situation in Somalia. Similarly, in March 2015, UNOSOM II officially closed its operations in Somalia worsening the already fragile humanitarian situation. In 2018 the SSDF handed over the reins of power after the self - proclamation of the autonomous region of 'Puntland' under Abdullahi Yusuf as its president (Abdi, 2018).

The Alliance for the Restoration of Peace and counter-terrorism (ARTPCT) was formed in Mogadishu in February 2006 by a group of warlords and businesspeople with pressure and support of the US Central Intelligence Agency (CIA). However, immediately thereafter heavy fighting broke out in December 2006 between the TFG and ICU militiamen. The latter were controlling parts of Mogadishu at the time and the hitherto recovering humanitarian aid situation was made worse. Subsequently, the UN Security Council adopted resolution 1725, expressing its

support for a regional peacekeeping operation in Somalia. By then, the ICU was launching attacks around Baidoa. At the request of the TFG, Ethiopian forces launched a military offensive on the ICU in Mogadishu and much of South-central where the latter held control. By the end of the year, the ICU was defeated and driven out of the capital by the Ethiopian military. As a result, some ICU leaders and troops retreated to southern Somalia making Kismayo and RasKiamboni their final stronghold. This heavy fighting between the ICU forces on one side and the TFG and its Ethiopian military backer on the other, and the subsequent retreat to the southern side of the country occurred in the midst of a humanitarian emergency due to cyclical wars and a combination of severe drought and the devastating floods that followed. This emergency created heavy internal displacement and became a great obstruction to the delivery of the much needed humanitarian assistance (UN AID, 2019).

2.1.1 Theory of Management

Feed Burner (2017-2019) argues that to describe the management part, three theories are needed: management-as-planning, the dispatching model and the thermostat model. The idea behind management-as-planning is, that management soaks up all the information about the process, creates a detailed sequence of actions, with time and resources assigned, throws the plan to the operational level and yields just do what the plan outlined. This last part is the dispatching model: you issue an order down the chain of command that someone has to start on a task, and that will be it; the worker will automatically without any hesitation or problem start working on it. If you have the management-as-planning view of the world you think that there is a direct relationship between what is on paper (the planning) and what happens in reality.

If you are creating a plan that was executed blindly, you must be very sure that you know exactly what must be done; you must almost be able to predict the future. And that is exactly what the appeal of this approach to management is: it provides a sense of predictability (no surprises will occur) and you have the ultimate control of the situation; change the planning, and all the working people will change what they are doing. The thermostat model is the Control and in this model nothing more than looking for reality to be not in line with the plan, and kick the real world back into shape, so it fits the plan again. You define upfront the 22 desired situations, you put in the thermometer ones in a while into the project, and when you do not have the desired temperature, you correct the process until you have your temperature.

In fact it seems that the technical tools of project management theory have been highly influenced by "scientific management" and contain a rather strong streak of Taylorism. What we could call a conveyor belt approach to project work – seeing the project as a linear process from stage A to B to C to D etc. - is seen in this school of thought. This 'scientific' approach no doubt stems from the project management methodology's origins in industrial society and in military projects. There is thus a good deal of "command and control" thinking to be found in the foundations of the basic technical tools of project management theory. In the post-industrial, "third wave" or knowledge society this original, mechanistic approach seems out-dated. In short, project management theory must today give higher priority to the human processes –the soft side of project management - and not just focus on the technical structure aspects – the hard side – such as the tools of planning, scheduling and controlling.

In all fairness to the body of project management theory it should be stated that the need for a change of emphasis in favour of more focus on the human processes of project management seems increasingly to be recognised in the literature. Yet a best-selling standard work on project management such as Lock (1996, 6th edition) only devotes little attention to the human side of project management. Other recent examples ofthis are Burke (1993, 2nd edition), Shtub et al. (1994), Reiss (1995, 2nd edition), Lock (1996a), Lockyer and Gordon (1996, 6th edition) and DeLucia and DeLucia (1999). That the transition to a new age in project management theory is thus not complete has been commented on by Lientz and Rea (1999),who argue and conclude that "many of the methods and techniques of the past are still being used today even though the technology, methods and entire environment have changed…There is a need to update the project management approach to reflect the modern environment". As far as project management theory's applicability for research work is concerned there is in concrete terms also a need to broaden the scope of project management theory to include a higher degree of participant autonomy and task and process uncertainty. This is discussed in greater detail below. But before we embark on this discussion we will first take a closer look at what constitutes a project and the different life cycles projects are said to go through.

2.2 Conceptual Review

Figure 2.1: **Conceptual Framework showing the relationship between independent variable and dependent variable.**

IV- Independent variable   **DV-Dependent Variable**

Project Management

Project planning Management

- Scope planning
- Activity duration estimation
- Cost estimation

Project execution

- Verbal work authorization
- Written work authorization

Project controlling

- Performance reporting
- Overall change management

Humanitarian services

- Operate programmes of education
- Social welfare and economic
- Health services improvement
- Human rights
- Gender equity and humanitarian activities

Intervening Variables

- Government policies
- Laws and regulations
- Attitudes
- Wars
- Islamic militant

Source: The conceptual frame work was adapted from the PMBOK guide (2014) and conceptualized by the researcher (2022).

Fig 1 above shows a diagrammatic representation of the conceptual frame work of the relationship between the independent and dependent variables. The study assessed the role of project management specific to the planning, executing and controlling functions to the success of a community development project. PMBOK Guide (2014) divides project management processes into initiating, planning, execution, controlling and closing processes. The study

concentrated on the core processes of planning, execution and controlling. **Project Planning:** has attributes such as scope Planning, activity duration estimation, cost estimation, **Project Execution;** had attributes such as verbal work authorization, written work authorization **Project Controlling:** performance reporting, overall change management, whereas the dependent variable which was the humanitarian services had attributes such as operate programmes of education, social welfare and economic, health services improvement, human rights and Sex equity and humanitarian activities. However, if their incidences of challenges or difficulties in the operation of projects the following factors can be brought out which include Government policies, laws and regulations, attitudes, wars and Islamic militant.

2.3 Related literature

The related literature review was presented objective by objective. In this section, literature from various scholars is reviewed on the major variables of the study which include;

2.3.1 Project management systems used by UN in delivering humanitarian services in Mogadishu.

In the United States, the forefather of project management Henry Gantt, called the father of planning and the control techniques argue that planning helps you to estimate the time, cost and scope of the project Stevens (2022).And from the fact that project success is measured in term of time, cost and scope then planning will help to estimate the success of a project. Planning is argued as the core stage of project development. The Develop Project Management Plan process includes the actions necessary to define, integrate, and coordinate all subsidiary plans into a project management PMBOK guide 2014.This signifies that the management function of planning is very necessary and detail attention have to be paid to it to enable the project to meet its objective within the constraints of time, cost and scope. The time planning, cost estimation, scope definition and planning will define the plan for these constraints .Then further the smaller constraint plans can be integrated and coordinated to help in the proper management of the project and eventually the success of the project.

2.3.1.1 Scope planning

PMBOK guide (2014) are that Project Scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Project scope management is primarily concerned with defining and

controlling what is and is not included in the project. Defining what is and controlling what is not included in the project to help project implementers to have a clear view of the activities to be implemented and a thorough idea of the overall project scope. This avoids unnecessary activities being added which can increase the scope of the project hence affecting the cost and time within which the project is to be implemented and rendering it unable to meet the desired start-finish time and being over spent.

In project management, scope is the defined features and functions of a product, or the scope of work needed to finish a project. Scope involves getting information required to start a project, including the features the product needs to meet its stakeholders' requirements (Luiz Lampa et al, 2017). Project scope is oriented towards the work required and methods needed, while product scope is more oriented toward functional requirements. If requirements are not completely defined and described and if there is no effective change control in a project, scope or requirement creeps may ensue. Scope management is listing the items to be produced or tasks to be done; their required quantity, quality, and variety; the time and resources available and agreed upon; and modifying the variable constraints by dynamic flexible juggling in the event of changed circumstances (Haworth, S. 2021).

2.3.1.2 Activity Duration Estimation

PMBOK Guide (2014) argues that the process of estimating schedule activity durations uses information on schedule activity scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities. The inputs for the estimates of schedule activity duration originate from the person or group on the project team who is most familiar with the nature of the work content in the specific schedule activity. The duration estimate is progressively elaborated, and the process considers the quality and availability of the input data. For example, as the project engineering and design work evolves, more detailed and precise data is available, and the accuracy of the duration estimates improves. Thus, the duration estimate can be assumed to be progressively more accurate and of better quality.

Estimate activity duration is the technique towards evaluating the number of work periods required to finish individual activities with estimated resources. The key advantage of this procedure is that it projects the amount of time that every task will take to complete, which is a

significant input to the development schedule process. Subsequently, as activity resources are determined, the resources estimate the activity durations for project completion timelines. Estimate activity durations being a lengthy process, project managers should involve the entire project team in estimating the duration of the project. Estimate activity durations helps to achieve the project objectives on the set dates and delivery schedules as decided by the Project Management team and key stakeholders. Depending on this duration, you can develop a plan to set milestones for your project (PMBOK Guide 2014).

Expert Judgment: It is the most commonly used method to get an estimate; it's essential for the Project Management team to include experts with the best hands-on experience in understanding how to utilize the project requirements. It is also crucial to ensure that everyone shares a mutual knowledge of what needs to be delivered. Also, look for experts who will be working on the project.

Analogous Estimation: It is a method that helps a Project Management team to refer to similar and existing projects that can be helpful to evaluate the activity durations of the current project. Analogous estimation method can help a project manager to estimate the duration for the completion of the project. Ensure that the previous projects that are similar to the current task are a success. The fastest technique to calculate the estimate, an analogous method of estimating can be used when limited information about the project is available.

2.3.1.3 Cost Estimation

Project cost estimation is the process of predicting the quantity, cost, and price of the resources required by the scope of a project. Since cost estimation is about the prediction of costs rather than counting the actual cost, a certain degree of uncertainty is involved. This uncertainty arises from the fact that the project scope definition is never entirely complete until the project has been finished, at which point all expenses have been made and an accountant can determine the exact amount of money spent on resources.

Estimating schedule activity costs involves developing an approximation of the costs of the resources needed to complete each schedule activity. In approximating costs, the estimator considers the possible causes of variation of the cost estimates, including risks. Cost estimating

includes identifying and considering various costing alternatives. For example, in most application areas, additional work during a design phase is widely held to have the potential for reducing the cost of the execution phase and product operations. The cost estimating process considers whether the expected savings can offset the cost of the additional design work. Cost estimates are generally expressed in units of currency (dollars, euro, yen, etc.) to facilitate comparisons both within and across projects. In some cases, the estimator can use units of measure to estimate cost, such as staff hours or staff days, along with their cost estimates, to facilitate appropriate management control (PMBOK Guide 2014).

2.3.2 Project execution

Project execution means that you're rolling up your sleeves and taking action on everything you outlined in your project plan. Put simply, you're executing those strategies (how's that for being literal?) to get the project across the finish line. Execution is the third step of the typical project lifecycle, which has four total stages: initiation, planning, execution, and closure. You might think that the execution stage would be the easy game of the whole bunch, especially if you've already done the hard stuff and established the groundwork for a successful project. But, it's actually in the execution stage where a lot of teams struggle. Think about it in the context of your personal life: establishing a budget is the easy part. It's actually following it that presents the challenge (especially when you really just want to cave in and order pizza regardless of what your wallet says).

PMBOK guide, (2014) write that the work of project execution is a core management function and the project management team headed by the project manager plays an instrumental role in authorizing the project requests. This implies that this management function speeds up the implementation process and if the verbal or written authorizations are not made in time then this will affect the time taken to complete the project, the cost will be under spent and the scope of the project will not be covered hence project success will be affected and the project may end up in the category of challenged projects.

PMI, (2022) through the theory of execution argue that the project plan is executed in regard to work authorization system, which is presented by four sentences: A work authorization system is a formal procedure for sanctioning project work to ensure that work is done at the right time and in the proper sequence. The primary mechanism is typically a written authorization to begin

work on a specific activity or work package. The design of the work authorization system should balance the value of the control provided with the cost of that control. For example, on many smaller projects, verbal authorizations will be adequate.

2.3.2.1 Verbal Work Authorization

The project manager, along with the project management team, directs the performance of the planned project activities, and manages the various technical and organizational interfaces that exist within the project (Kerzner 2018).This signifies that the project manager and his team takes decisions on when, how and why activities are implemented. This means that the power to verbally authorize requests and ensure that they are implemented is very important for the project to succeed within the time, cost and scope constraints. As the project manager makes work authorizations, this enables deliverables to be produced as outputs from the processes performed to accomplish the project work planned and scheduled in the project management plan. These deliverables are defined as project success. Work performance information about the completion status of the deliverables, and what has been accomplished, is collected as part of project execution and is fed into the performance reporting process and the project is rated as a success or a failure (PMBOK 2014).

2.3.2.2 Written Work Authorization

PMBOK Guide (2014) argues that project execution also requires implementation of approved corrective actions that will bring anticipated project performance into compliance with the project management plan. This will ensure that the paper plan implemented as planned and there is no variance hence leading to the success of projects. Further still approved preventive actions to reduce the probability of potential negative consequences are very necessary for making corrections to the project image and helping the project to achieve its intended objectives.

2.3.3 Project Controlling

PMBOK guide (2014) argues that the Monitor and Control Project Work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance. Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and disseminating performance information, and assessing measurements and trends

to effect process improvements. Continuous monitoring gives the project management team insight into the health of the project, and identifies any areas that can require special attention. The monitor and control project work process is concerned with: comparing actual project performance against the project management plan, assessing performance to determine whether any corrective or preventive actions are indicated, and then recommending those actions as necessary, analyzing, tracking, and monitoring project risks to make sure the risks are identified, their status is reported, and that appropriate risk response plans are being executed, maintaining an accurate, timely information base concerning the project's Product and their associated documentation through project completion, providing information to support status reporting, progress measurement, and forecasting, providing forecasts to update current cost and current schedule information, monitoring implementation of approved changes when and as they occur.

2.3.3.1 Performance Reporting

According to StratML, (2017) a performance report is a report on the performance of something. They are routinely produced by government bodies which, being financed by public money, are required to show that the money was spent efficiently and usefully (Robert Schwartz, John Mayne, 2015).Such reports will contain performance indicator which measure the achievements of the organisation and its programmes. For example, for a police department, the report might show the number of arrests, number of convictions by crime category and the change in the crime rate (Epstein, 2015).

According to PMBOK Guide (2014), the monitor and control project work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance. Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and disseminating performance information, and assessing measurements and trends to effect process improvements. Continuous monitoring gives the project management team insight into the health of the project, and identifies any areas that can require special attention

2.3.3.2 Overall Change Management

According to the International Organizational Change Management Institute (2015) Change management (sometimes abbreviated as CM) is a collective term for all approaches to prepare, support, and help individual teams, and organizations in making organizational change. It includes methods that redirect or redefine the use of resources, business, budget allocations, or other modes of operation that significantly change a company or organization. Organizational change management (OCM) considers the full organization and what needs to change, while change management may be used solely to refer to how people and teams are affected by such organizational transition. It deals with many different disciplines, from behavioral and social sciences to information technology and business solutions (Filicetti, John, 2017). .

As change management becomes more necessary in the business cycle of organizations, it is beginning to be taught as its own academic discipline at universities. There are a growing number of universities with research units dedicated to the study of organizational change (Levin, Ginger, 2022).In a project management context, the term "change management" may be used as an alternative to change control processes wherein changes to the scope of a project are formally introduced and approved. Drivers of change may include the ongoing evolution of technology, internal reviews of processes, crisis response, customer demand changes, competitive pressure, acquisition and mergers, and organizational restructuring.

Prince (2014) argues that one of the outputs of directing and managing project execution is through changes requested to expand or reduce project scope, to modify policies or procedures, to modify project cost or budget, or to revise the project schedule are often identified while project work is being performed. These changes requested will help management to closely follow the project to the end and minimize errors related to not achieving the project activities. The integrated change control process is performed from project inception through completion. Change control is necessary because projects seldom run exactly according to the project management plan. The project management plan, the project scope statement, and other deliverables must be maintained by carefully and continuously managing changes, either by rejecting changes or by approving changes so those approved changes are incorporated into a revised baseline.

2.4 Humanitarian Services

Humanitarian aid is material and logistics assistance to people who need help. It is usually short-term help until the long-term help by the government and other institutions replaces it. Among the people in need are the homeless, refugees, and victims of natural disaster, wars, and famines. Humanitarian relief efforts are provided for humanitarian purposes and include natural disaster and man-made disaster. The primary objective of humanitarian aid is to save lives, alleviate suffering, and maintain human dignity. It may, therefore, be distinguished from development aid, which seeks to address the underlying socioeconomic factors which may have led to a crisis or emergency. There is a debate on linking humanitarian aid and development efforts, which was reinforced by the World Humanitarian Summit in 2016. However, the conflation is viewed critically by practitioners (Sid Johann Peruvemba, Malteser International, 2018).

Humanitarian aid is seen as "a fundamental expression of the universal value of solidarity between people and a moral imperative" (State of Art of Humanitarian Action, (PDF). 2017).Humanitarian aid can come from either local or international communities. In reaching out to international communities, the Office for the Coordination of Humanitarian Affairs (OCHA) of the United Nations (UN) is responsible for coordination responses to emergencies. It taps to the various members of Inter-Agency Standing Committee, whose members are responsible for providing emergency relief. The four UN entities that have primary roles in delivering humanitarian aid are United Nations Development Programme (UNDP), the United Nations Refugee Agency (UNHCR), the United Nations Children's Fund (UNICEF) and the World Food Programme (WFP) (Deliver Humanitarian Aid" 2014).

2.4.1 Operate programmes of education

Education is the basic building block of every society. It is the single best investment countries can make to build prosperous, healthy and equitable societies. Article 26 of the 1948 Universal Declaration of Human Rights states that "Everyone has the right to education." Today however, 57 million children remain out of school. Education is not only a right, but a passport to human development that opens doors and expands opportunities and freedoms. Sustainable Development Goal 4: Ensuring Inclusive, Equitable, and Quality Education and the Promotion of Lifelong Learning Opportunities for All, recognizes several impediments for universal education

and attempts to address them through targets to increase the number of scholarships to students in developing nations and create educational facilities that are sex sensitive and disability inclusive. Sustainable and shared economic development increasingly depends on the capacity of governments to implement policies targeted at marginalized groups and remove barriers to ongoing learning and entry into the labor market. Notwithstanding the significant achievements over the past decade, women and girls still have the least access to education and training, and specific policies are urgently needed to address these challenges.

2.4.2 Social welfare and economic

The United Nations is concerned with issues of human rights, including the rights of women and children, refugee resettlement, and narcotics control. Some of its greatest successes have been in the area of improving the health and welfare of the world's population. In the 1990s, despite severe strains on the resources of UN development programs and agencies resulting from massive refugee movements and humanitarian crises, the UN increased its emphasis on social development.

2.4.3 Health Services improvement

The United Nations, since its inception, has been actively involved in promoting and protecting health worldwide. Leading that effort within the UN system is the World Health Organisation (WHO), whose constitution came into force on 7 April 1948 - a date we now celebrate every year as World Health Day. At the outset, it was decided that WHO's top priorities would be malaria, women's and children's health, tuberculosis, venereal increase, nutrition and environmental pollution. Many of those remain on WHO's agenda today, in addition to such relatively new diseases as HIV/AIDS, diabetes, cancer and emerging diseases such as SARS (Severe Acute Respiratory Syndrome), Ebola and Zika virus. WHO is spearheading the international response to the Corona virus disease (COVID-19) pandemic.

2.4.4 Human Rights

International human rights law lays down the obligations of Governments to act in certain ways or to refrain from certain acts, in order to promote and protect human rights and fundamental freedoms of individuals or groups. One of the great achievements of the United Nations is the creation of a comprehensive body of human rights law a universal and internationally protected code to which all nations can subscribe and all people aspire. The United Nations has defined a

broad range of internationally accepted rights, including civil, cultural, economic, political and social rights. It has also established mechanisms to promote and protect these rights and to assist states in carrying out their responsibilities.

2.4.5 Sex Equity and Humanitarian Activities

UN Women was established by the General Assembly to drive forward and contribute to progress in achieving internationally agreed standards on sex equality and the empowerment of women. The challenges of sex equality and the empowerment of women are nowhere more apparent and urgent than in crisis. With some 135 million people needing humanitarian assistance, and rising, the world has demonstrated that it is not equipped to meet the challenge with business as usual. Our collective responsibility to women and girls in crisis demands our attention, commitment and action. UN Women's contribution in the area of risk reduction, humanitarian action and crisis response is based on two key realities. First, the humanitarian system is not yet living up to its commitments to ensure that women and girls, who make up the majority of most crisis-affected populations, are provided with the protection, support and opportunities they are entitled to, and we must all hold ourselves and be held accountable if this is to change.

2.5 Summary of the Literature

With an average success rate of less than 30%, the questions of: why are so many projects started? Or a better question is: Why allow projects that are "Challenged", the largest percentage, to be fully implemented? There must obviously be benefits to those organizations that are implementing such projects when such a large percentage of "Challenged" projects continue to completion (Standish group 2015). This Study sought to understand why only a small percentage of projects succeed and the contribution of project management functions to the three categories of successful projects challenged and failed projects.

Over the years, traditional project management metrics have served the project management community well. However, these metrics are very often short sighted in their view of whether a project will ultimately be successful, or a failure, in the real business terms of its product. If we were to fully understand this comprehensive "project success", then it is essential that we identify the necessary metrics and monitor them throughout the entire process including one or more post implementation reviews. That is, the project manager must do more than just focus on

the specifications, money and time during the project, but also on the expected results, the benefits (Willard 2015). The study will help to ascertain whether the three outstanding constraints of time, budget and scope are the only key metrics that attribute to project success.

2.6 Gaps in the Literature

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

The study by Peter (2019), the Focus of the Study was to analyze the effects of delay of road infrastructure projects in Zambia. Key Findings were that the Management skills play a significant role in determining performance of road construction firms. Research Gap Study failed to consider other variables like resource mobilization, however the Current study sought to incorporate moderation of government policy.

The study by Lavasseur, (2020), the Focus of the Study was to examine the effects of organization structure in the management power projects Zambia. Key Findings were that adaptation of projectized structure fosters collaboration and speeds up decision making. Identified gap was that the study did not consider other variables that determine performance of infrastructure projects. However the current study sought to consider mediation effect of organization structure.

More so the study by Nkandu, Rodrigo and Alberto (2020), focus of the study was to establish the effects of functional structure on implementation of infrastructure projects in South Africa. Its key findings were that Project managers and contractors are always in conflict over resource allocation and control of workers. Identified gap was that the study assumed other variables that determine performance of infrastructure projects e.g. project risks management. However the current study sought to incorporate moderation by considering government policy.

Furthermore the study by Majanja (2022), was set to establish the financing constraints that hinder performance of construction firms in Kenya. It was found out that Public-Private Partnerships was found to be statistically significant in funding infrastructure projects. However

the study failed to consider the effect of monitoring other variables that determine performance of infrastructure projects. This current study sought to consider project management that affect success of projects.

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

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

In order to meet the success criteria, a number of factors exist that are critical and need to be identified for projects. More attentions need to be drawn to these factors and suitable resources need to be allocated to increase the chance of project success. In addition, the literature gaps highlighted the necessity for studying UN humanitarian service provision project success in Somalia. Performance of UN humanitarian service provision Projects over the lifecycle has not been studied even though these structures have significant economic, social and environmental impacts. Despite a number of studies for identification of success criteria and factors contributing to success of UN humanitarian service provision Project, no study has been conducted covering life-cycle of such projects in Somalia and no framework exists to ensure success of projects.

CHAPTER THREE

METHODOLOGY

3.0. Introduction

This chapter describes the research methodology that was used in the research study. This included research design, target population, sampling techniques, sample size determination, source of data, data collection methods, research instruments and data quality and control, ethical considerations, analysis of data and limitations of the study.

3.1. Research Design

The research adopted a cross sectional and descriptive survey research designs. A cross sectional survey was used because it allowed large amount of data to be collected over a short period of time and descriptive survey because data will be collected without changing the environment amidst describing the relationship in the variables (Cope, 2014). Descriptive research design is a type of research design that describes and explains the conditions of the factors involved in the study. They compare and test these factors through questionnaires and interviews. Description of data in both qualitative and quantitative helped to establish the views and opinions, feelings and attitude of respondents about the relationship between project management and humanitarian services in Mogadishu, Somalia. The qualitative approach was used to understand the deeper meaning of the responses and the quantitative approach enabled the researcher gather large scale data, in a relatively shorter time frame.

3.2. Study Population

The study has (two hundred and ten) 210 people as the sampling population which includes UN project officers, supervisors, UN staff, beneficiaries, (UN Data, Resource Somalia, 2021). This study population was relevant because the entire project management concerns all the departments and directorates of the United Nations organization. Sekaran (2013), observes that collecting data from the entire population would be practically impossible and it would be very difficult to examine every element in the population, therefore, a study of a sample is more likely to produce more reliable and quick results because fewer errors may result during the data collection exercise, supervisors, UN staff, beneficiaries.

Table 3.1: Target Population of the study

S/N	Category	Target Population
1	UN project officers (managers)	4
2	Supervisors	5
3	UN staff	5
5	Beneficiaries	194
Total		**210**

Source: **UN Data, Resource Somalia, (2021).**

3.3. Sample Size and Selection Strategy

The sample size was calculated using the Solven Formula for determining sample size as this ensured that a practical ratio was used for a sample of the whole population under study. Basing on the table, a sample of 136 was used for the whole population of 210. The assumptions are that the sample of the bigger populations was insufficient for a valid conclusion, thus the need to adjust for a more definitive level of response. The adjusted sample was viable in the context of funds available for the research study; systematic bias was controlled in a better way using the Solven Formula for determining sample as shown below.

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

Equation 3.1: Slovene's Formula

$$n = \frac{210}{1+210\,(0.05)^2}$$

$$n = \frac{210}{1+210(0.0025)}$$

$$n = \frac{210}{1.525}$$

$$= 136 \text{ respondents}$$

Table 3.2: Sample Size and Sampling Procedure

S/N	Category	Population	Sample size	Sampling Technique
1	UN project officers (managers)	4	4	Purposive sampling
2	Supervisors	5	3	Purposive sampling
3	UN staff	5	3	Purposive sampling
5	Beneficiaries	194	126	Stratified sampling
Total		210	136	

Source: **UN Data, Resource Somalia, (2021).**

3.4. Sampling Techniques

Sampling technique is a method of drawing samples from a population usually in such a manner that the sample facilitated determination of some hypothesis concerning the population (Kothari, 2021; Privitera, 2017). The researcher used both probability and non-probability sampling techniques so as to be exhaustive in the research findings. The study employed Stratified sampling and purposive sampling techniques in selecting the sample.

The study employed purposive sampling to select key informants among UN project officers (managers, supervisors, UN staff for interviews, to obtain in-depth accurate information required for the study since these are expected to have a comprehensive understanding of the study about the study variables (project management and humanitarian service). Stratified sampling is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selects the final subjects proportionally from the different strata. The employees were divided into categories according to their departments and the researcher then randomly selected from each category/stratum. It was used because it was often desirable to have estimates of population parameters for groups within the population.

3.5. Sources of Data

Data sources included both primary and secondary sources (Amin, 2015). The researcher used both primary and secondary data sources.

3.5.1. Primary Data

The researcher gathered both qualitative and quantitative data on the study variables from the field through questionnaires, interviews from the various respondents selected from employees of United Nations based offices in Mogadishu, Somalia to comprehensively collect the opinions of the respondents. According to Kothari, (2021), Primary data refers to information in its original form as obtained from the actual authors or that which has not been altered in any way. Primary data enhances reliability since it's conducted by the investigator conducting the research.

3.5.2. Secondary Data

The researcher collected secondary data about the variables under study from printed materials such as books, reports, journals, articles, newspapers and internet sources from reliable sources which were used to supplement as well as further justify and confirm data gathered from the field. According to Creswell, (2014), Secondary data sources are those which have already been collected elsewhere for some other purpose but were used or adapted for the current study purpose, that is, document review.

3.6. Data Collection Methods

The researcher used various methods of data collection to obtain both primary and secondary data as explained here below;

3.6.1. Survey

Survey was used to collect data from the employees of United Nations based offices in Mogadishu, Somalia. The choice of the survey method was on the basis that respondents can read and write and this enabled responding to the study questions without influence on the presence of the respondent. Patton (2015) affirms that survey method covers big area over a short period of time. It also allowed respondents to respond boldly and frankly to questions. Survey method also enables collection of vast amounts of data in a short time and is less expensive (Cooper, & Schindler, 2021).

3.6.2. Interview

This was purposeful discussion between the researcher and the respondent (Englander, 2022). This approach was guided by the consideration that interview method of gathering information

that can be used to solicit the opinions and suggestions of the respondents. It was also used as a means of probing of some interesting and unexpected behavior (Fujii, 2017). These were used to collect primary data from employees of United Nations based offices in Mogadishu, Somalia. The list of set questions in English was provided to every 10 respondents who were selected at least a week before the interview is planned. This offered the respondents ample time to prepare themselves for the interview. The list of questions were both be semi-structured open-ended. The list of questions was used to lead the interview and to make sure that the main topics are covered, but interviewees gave extra input which lead to additional questions and discussions. Interviewees had the possibility to give their own input and suggestions (Saunders et al., 2015). The choice of semi-structured interviews led to qualitative data that was reliable and comparable, especially because the same interviewer conducted all of the interviews (Newing, 2021).

3.7. Data Collection Instruments

For this study, the researcher collected primary data using questionnaires and interview guides as they are the most appropriate tools for data collection.

3.7.1. Questionnaire

A questionnaire is a well thought-out tool designed to elicit information that can be obtained through written responses from the study subjects (Englander, 2022). A structured questionnaire was used to obtain information from respondents. The questionnaire is an efficient data collection method which has advantages of high complete responses within a short period (Kankiriho, 2014). It was used because it is simple to administer and can easily be filled at the respondent's convenience, it also allowed the respondents ample time to reflect on answers to avoid hasty responses and thus enhanced the validity (accuracy) of the responses (Saunders et al., 2017). A 5-point rating scale was used when developing the questionnaires (a 5-point Likert scale of 1 - Strongly Disagree (SD), 2- Disagree (D), 3- Neutral (N), 4- Agree (A) and 5 Strongly Agree (SA) because the scale has a robust characteristic. This tool also helps to reduce on the cost and time implications, besides enabling greater responses.

3.7.2. Interview Guide

The researcher prepared and use a semi structured interview guide to conduct interviews with the UN project officers (managers), supervisors, UN staff to capture in-depth qualitative data and the interviews were used because they ensured probing for more information, clarification and

capturing facial expression of the Interviewee (Fujii, 2018). This tool was chosen because it was thought to provide in-depth information about a research issue or question. Still, the interview guide was chosen because it made it easy to fully understand someone's impression or experiences, or learn more about their answers as compared to questionnaires. Interviews have the advantage of generating more information through probing and allow for clarification and capturing facial expressions of the interviewees (Kankiriho, 2014).

3.8. Data Quality Control

3.8.1. Reliability

Reliability is the degree to which an assessment tool produces stable and consistent results (Silverman, 2016). Cope (2014), state that the research instrument was used to collect data from the respondents should be valid and able to yield similar results at all time. To ensure the reliability of the instrument, the researcher used the test and re-test method to establish the Cronbach's alpha coefficient, with threshold of 0.7. Questionnaires was given to 10 (ten) respondents with the same characteristics from UNICEF, WFP etc. and after two weeks, the same questionnaires were given to the same people after which their responses were reanalyzed for reliability using SPSS software to establish Cronbach's alpha, which was an index of the true score of the underlying construct. Reliability is a measure of the degree to which a research instrument yields or gives consistent results or data after repeated trials (Hese-Biber, 2016). The higher the score, the more reliable the generated scale is.

Table 3.3: Cronbach's Alpha

Scope planning	Cronbach's Alpha	Number of items
Activity duration estimation	0.86	5
Cost estimation	0.79	5
Verbal work authorization	0.85	5
Written work authorization	0.81	5
Performance reporting	0.75	4
Overall change management	0.76	4
Operate programmes of education	0.81	4
Social welfare and economic	0.87	6
Health services improvement	0.70	6
Human rights	0.82	6
Mean	0.82.3	50

Source: Primary Data, 2022

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

3.8.2. Validity

Validity of an assessment is the degree to which it measures what it is supposed to measure (Faux, 2020). To ensure validity of the research instruments, the research requested a panel of five experts: three academic doctors (PhD) and two senior lecturers to validate the instrument. The experts looked at the relevance, semantics and clarity of the questions in the instrument in view of the problem, objectives, research questions, hypotheses and literature (which was duly provided to them). The experts were then requested to rate validity relevance of each item/question using the following codes;

VR = very relevant; R = Relevant; I = Irrelevant; VI = very irrelevant.

After the researcher collecting the questionnaires, he established a Content Validity Index (CVI) of 0.753 which was used as a basis of reasonable use of the instrument as recommended by Amin (2015).

A formula for Law she was used to measure the validity of research instruments, as indicated below:

CVI =<u>No of items declared valid </u>x 100

       Total no of items

Out of the total of the 54 questions in the questionnaire, 38 were declared valid. This leads us to confirm the validity of the questionnaire as calculated below.

$$CVI = 48/54 = 88.8 \%$$

Since this the CVI is above 70%, the questionnaire was said to be valid.

3.9. Ethical Considerations

In order to observe good ethical practices: all the necessary permission was acquired from the relevant sources, that was, from the Kampala International University and the United Nations offices in Mogadishu, Somalia. The respondents were requested to sign a sign-off sheet to prove that they have fully accepted to take part in this study with their consent. In the sign-off sheet, the researcher provided his contacts for participants to request for any further information that they may need regarding this study. Tolerance was ensured to observe ethical principles to ensure that bias was eliminated to maximize meaning of information provided. Respect for all intellectual property where all primary sources were properly documented, referenced and Authors acknowledged. The assistant researcher recognized the rights of individuals to privacy, personal data protection and freedom of movement while the "Do no harm" principle were followed during research. Additionally, any risks were clearly communicated to subjects involved. Finally, all the data collected were destroyed after capturing and analysis.

3.10. Procedures of Data Collection

After the researcher's university supervisory panel approving the proposal, the introductory letter was sought from the University's college of humanities and be presented to the United Nations

offices in Mogadishu, Somalia to get an acceptance letter for data collection. Data collection tools were attached to ease the collection of data from the selected respondents.

During the research study, data was gathered from both primary and secondary sources. With primary source, first-hand information was obtained from the field while secondary sources were obtained from related literature, records with information related to the subject matter.

3.11. Data Processing and Analysis

After collecting data from the field, it was coded, edited and analysed using descriptive analysis options of SPSS Statistics Version. 23.0. The data was then sorted, coded and fed into the SPSS data analysis software to generate various results. Descriptive statistics were run to get results on the respondent's demographics characteristics like; sex, age, marital status, and education levels. The data was analysed for descriptive statistics, to analysis whether there was a statistical difference of the study variables.

For the qualitative data, a mixture of thematic content analysis and narrative analysis was adopted (Marshall & Rossman, 2021). This was through getting familiar with the data through reading and re-reading after previewing the recordings with the written interviews per selected interviewees, this was followed by Coding (labeling) the whole text, then themes with broader patterns of similar connotation were identified, reviewing themes to make sure they fit the data, then designating these subjects to provide for a comprehensible description that comprises quotations from the respondents. There were comparisons in stories which led to creating stories out of those told by the respondents depending on the consistence of these stories. Qualitative method assisted the researcher to adopt a qualitative perspective in understanding individual perception of the problem in question.

Table 3.4: Mean Range Interpretation Table

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

3.12. Limitations of the Study.

The following limitations were encountered during this study.

i. Some respondents tried to withhold some information, however, this was overcome by the researcher who convinced them that the information exchanged was confidential and only was only used for academic purposes and the researcher further engaged some respondents in interviews.

ii. Sensitivity of information; some respondents felt that the information required is sensitive for their working environment if revealed. The researcher however made efforts to convince the respondents that the information exchanged was confidential and only was to be used for academic purposes.

iii. Self-assessment tools. The study was limited by the effects of self- assessment. Some respondents were biased when they come to comment about themselves. This however was managed by using research assistants who continuously explained the questionnaire to the respondents.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the facts, which the research discovered. The findings were presented in line with the objectives of the study where by the raw data in form of questionnaires was edited and interpreted which ensured uniformity, legibility and consistency. The data-filled questionnaires were copied and analyzed by tallying and tabling in frequency polygons while identifying how often certain responses occurred and later evaluation was done. The information was then recorded in terms of percentages. Also, interview results were coded on frequency tables which were calculated in terms of percentages and presented in this study as illustrated below.

4.1. Response Rate

The study sought to determine the response rate and the findings were as shown in Table 4.1

Table; 4.1. Showing Response Rate

	Frequency		**Percentage** (%)
Returned	136		100
Not returned	00		00
Total	**136**		**100**

Source: Primary Data (2022)

The finding in table 4.1 showed that out of 136 questionnaires that were distributed to selected respondents at United Nations organisations in Mogadishu, Somalia project management and humanitarian service; 136 respondents completely filled in and returned the questionnaires; this represented a 100% response rate. This is a reliable response rate for analysis as Mugenda and Mugenda (2013) showed that 50% of response rate is sufficient for analysis and presentation of the data, 60% is reliable and 70% of response rate and over is excellent. However, 16% of the respondent were reluctant to responded to fill the questionnaire this was due to different reasons like, the respondent were not available to fill them in at the required time and even after subsequent follow-up there were no positive reactions from them.

4.2 Description of respondents' background

Information about background characteristics of respondents is presented in this section. These characteristics included, sex, age, level of education and number of year's respondents had spent working with United Nations organization in Mogadishu, Somalia.

The results for the sex of respondents are presented in Table 4.1 below;

4.2.1 Sex of the respondents

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

Table 4.2: Sex of respondents

	Frequency		Percentage (%)
Male	72		52.9
Female	64		47.1
Total	**136**		**100**

Source: Primary Data (2022)

The responses shows that 72 (52.9%) respondents were male and the 64 (47.1%) were females. This shows that the number of males were higher than that of females. The results imply that the male respondents actively participated in the study and had good views since they take control of their families with a lot of concerns in as far as management of projects are concerned. It further shows humanitarian organisations like United Nations are keen on matters of sex balance which can influence proper service delivery among communities in Mogadishu, Somalia.

4.2.2: Classification of respondents by age

Respondents were asked to indicate their ages. This was aimed at establishing the distribution of age amongst respondents at the United Nations which included; 19 years or less, 20-29 years 30-39 years 40-49 years and 50 years and above.

Figure 4.1: Below displays the summary of statistics on age of respondents.
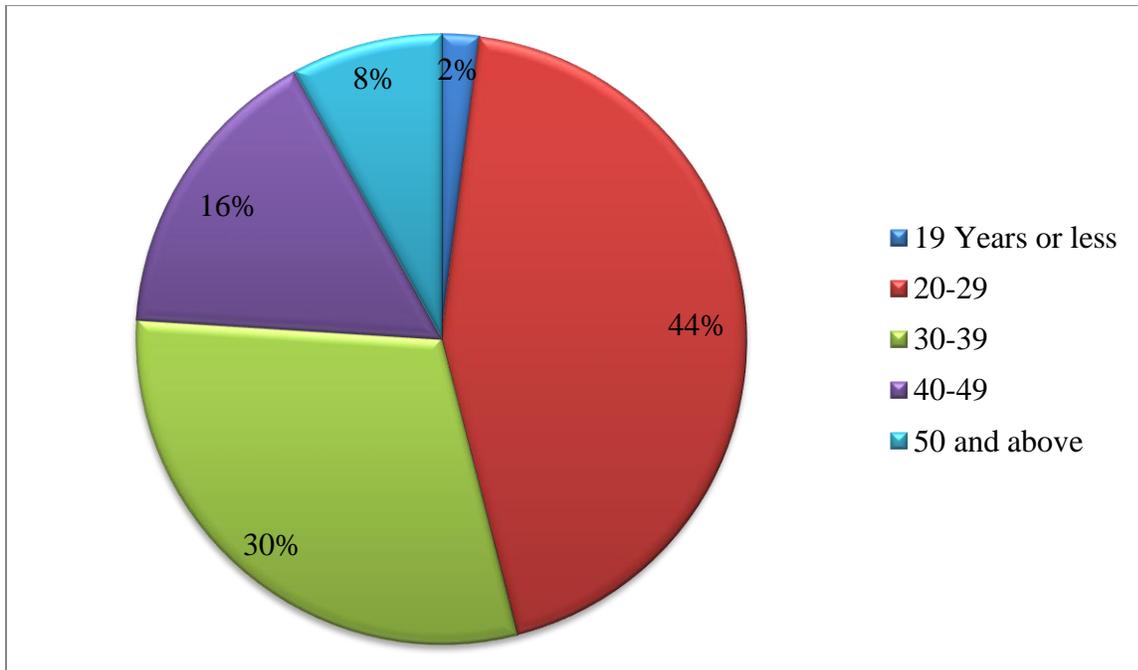
Source; Primary data (2022)

From the figure above; the biggest percentage of the respondents represented by 44% was found to be 20-29 years these were followed by 30% of the respondents who were in the age bracket of 30-39 years, then 16% of the respondents were between 40-49 years and lastly but not the least were 2% of respondents who were 19 years or less and lastly were 8% of respondents who were 50 years and above. The age group (20-29) comprises of the biggest percentage which reflect a high number of many youth in Mogadishu, Somalia also in the same way at the United Nations organisations.

4.2.3 Education level of respondents

Respondents were asked to indicate their education level. This was aimed at understand the respondent's expertise at United Nations and to determine how successful project management and humanitarian service delivery can be achieved.

Table 4.3: Education level of respondents

	Frequency	**Percentage** (%)
Certificate	15	11.0
Diploma	20	14.7
Degree	62	45.5
Masters	31	22.7
Others (specify)	08	5.8
Total	**136**	**100**

Source; Primary data (2022)

From table 4.3 above, 15 (11.0 %) were of certificate holders, 20 (14.7%) were Diploma holders, 62 (45.5%) were at Bachelor level, 31(22.7%) were of Master holder and lastly only 8(5.8%) were categorized as others had qualified from tertiary and there were those with experience after working with United Nations organisations for a good number of years. The results from the field imply that most respondents at the organisations of study had quality education which guaranteed a proper understanding of project management and humanitarian service delivery in communities of Mogadishu, Somalia.

4.2.4 Marital Status of the respondents

In this section, respondents were asked about their marital status which was very important in this case for the research to understand the level of responsibility attached to the respondents working at the United Nation organisations and how it influence their humanitarian service delivery of projects

Table 4.4: Showing marital status of the respondents

	Frequency	**Percentage** (%)
Single	60	44.1
Married	52	38.2
Widow	04	2.9
Separated	20	14.7
Total	**136**	**100**

Source: Primary Data, 2022

The findings from table 4.4 above reveals that out of the 136 respondents, 60 (44.1%) of the respondents reported being single, 52 (38.2%) reported being married, 04 (2.9%) reported being Widow, 20 (14.9) % were separated. The findings inculcated that all the categories of the respondents were all covered in regard to their marital status and the majority of the respondents were single because they secured the highest percentage (44.1%). The results imply that majority being single they had less responsibilities compared to those who were married which stood as a very good opportunity for the United Nation organisations which for this case were assured of success of humanitarian delivery of service in communities of Mogadishu, Somalia.

4.2.5 Duration working, with United Nations in Mogadishu

In the section, the duration of respondents at Unite Nations was classified as follows; less than 1 years, 1-3 years, 4-6 years and 6 years and above. This was important for the researcher to understand to determined which respondent is more knowledgeable about the organization with which the researcher can depend on in terms of quality information

Figure 4.2: Duration working, with United Nations in Mogadishu
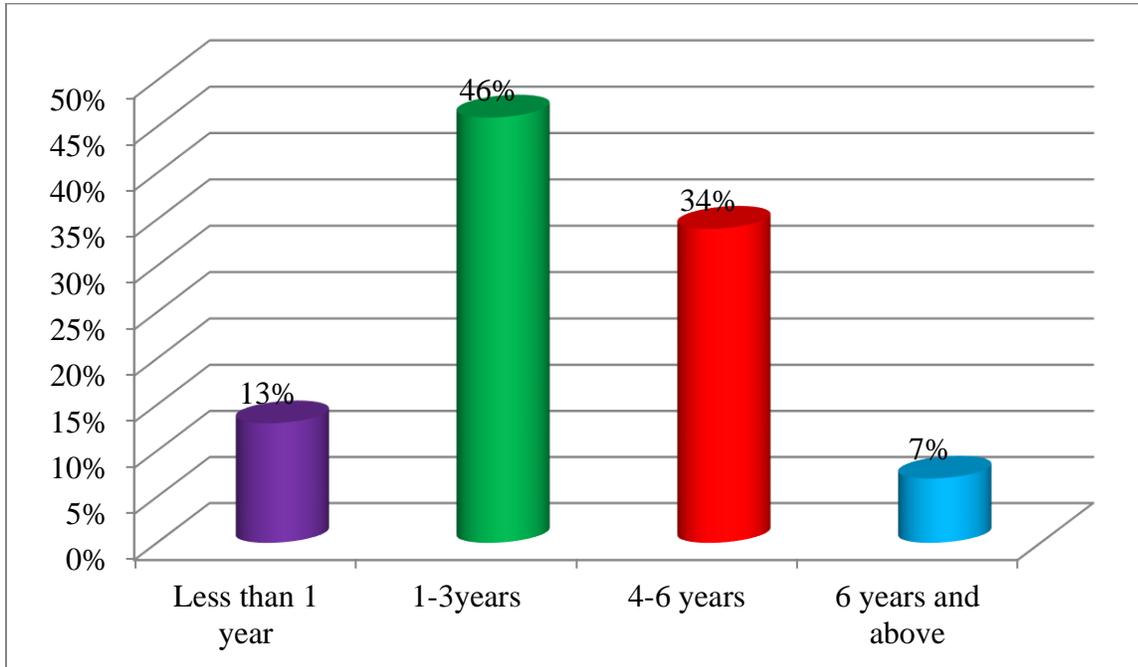
Source: Primary Data, (2022)

The results in figure 4.2 above shows that majority of the respondents represented with 46% had work with United Nations organisations for years between 1-3 years, these were followed by respondents represented with 34% who had worked with United Nations for years between 4-6, then 13% of respondents represented respondents who had worked with UN for less than 1 year and lastly were respondents represented with 7% who had worked 6 years and above at the organization of study. The results from the field imply that majority of the respondents had an adequate experience of working with humanitarian organizations like UN in Mogadishu and indeed had adequate knowledge about project management delivery of humanitarian service to communities of Somalia.

4.2.6 Respondents department at the United Nations organization

In this section, the different departments were looked at, and these helped the researcher to understand which respondents to ask and which king of questions should I ask such a respondent after knowing the department at the United Nations

Figure 4.3: Respondents department at the United Nations organization
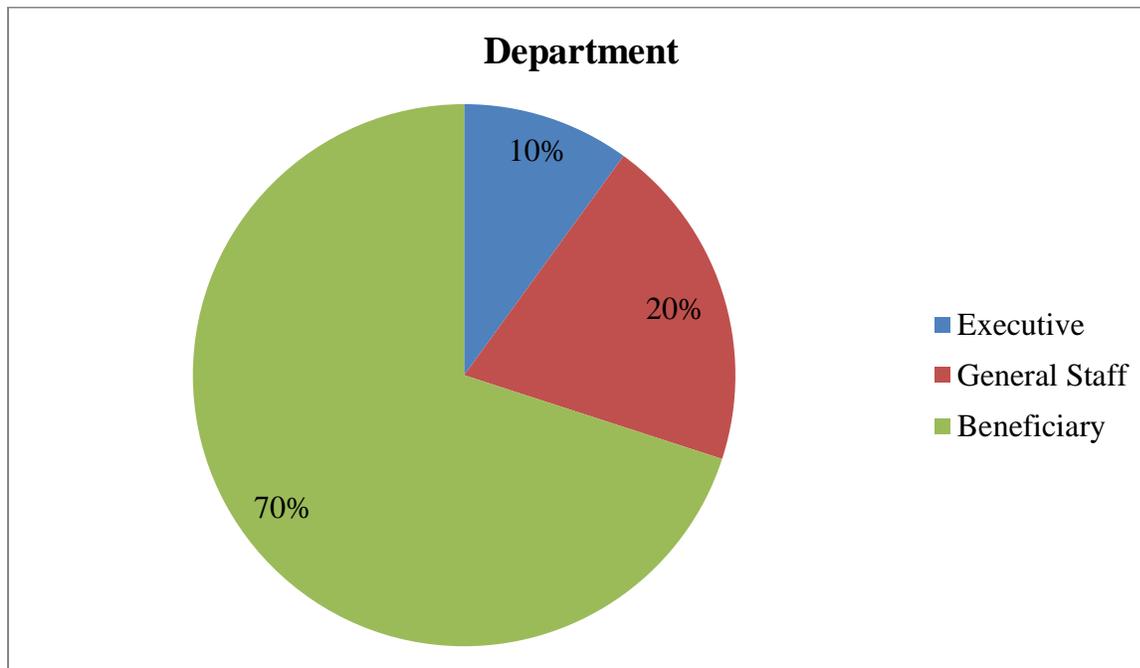
Source: Primary Data, (2022)

An assessment of the respondents views on as regards to the departments available at the United Nations organization was as follows; the biggest percentage of respondents represented with 70% were found to be beneficiaries, followed by 20% of respondents found to general staff at United Nations and lastly were executive members who were represented with 10% of respondents. The result from the field imply that majority of the participants in this study were beneficiaries which truly justifies that most projects at the UN offices are humanitarian best suited to community support.

Description of results from the specific objectives of the study

This section deals with results derived from respondents about the specific objectives of the study. These results are presented in the subsequent sub-sections.

4.3 Objective one: Project planning contribution to the UN humanitarian service provision in Mogadishu

The first objective of the study was to establish how project planning contribution to the UN humanitarian service provision in Mogadishu. The items showed the average response from the respondents for each item in relation to the influence of project planning on UN humanitarian service provision in Mogadishu, Somalia. The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.5 below:

Table 4.5: Project planning contribution to the UN humanitarian service provision in Mogadishu

	Statement	Mean	Std Dev	Response mode	Interpretation
B1	Good planning contributes to the success of humanitarian services	4.74	2.01	Strongly agree	Very high
B2	Planning has a relationship with success of humanitarian services	4.65	2.10	Strongly Agree	Very high
B3	Planning affect the success of humanitarian services	4.31	2.02	Strongly agree	Very high
B4	Scope planning is necessary of the success of humanitarian services	4.45	2.71	Strongly agreed	Very high
B5	Scope planning informs the core kind of activities to be implemented to achieve success of humanitarian services	4.01	2.70	Agree	High
B6	Scope planning is not necessary for the success of humanitarian services	4.39	2.06	Strongly agree	Very high
B7	Activity duration estimating is essential for success of humanitarian services	4.21	2.30	Agree	High
B8	Activity duration is not necessary for success humanitarian services	4.32	2.04	Strongly agree	Very high
B9	Cost estimating is during planning essential for success humanitarian services	4.22	2.0	Agree	High
B10	Cost estimating during planning is not Necessary for success humanitarian services	4.49	2.6	Strongly agree	Very high
	Average mean	**4.09**		**Strongly Agree**	

Source: Primary Data, (2022)

According to table 4.5 above indicates that, respondents strongly agreed that good planning contributes to the success of humanitarian services as represented with (mean=4.74, strongly agreed) and standards deviation of 2.01. This implies that at UN in Somalia, proper planning of project right from regional, district and community level are strengthened, more accountable and transparent and better able to listen and respond to the various needs of populations in Mogadishu, Somalia.

Respondents strongly agreed that Planning has a relationship with success of humanitarian services as represented with (mean= 4.65, strongly agreed) and standards deviation of 2.10. This implies that successes and achievements progress is tracked planned objectives for example infrastructure was a key component of the project theory of changes and was tracked and measured.

Responses on whether the planning affect the success of humanitarian services were as follows (mean= 4.31, strongly agreed) and standards deviation of 2.02. This implies that planning as a tool by which to bridge the gap between humanitarian and development activities. UN-Habitat and several partners in Somalia deploy a wide range of planning projects and tools to bring together diverse solutions to address the commitments on communities which include exploring supporting the paradigm shift towards the integration of refugee and host communities in combined programming, and development of sustainable and long-term solutions as part of multi-actor and comprehensive responses to ensuring the most vulnerable populations are promoted and protected.

Also respondents on whether there was scope planning is necessary of the success of humanitarian services was as follows (mean=4.45, strongly agreed) and standards deviation of 2.71. This implies that UN in Somalia considers scope planning which helps in mitigating tensions between host and refugee communities through implementation of community infrastructure, promoting the inclusion of vulnerable populations and disadvantaged groups through participatory and integrative planning and decision making processes.

An analysis on whether scope planning informs the core kind of activities to be implemented to achieve success of humanitarian services was as follows (mean=4.01, agreed) and standards

deviation of 2.70. The result implies that UN in Somalia collaborates with partners globally to strengthen humanitarian-development programming, answering to the paradigm shift from traditional humanitarian response towards sustainable and long-term impacts.

Responses on whether scope planning is not necessary for the success of humanitarian services was as follows (mean= 4.39 strongly agreed) and standards deviation of 2.06. Results implies that UN scope planning as one of the activities in Somalia establishes a portfolio of lessons learnt and best practices through normative projects, including advisory tools and resources

Respondents also on whether activity duration estimating is essential for success of humanitarian services were as follows; (mean=4.21 agreed) and standards deviation of 2.30. Results means that UN considers expected amount of time for the completion of an activity is the basis for developing the project schedule. It can also serve as an input for estimation of the cost of an activity, depending on the type of the activity and the estimation technique.

From the respondents also it was revealed that activity duration is not necessary for success humanitarian services as represented with (mean 4.32 strongly agreed) and standards deviation of 2.04. Field findings imply that UN in Somalia take into consideration of dependencies between activities and often involves the development of a critical path (the longest chain of activities to achieve the desired outcome). It is therefore typically not accurate to simply calculate the sum of activity durations if you determine the duration of work packages or whole projects. This is because the sum of activity durations may overstate (sometimes understate) the total time to completion of a project as some activities can run in parallel while others are dependent on the completion of a preceding activity.

Respondents also on whether management skills in your organization had ability to plan project's quality were represented with (mean 4.22 agreed) and standards deviation of 2.0. Results reflects success of the Humanitarian-Development Practice is dependent on successful partnerships, beginning with local and national governments and the communities they serve. Through the programs, UN-Habitat ensures their inclusion and ownership from the beginning, to mobilise and ensure the capacity for sustainable and long-term solutions with regards to addressing humanitarian response or host

Lastly respondents on whether cost estimating is during planning essential for success humanitarian services were represented with (4.49 strongly agreed) and standards deviation of 2.6. The UN based offices in Somalia considers costs as process of predicting the quantity, cost, and price of the resources required by the scope of a project. Since cost estimation is about the prediction of costs rather than counting the actual cost, a certain degree of uncertainty is involved.

According to table 4.5 the averages mean 4.09 strongly agreed which was a strong figure from the respondent's on as far as project planning contribution to the UN humanitarian service provision in Mogadishu was concerned.

Interview guide views/responses

Regarding to the understanding of project management one of the UN project manager had this to say;

> *"Project management is the process of leading the work of a team to achieve all project goals within the given constraints like here at UN we run a lot of humanitarian projects aimed at benefiting Somali communities. Information about these projects is usually described in project documentation, created at the beginning of the development process. The primary constraints are scope, time, and budget. The secondary challenge is to optimize the allocation of necessary inputs and apply them to meet pre-defined objectives".*

Another UN staff member described project management as;

> *"Project management is to produce a complete project which complies with the client's objectives. In many cases the objective of project management is also to shape or reform the client's brief to feasibly address the client's objectives. Once the client's objectives are clearly established they should influence all decisions made by other people involved in the project for example project managers here at UN, designers, contractors and sub-contractor tightly are prescribed project management objectives are detrimental to decision making.*

As regards to project success according to one staff at the UN had this to say;

Project success has been historically defined as a project that meets its objectives under budget and under schedule. This evaluation criterion has remained as the most common measure in many industries. But for a development project, success goes beyond meeting schedule and budget goals, it includes delivering the benefits and meeting expectations of beneficiaries, stakeholders, donors or funding agencies. But defining these dimensions of success is more difficult and some can only be evaluated years after the project has been completed, and for many organizations these types of evaluations are difficult to do due to lack of funding.

Commented by one of the UN managers who revealed that;

"Planning function of management involves the process of creating realistic goals to be achieved. Thus it makes a business goal-oriented. The importance of being goal-oriented is the fact that everyone knows what their end is and can work towards it. Planning thus becomes the basis of all other functions of management".

Another UN staff revealed that;

"Planning function of management provides directions where the efforts should be channelized to achieve the desired results in the most efficient manner possible. The objectives of the organization are defined in simple and clear words during communicating the established plan. Planning function of management involves making predictions with the amount of information we actually have. This allows for a business to bring about a certain degree of certainty to the uncertain future. When the business anticipates a risk or a chance of loss in the future it can avoid such risk and make a better route to achieve its goals. This is how successful businesses rides the tide and become successful".

On the same note, a different UN staff member revealed that;

Planning function of management aims at executing the future course of actions in the most efficient manner possible. Since, the questions of when, where, how, what, and why are already addressed, disorder and shocks can be taken care of beforehand. Effective planning would always prevent any overlapping and duplication of efforts and resources.

4.4 Extent to which project execution contributes to the UN humanitarian service provision in Mogadishu.

Objective Two: the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu.

This objective two sought to assess the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu. To achieve this objective, the selected respondents were asked to indicate the extent to which they agreed to the items. Their responses were rated on a five-point Likert scale where 5 represented strongly agree, 4 represented agree, 3 represented not sure, 2 represented disagree and 1 represented strongly disagree.

Table 4.6**: Frequencies of the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu**

	Statement	**Mean**	**Std. Dev**	**Response mode**	**Interpretation**
C1.	Execution management function has to be strong for the success humanitarian services	4.45	1.23	Agree	High
C2.	Execution management function can be weak and humanitarian services in Mogadishu will succeed	4.74	3.01	Strongly agree	Very high
C3.	Execution management function has to be done by the United Nation project manager	4.65	2.10	Strongly agree	Very high
C4.	Execution can be done by any other staff	4.45	2.32	Strongly agree	Very high
C5.	Execution management function is only verbal	4.72	2.65	Strongly agreed	Very high
C6.	Execution management function is only written	4.22	2.71	Strongly Agree	Very high
C7.	Execution is both verbal and written	4.33	2.19	Strongly Agree	Very high
C8	Verbal work authorization is good for United Nation project to succeed	4.10	2.01	Strongly agree	Very high
C9	Verbal work authorization is effective for success of United Nation project	3.90	1.91	Agree	High
C10	Verbal work authorization does not have to be effective for Success of United Nation project	3.82	1.04	Agree	High
	Average mean	**3.85**		**Agree**	

Source: Primary data, (2022)

The results shown in table 4.6 above reveal that, respondents strongly agreed that execution management function has to be strong for the success humanitarian services this was represented with (mean=4.45, strongly agreed) and standards deviation of 1.23. The results imply that project execution phase at UN in Somalia is usually the longest phase in the project management life cycle and consumes the most energy and resources. It is pretty evident by now as to how crucial it is to ensure your plans are realized with clinical precision and none to minimal deviation. To enable you to monitor and control the project during this phase, you will need to implement a range of project management processes. These processes help you to manage time, cost, quality, change, risks and issues. They also help you to manage procurement, customer acceptance and communications.

Respondents strongly agreed that execution management function can be weak and humanitarian services in Mogadishu will succeed as represented with (mean= 4.74, strongly agree) and standards deviation of 3.01. This imply that UN in Mogadishu, Somalia, primary objective of Execution and Control is to construct deliverables as per the master project plan and consistently evaluate the processes and plans involved to deliver the output as per the agreed specifications.

Responses strongly agreed that execution management function has to be done by the United Nation project manager was as follows (mean= 4.65, strongly agreed) and standards deviation of 2.10 this also imply that at UN execution Phase will broadly involve the following actions what are normally handle by project manager. The priority or sequence is entirely dependent on the nature of the project and organizational practices and preferences. But nevertheless, they are performed to enable successful project execution and they include the following; develop & manage the Team who will work on the project execute Project Scope, recommend changes, bug fixes, preventive and corrective actions coming from Planning, Executing and Monitoring and Controlling process groups, timely Communication with all stakeholders, implemented approved changes to the processes, documentation and plans, team Building exercises among others.

Respondents also revealed that execution can be done by any other staff as represented by (mean= 4.45, strongly agreed) and standards deviation of 2.32. This imply that the planning, as detailed in the project management change document, sets out the process by which any changes to the project's goals, schedule, and/or resource usage are to be managed. In short, the change

document is a vital component in managing projects of any size and complexity, and it heavily influences project success.

An analysis on whether execution management function is only verbal was as follows; (mean=4.72, strongly agreed) and standards deviation of 2.65. This imply that the project manager executes the project management plan activities by performing the activities contained within each of the plans such as Communication Plan, Risk management plan, etc.

Respondents on whether the execution management function is only written were as follows (4.22 strongly agreed) and standards deviation of 2.71. This is the case because the project manager follows necessary steps to obtain the human resources needed to complete the project. Resource calendars are built and resource allocation for the project is done based on the negotiations and acquisitions with the involved business units and resource pool managers.

Also on whether execution is both verbal and written was as follows (mean 4.33 strongly agreed) and standards deviation of 2.19. The project management team is the group of people responsible for updating the project plan. The project plan is many things to the project manager. It is a record of what has occurred on the project. It illustrates what is happening on the project right now. And, it prepares the project team by showing what will be coming up. Keeping the plan current is an important role of the project manager (or project administrator). Project updates focus on the three project management constraints, cost, time and scope. An effective project manager knows that a change in one of these areas results in changes in the other two. A current project plan will show the effect of these changes on the overall project.

Responses on whether there was verbal work authorization is good for United Nation project to succeed was as follows (mean 4.10 strongly agreed) and standards deviation of 2.01. This imply without strong communication skills at UN, project managers would not have found it possible to effectively manage their teams and coordinate efforts in order to bring about a project's successful resolution. The importance of effective communication in project management, define the different types of communication project managers are likely to engage in, and offer tips that you can use to become a more effective communicator to excel in your project management career.

Respondents on whether verbal work authorization is effective for success of United Nation project was as follows (mean=3.90 agreed) and standards deviation of 1.91. This implies that verbal communication, at UN in Somalia by multiple people or teams involved in the project, that important goals and milestones might be missed, that resources become misallocated, or that the project's scope begins to creep outside of the realm of what was originally intended. The end result is that projects can screech to a halt, or worse: fail altogether.

From the findings, it was revealed that verbal work authorization does not have to be effective for Success of United Nation project as represented with (mean=3.82 agreed) and standards deviation of 1.04. this also imply that UN in Somalia verbal work authorization takes place between individuals who operate on different hierarchical levels within an organization and is sometimes referred to as "upward" or "downward" communication. Upward communication might involve a member of the project team updating the project manager about a particular roadblock that is getting in the way of completing a task, or the project manager communicating with their superior on the progression of the project. Downward communication works in the opposite direction, such as when the project manager assigns tasks to individuals on their team. The results shown in table 4.6 reveal the average mean 3.85 agree was significant as far as the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu was concerned.

Interview guide responses

Responses from one of the UN project officers revealed that execution function of management play in the success of projects in the following ways;

> *"Integration management: Directing and managing all work for the project, Quality management: Performing all aspects of managing quality, Human resource management: Selecting, developing, and managing the project team, Communications management: Managing all aspects of communications, Procurement management: Take action on securing necessary procurements, Stakeholder management: Managing all stakeholder expectations"*

On the same note, responses from one of the UN project supervisors revealed that'

"The project manager follows necessary steps to obtain the human resources needed to complete the project. Resource calendars are built and resource allocation for the project is done based on the negotiations and acquisitions with the involved business units and resource pool managers".

He further added that;

"The project manager executes the project management plan activities by performing the activities contained within each of the plans such as Communication Plan, Risk management plan, etc. The project manager will direct the various technical and organizational resources that exist in the project to execute the work defined in the project management plans".

Responses also from one of the UN staff as regards to good execution contributing to the success of projects'

"Project status meetings help project managers in reviewing the status collected from the team members. They help the project managers in assessing what has been accomplished till date and compare them with the planned activities. They allow project managers in the assessment of current problem areas and project risk areas; as well as communicating critical project information with quick feedback. Having these project status meetings also eliminates the communication problem that arises out of an assumption or belief that "everyone knows what's going on in this project". Often team members do not know, because they are busy with their own tasks".

Responses from the key informant section at UN regarding to poor execution affect the success of project were as follows;

"Keeping the plan current is an important role of the project manager (or project administrator). Project updates focus on the three project management constraints, cost, time and scope. An effective project manager knows that a change in one of these areas results in changes in the other two. A current project plan will show the effect of these changes on the overall project. Therefore, any changes and updates from the previously defined plan must be duly recorded and approved by the relevant parties along with

revision history info for audit trail. Any lapse in maintaining an accurate plan or one that is outdated has significant impact to the overall project success".

4.5 The effect of project controlling on UN humanitarian service provision in Mogadishu.

The items were rated on the 5 point likert scale ranging between strongly disagree, disagree, not sure, agree and strongly agree. The findings are shown in table 4.7 below: To achieve this objective, the selected respondents were asked to indicate the extent to which they agreed to the items. Their responses were rated on a five-point Likert scale where 5 represented strongly agree, 4 represented agree, 3 represented not sure, 2 represented disagree and 1 represented strongly disagree.

Table 4.7; **Frequencies of the effect of project controlling on UN humanitarian service provision in Mogadishu**

	Statement	Mean	Std. Dev	Response mode	Interpretation
D1.	Controlling function of management is necessary for success of the project	4.32	2.34	Strongly agree	Very high
D2.	Performance reporting is a good tool for the success of United Nation project	4.31	2.32	Strongly agree	Very high
D3.	Performance reporting is not a good tool ensure success of the project	3.65	2.10	Agree	High
D4.	Overall changes in the project is good for the success of United Nation humanitarian service	4.42	2.32	Strongly agree	Very high
D5.	Overall changes in the project is very effective for the success of United Nations project	4.33	2.69	Strongly agree	Very high
	Average mean	**4.22**		**Strongly agree**	

Source: Primary data (2022)

The results shown in table 4.7 above reveal that, respondents strongly agreed that controlling function of management is necessary for success of the project was represented with

(mean=4.32, strongly greed) and standards deviation of 2.34. This imply that at UN in Somalia project controls are processes for gathering and analyzing project data to keep costs and schedules on track. The functions of project controls include initiating, planning, monitoring and controlling, communicating, and closing out project costs and schedule. Ultimately, project controls are iterative processes for measuring project status, forecasting likely outcomes based on those measurements and then improving project performance if those projected outcomes are unacceptable.

Respondents strongly agreed that performance reporting is a good tool for the success of United Nation project was represented by (mean= 4.31, strongly agreed) and standards deviation of 2.32. The results at UN in Somalia imply that performance reporting helps professionals to better understand the status of a project and identify areas of improvement while keeping stakeholders involved in the project plan. If you're working on a project that involves stakeholders, understanding the different types of performance reporting can help you keep them aware of the project's progress. In this article, we discuss what performance reporting is, explain what the benefits include, describe the different elements of the reporting process and provide a list of different performance reporting types.

Respondents also agreed that performance reporting is not a good tool ensuring success of the project was as follows (mean 3.65 agreed) and standards deviation of 2.10. The result imply that UN in Somalia works on a projects, by combining different performance reports together, compare them to each other and pull relevant information from previous reports. They have the option to create performance reports in a text-based document, like a spreadsheet and graph, or you can use image-based formats, like charts and tables. Their professionals choose to use a combination of several formats to create their reports, like a chart and graph, so that the results are easier for stakeholders to understand.

Respondents further strongly agreed that overall changes in the project are good for the success of United Nation humanitarian service (mean 4.42 strongly agreed) and standards deviation of 2.32. The results also imply that at UN in Somalia project managers spend a lot of time producing plans and establishing team objectives. Sponsors, stakeholders, and teams then spend a lot of time making changes to the scope of the work and the rollout process. Having a clear, easy change management processes in place and a steadied eye on the bigger picture, even as

some of the details shift, goes a long way toward keeping the project moving forward and allowing you to keep your cool.

Respondents also strongly agreed that overall changes in the project are very effective for the success of United Nations project as represented with (mean 4.33 strongly agreed) and standards deviation of 2.69. The findings also imply that Changes happen at virtually every point of the project management lifecycle. Recognizing that changes are inevitable indeed, often beneficial parts of the process allows the best project managers to adopt more agile approaches to planning and execution. Having strategies in place to effectively deal with changes as they occur is the fastest way to keep everyone's eye on the prize, even in the face of what may sometimes seem constant shifts in direction. From table 4.7 the total means from the frequency on the effect of project controlling on UN humanitarian service provision in Mogadishu was 4.22 which were significant.

Interview guide responses

Responses from one of the UN staff as regards to the role do the controlling function of management play in the success of projects

> *"The controlling function involves monitoring and tracking progress and performance to help when making decisions in a work environment. You can plan, organize and lead to your heart's content, but if you're not monitoring the quality of work of your employees, you're going to be in trouble. The purpose of controlling in management is not to dominate your workers, but to make sure that they're meeting the goals and objectives of the business. Some managers will prefer to chart out the entire workflow of their teams while others will allow their workers to be self-directed".*

Also responses from one of the UN staff revealed that good controlling contribute to the success of projects

> *"Perceived controls as 'critical' were twice as likely to meet all project objectives. Those who perceived project controls as 'not important at all' were more than 3 times more likely to fail. These results emphasize the significance of controls, especially considering the number of major deviations from initial project estimates in the past".*

On a similar note, interviewees further revealed that;

> *"Reduced project costs through ability to make timely decisions, Increased project predictability for cost and completion date, Increased visibility into the financial health of the project at all stages, Ability to mitigate project scope creep, meaningful benchmarking data for future projects via well-structured projects, Increased margins when working in a fixed-price environment, improved reputation for properly managing and controlling projects, competitive advantage over organizations with less mature project management capabilities and Increased job satisfaction for project team members"*

Key informant responses on poor controlling affect the success of project were as follows;

> *"Another consequence of poor project management is project schedule delays. Unclear tasks, conflicts, scope creeps, etc. will all cause project schedule delays. If you want to have a realistic project schedule, you need to thoroughly estimate your project activities. And that estimation must primarily be based on the scope of work, number of available resources, and productivity of each resource. Just one activity with an incorrect estimate can result in project delays".*

Further added that;

> *"One of the irreparable consequences of poor project management is a bad reputation in the organization and in the market. If there is a project manager failing several projects because of poor project management implications, their reputation in the organization will hamper over time".*

4.6. Relationship between Study Variables

Table 4.8 below presents Pearson's zero order of correlation

Table 4.8: Pearson's zero order correlation matrixes

Variables	1	2	3	4
Project planning (1)	1			
Project execution (2)	.601**	1		
Project controlling (3)	.592**	.412**	1	
Humanitarian services (4)	.687**	.699**	.402**	1
**. Correlation is positive at the 0.01 level (2-tailed).* *. Correlation is significant at the 0.05 level (2-tailed).*				

Source: Survey data analysis by the researcher, (2022).

4.6.1 Relationship between project planning and humanitarian services

The result in the table 4.8 above shows a significant positive relationship between project planning and humanitarian (r = 0.687 Probability/p-value < 0.01) .This implies that a positive change or increase in project planning would consequently lead to improved and humanitarian.

4.6.2 Relationship between Variables project execution and humanitarian services

The result in the table 4.8 above shows a significant positive relationship between project execution and humanitarian services (r = 0.699, Probability/p-value < 0.01). This implies that improved project execution would have an impact on humanitarian services.

4.6.3 Relationship between Variables project controlling and humanitarian services

The result in the table 4.8 above shows a significant positive relationship between project controlling and humanitarian services (r = 0. 402, Probability/p-value < 0.01). This implies that a positive change in project controlling would lead to a positive change in humanitarian services.

4.7. Regression analysis for Project planning, Project execution, Project controlling and humanitarian services

The Table 4.9 below regression analysis of Project planning, Project execution, Project controlling and humanitarian services

Table 4.9**: Regression analysis for Project planning, Project execution, Project controlling and humanitarian services**

Model	Un-standardized coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	1.041	.304		2.504	.000
Project planning	. 351	.075	.321	1.209	.022
Project execution	.420	.141	.426	2.690	.013
Project controlling	. 232	.545	.315	.192	0.01
R = .616, R Square = .379, Adjusted R Square = .366, F = 1.912, Sig = .000					

Source: Primary data computed, (2022)

a. *Dependent variable: Humanitarian service*

b. *Predictors: (constant), project planning, project execution and project controlling*

Results in Table 4.9 above showed that from the model summary table, the value R represents the correlation value which shows the strength between the independent variables and the dependent variable, from this study there was a significant positive linear relationship between the independent variables and the dependent variable (R = .616).

The coefficient of determination in this study represented by R squared from the model summary table and it explains how well the changes in the dependent variable (Humanitarian service) can be explained by the change in the independent variables (Project planning, Project execution, Project controlling and humanitarian services); in this study the coefficient of determination is 61.6%. In other words, this implies that the combined predictor variables explained 61.6% of the variance in humanitarian service at UN in Mogadishu, Somalia (R = .616) while 38.4 remains

unexplained. The R-squared of 0.379 shows a moderate predictor power of the model which is lower than the recommended of 60% and above to be relied for a model.

These variables are explained 36.6% of the variance of humanitarian service (Adjusted R Square = 0.366). The most influential predictor of the humanitarian service was project execution with a (β = 0.426, Sig.0.013), followed by project planning (β = 0.321, Sig.0.022) and project controlling (β = 0.315, Sig.0.01), which was less likely to affect humanitarian service because it shows a lower value with a significance in the model. The regression model was significant as observed from the level of Significant (F= .912, Sig = .000).

The predictive model provided by the research findings is as expressed as: EP= .426R+.321ER+.315CM. Therefore, from the findings, it can be concluded that humanitarian service can be improved through a combination of project planning, project execution, project controlling and humanitarian services, though project execution explains it more than the other variables.

CHAPTER FIVE

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter dealt with the discussion of findings, the conclusions and recommendations drawn from the study findings from the study objectives which were as follows: to establish the influence of project planning on UN humanitarian service provision in Mogadishu, to assess the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu, to establish the effect of project controlling on UN humanitarian service provision in Mogadishu.

5.1 Discussion of findings

5.1.1 Demographic characteristics of respondents

The percentage of males sampled as respondents was bigger because most of the employees UN humanitarian agencies in Mogadishu were male. This could have been due to ability men poses and productivity level exhibited by men in both local and international NGO's in Somalia.

A critical fact presented about the age group of respondents was that the majority of the respondents were the youth. This could be so because of the current trend in which many youth are involved in social and economic activities. However, different age groups participated in this study and this helped in obtaining diversified information based on age differences and expectations of different age groups especially about the UN Humanitarian agency and the youth have recently taken interest in humanitarian projects under the UN program and are very enthusiastic about such projects.

The education level of the respondents suggests that majority of the respondents sampled were well educated with bachelor degree and informed thus, could easily comprehend issues regarding financial accountability and Project success UN humanitarian agency in Mogadishu–Somalia.

With regards to experience, it was noted that most respondents had sufficient experience and know how as to how to handle issues of Project Management and humanitarian service provision

in Mogadishu–Somalia. Experience in Somali NGO's like the UN has become a very important aspect when it comes to recruiting in such organisations. Those candidates who have less than three years of experience normally face it hard compared to those who meet this experience threshold.

5.1.2 Objective one: the influence of project planning on UN humanitarian service provision in Mogadishu

From the field findings, it was found out that good planning contributes to the success of humanitarian services and also planning has a relationship with success of humanitarian services. The findings was in line with (PMBOK guide, 2014) who asserts that project scope Management includes the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. Project scope management is primarily concerned with defining and controlling what is and is not included in the project. Defining what is and controlling what is not included in the project to help project implementers to have a clear view of the activities to be implemented and a thorough idea of the overall project scope. This avoids unnecessary activities being added which can increase the scope of the project hence affecting the cost and time within which the project is to be implemented and rendering it unable to meet the desired start-finish time and being over spent.

From the filled questionnaire, responses on whether the planning affects the success of humanitarian services. The findings also were in agreement with (PMBOK Guide, 2014) who argues that the process of estimating schedule activity durations uses information on schedule activity scope of work, required resource types, estimated resource quantities, and resource calendars with resource availabilities. The inputs for the estimates of schedule activity duration originate from the person or group on the project team who is most familiar with the nature of the work content in the specific schedule activity.

It was also found out that the scope planning informs the core kind of activities to be implemented to achieve success of humanitarian services and scope planning is not necessary for the success of humanitarian services. In the same way, (PMBOK Guide 2014) urges that cost estimating process considers whether the expected savings can offset the cost of the additional design work. Cost estimates are generally expressed in units of currency (dollars, euro, yen, etc.)

to facilitate comparisons both within and across projects. In some cases, the estimator can use units of measure to estimate cost, such as staff hours or staff days, along with their cost estimates, to facilitate appropriate management control.

5.1.3 Objective two: the extent to which project execution contributes to the UN humanitarian service provision in Mogadishu

Field findings revealed that execution management function has to be strong for the success humanitarian services. The findings were in agreements with (PMBOK guide, 2014) who write that the work of project execution is a core management function and the project management team headed by the project manager plays an instrumental role in authorizing the project requests. This implies that this management function speeds up the implementation process and if the verbal or written authorizations are not made in time then this will affect the time taken to complete the project, the cost will be under spent and the scope of the project will not be covered hence project success will be affected and the project may end up in the category of challenged projects.

Further findings revealed that execution management function has to be done by the United Nation project manager. In the same way, according to (Kerzner 2018) the project manager, along with the project management team, directs the performance of the planned project activities, and manages the various technical and organizational interfaces that exist within the project. This signifies that the project manager and his team take decisions on when, how and why activities are implemented. This means that the power to verbally authorize requests and ensure that they are implemented is very important for the project to succeed within the time, cost and scope constraints.

Further findings also revealed that execution can be done by any other staff and execution management function is only verbal. This was in agreement with (PMI, 2022) who posit through the theory of execution argue that the project plan is executed in regard to work authorization system, which is presented by four sentences: A work authorization system is a formal procedure for sanctioning project work to ensure that work is done at the right time and in the proper sequence. The primary mechanism is typically a written authorization to begin work on a specific activity or work package. The design of the work authorization system should balance

the value of the control provided with the cost of that control. For example, on many smaller projects, verbal authorizations will be adequate.

Findings also on verbal work authorization are good for United Nation project to succeed and also verbal work authorization is effective for success of United Nation project. In the same way, (PMBOK Guide, 2014) argues that project execution also requires implementation of approved corrective actions that will bring anticipated project performance into compliance with the project management plan. This will ensure that the paper plan implemented as planned and there is no variance hence leading to the success of projects. Further still approved preventive actions to reduce the probability of potential negative consequences are very necessary for making corrections to the project image and helping the project to achieve its intended objectives.

5.1.4 Objective three: the effect of project controlling on UN humanitarian service provision in Mogadishu

Field findings revealed that controlling function of management is necessary for success of the project at the UN humanitarian agency in Mogadishu. The same way (PMBOK guide, 2014) argues that the monitor and control Project Work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance. Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and disseminating performance information, and assessing measurements and trends to effect process improvements.

It was also found out that performance reporting is a good tool for the success of United Nation project. Similarly to note, according to (StratML, 2017) a performance report is a report on the performance of something. They are routinely produced by government bodies which, being financed by public money, are required to show that the money was spent efficiently and usefully (Robert Schwartz, John Mayne, 2015).Such reports will contain performance indicator which measure the achievements of the organisation and its programmes. For example, for a police department, the report might show the number of arrests, number of convictions by crime category and the change in the crime rate.

Findings after doing the analysis revealed that overall changes in the project is good for the success of United Nation humanitarian service and also overall changes in the project is very effective for the success of United Nations project. These were in agreement with (PMBOK Guide, 2014), the monitor and control project work process is performed to monitor project processes associated with initiating, planning, executing, and closing. Corrective or preventive actions are taken to control the project performance. Monitoring is an aspect of project management performed throughout the project. Monitoring includes collecting, measuring, and disseminating performance information, and assessing measurements and trends to effect process improvements. Continuous monitoring gives the project management team insight into the health of the project, and identifies any areas that can require special attention

5.2 Conclusions

5.5.1 The influence of project planning on UN humanitarian service provision in Mogadishu

In conclusion, it can be stated that the result of this research expresses a large group of project leaders' wishes and views regarding the managerial competencies that are important for a project to succeed at UN in Mogadishu, Somalia. The results can be utilized in scope planning, activity duration estimation and cost estimation project leaders so as to gain declarative and procedural knowledge to execute successful projects. Also an understanding of project success goes beyond the time, scope, quality and other critical success factors. The effect of planning was further found to be high and significant in influencing success at UN. Project leaders did have the ability to identify the interface points with other project leaders within the organization. That's the power of personal ability to respond to commitment.

5.2.2 The extent to which project execution contributes to the UN humanitarian service provision in Mogadishu

To conclude on the project execution contributes to the UN humanitarian service provision in Mogadishu, the United Nations has a system accountability in the field of humanitarian assistance, in particular through improved monitoring and evaluation to ensure that, among other things, clearer arrangements are made for system-wide evaluation, that the lessons learned from evaluation exercises are systematically applied at the operational level and that joint evaluation

criteria are developed for humanitarian and disaster relief operations at the planning stage. The United Nations agencies should continue using verbal work authorization and written work authorization to ensure programmes and projects for joint evaluation with implementing partners.

5.2.3 The effect of project controlling on UN humanitarian service provision in Mogadishu

Based on the above findings and the highlighted usefulness of evaluation as one of the controlling mechanisms, the UN should establish an evaluation strategy in order to follow the progress and achievements of implementing partners. The strategy could also assist to assess the cost-effectiveness, as well as the financial management capacity, of implementing partners. The lessons learned during the controlling process could, in addition, be useful for the selection of implementing partners, as well as for the planning and implementation of future activities. The United Nations agencies may even consider drawing up such a strategy in cooperation with certain implementing partners which have a good record and with which they have a long-term working relationship.

5.3 Recommendations

In line with the findings, discussions and the conclusions of the study, the following recommendations were drawn;

5.3.1 The influence of project planning on UN humanitarian service provision in Mogadishu

UN humanitarian service provision in Mogadishu should further embrace the where stakeholders are particularly set on an outcome, this becomes a real issue where the main sponsors are the ones pushing in a particular direction. The pressure to progress can lead to project initiation without a well-thought-out plan in place. A lack of time to plan: Some projects operate on such a tight timescale that operations start before a project plan is signed off. This can lead to the plan being led by activity rather than the other way round, and can introduce constraints on what goes into the plan. Poor understanding of the importance of planning: In organizations where project management isn't necessarily the norm, some stakeholders may not appreciate the value of the time and effort needed to create a project plan. The link between good planning and successful execution is not always one that is seen and valued.

5.3.2 The extent to which project execution contributes to the UN humanitarian service provision in Mogadishu

It is recommended that project leaders at the UN should improve verbal work authorization, written work authorization, but also focus on tasks and standards of excellence set by relevant project stakeholders. In other words, even if an individual already possessed these competencies in practice, there was still a willingness to develop them even further. That, is true managerial skills, if you can practice what you know theoretically. managing projects towards successful outcomes, project leaders should be able to respond to the challenges emanating from the wider project life cycle, not only planning, execution and close-out. Project leaders should therefore be assigned at the earliest stages and lead their project up to the commissioning stage.

5.3.3 The effect of project controlling on UN humanitarian service provision in Mogadishu

The study recommends that the most important part of project management is that of control this is because once the decision has been taken to launch and implement a project, the project manager must assume the responsibility for ensuring that each person involved completes their assigned tasks in order to thereby guarantee that the project runs according to plan. The concept of project control is very simple: a project is created with certain targets after studying the resources available and drawing up a schedule to reach those goals. Control is what ensures oversight of these plans, ensuring that no team member deviates from the course set. The completion of control-related tasks will ensure achievement of the targets as they were defined in the planning stage.

5.4 Contribution to the knowledge

Most of the existing literature on the humanitarian service provision in Somalia explores the project management of the humanitarian service provision role of inter-governmental organizations such as UNDP. However very little scholarly attention has been dedicated to the contributions of project management. This study has contributed to knowledge by examining the contributions of project management to humanitarian service provision in Mogadishu, Somalia. The study principally found that project management contributes to UN humanitarian service provision in Mogadishu through project planning, project execution and project controlling. Also, project management take advantage of their proximity to the extensive networks to monitor and document the behaviour of implementing parties whilst prescribing national and

international action against 'spoilers' of humanitarian service provision efforts.

5.5 Areas of Further Research

It is proposed that future research be undertaken to replicate the study, to ensure that the ideas studies and methods employed are valid. The researcher suggests further clarification of project leaders at all levels of management and investigation into the perceived importance of managerial competencies placed on project success factors by different project leaders. It is proposed that project leaders for empirical work will be categorized, to be analyzed into groups of senior management, project core team and project recipient. This thesis recommends future work to examine success factors in depth to develop appropriate data collection and analysis methods for measuring managerial perceptions of project success for empirical research.

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APPENDIX I: QUESTIONNAIRE FOR EMPLOYEES AT THE UNITED NATIONS IN MOGADISHU, SOMALIA

I am **SAID IBRAHIM HASSAN,** a student of Kampala International University and currently collecting data for compilation for my dissertation as a partial requirement. The research I am conducting relates to *project management and humanitarian services in Mogadishu, Somalia using a case study of United Nations*. The information is purely for academic purposes and all the answers will be handled with utmost confidentiality and you do not need to indicate your identity anywhere on the questionnaire. I therefore humbly request that you complete this questionnaire correctly in the spaces provided or options given.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Tick / fill in the most appropriate answer.

1. Sex:

    a) Female ☐   b) Male ☐

2. Age

    a) Below 19 years ☐   b) 20 – 29 years ☐   c) 30– 39 years ☐

    d) 40 – 49 years ☐   e) Above 50 years. ☐

3. Highest level of education Qualification ☐

    a) Certificate ☐   b) Diploma ☐   c) Degree ☐   d) Masters ☐

    e) Others (specify) …………….......................

3. Marital Status

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

    e) Separated ☐

4. Duration working, with United Nations in Mogadishu?

Less than 1 year	1-3years	4-6 years	Above 6 years

5. Department

    Staff ☐   General Management ☐   Beneficiary ☐

INSTRUCTIONS

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

Strongly Disagree(SD)	Disagree(D)	Not Sure(NS)	Agree(A)	Strongly Agree(SA)
1	2	3	4	5

SECTION B:

A	**Project planning contribution to the UN humanitarian service provision in Mogadishu** **(a) Planning**	SD	D	NS	A	SA
A1	Good planning contributes to the success of humanitarian services					
A2	Planning has a relationship with success of humanitarian services					
A3	Planning affect the success of humanitarian services					
A4	Scope planning is necessary of the success of humanitarian services					
A5	Scope planning informs the core kind of activities to be implemented to achieve success of humanitarian services					
A6	Scope planning is not necessary for the success of humanitarian services					
A7	Activity duration estimating is essential for success of humanitarian services					
A8	Activity duration is not necessary for success humanitarian services					
A9	Cost estimating is during planning essential for success humanitarian services					
A10	Cost estimating during planning is not Necessary for success humanitarian services					

SECTION C:

B	Extent to which project execution contributes to the UN humanitarian service provision in Mogadishu **(b) Execution**	SD	D	NS	A	SA
B1	Execution management function has to be strong for the success humanitarian services					
B2	Execution management function can be weak and humanitarian services in Mogadishu will succeed					
B3	Execution management function has to be done by the United Nation project manager					
B4	Execution can be done by any other staff					
B5	Execution management function is only verbal					
B5	Execution management function is only written					
B6	Execution is both verbal and written					
B7	Verbal work authorization is good for United Nation project to succeed					
B8	Verbal work authorization is effective for success of United Nation project					
B9	Verbal work authorization does not have to be effective for Success of United Nation project					
B10	Written Work Authorization is not good for the success of United Nation project					

SECTION D

No. C	The effect of project controlling on UN humanitarian service provision in Mogadishu. **(c) controlling**	SD	D	NS	A	SA
C1	Controlling function of management is necessary for success of the project					
C2	Performance reporting is a good tool for the success of United Nation project					
C3	Performance reporting is not a good tool ensure success of the project					
C4	Overall changes in the project is good for the success of United Nation humanitarian service					
C5	Overall changes in the project is very effective for the success of United Nations project					

APPENDIX II: INTERVIEW GUIDE

1 What is project management according to you?

2 What is project success according to you?

3 What are some of the management functions you consider very important in a project?

4 Why do you consider them important?

5 Do you think management functions influence the success of a project yes/No?

6 In your opinion what role does the planning function of management play in the success of projects?

7 How does good planning contribute to the success of projects?

8 How does poor planning affect the success of project?

9 In your opinion what role does the execution function of management play in the success of projects?

10 How does good execution contribute to the success of projects?

11 How does poor execution affect the success of project?

12 In your opinion what role does the controlling function of management play in the success of projects?

12 How does good controlling contribute to the success of projects?

13 How does poor controlling affect the success of project?

14 Is finishing the project on time planned defined as success of a project yes/No

15 if yes why do you think is a good measure of success

16 Is finishing a project within the required scope defined as success of projects yes/no?

17 If yes why do you think is a good measure of success

18 Is finishing a project within the planned coat defined as success?

19 If yes, why do you think is a good measure of success

20 In your opinion, does staff work relations influence the success of projects yes/No

21 What are the most delicate work relationships that need attention to ensure success of projects (supervisor –supervisee, colleagues, and stakeholders?)

22 How does good staff work relationships contribute to the success of projects

23 How does poor staff work relationships affect the success of project

APPENDIX III: WORK PLAN

Time resources required for the thesis report.

2022 -2023	march	April	May	June	July	August	Sep
Proposal	🟨	🟨	🟨	🟨	🟨		
Data Collection					🟨	🟨	
Data Compiling and Analysis						🟨	🟨
Thesis Report Writing							🟨