EFFECT OF PROJECT MANAGEMENT PRACTICES ON SELF-HELP GROUP PROJECT PERFORMANCE IN HARGEISA SOMALILAND

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DECLARATION AND APPROVAL

Declaration

This project is my original work and has never been presented for any academic award in any institution.

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Approval

This project is being submitted for examination with our approval as University supervisors

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DEDICATION

This project report is dedicated to my beloved wife Phanice Aloni, my daughters Tracy Tubei, Eileen Tubei, Olivia Tubei, and Ivana Tubei.

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First and foremost, I thank my supervisor Dr. Mercyline Kamande who devotedly corrected and advised me until I came out with my original work. She did an incredible work of rereading the manuscript and guided me on how I could come up with my original work.I also take this chance to acknowledge my family's contribution to this work for moral, spiritual, and resource support. May God bless you. In particular, my appreciation goes to Tracy for reading and formatting the whole project report.Secondly, I appreciate Mr. Abdiwasac-the president of New Generation University, Somaliland who provided financial resources that enabled me to undertake this exercise.Finally, while appreciating all contributions and comments, I take responsibility for any shortcomings that may arise in this work.

Phillemon Landy Tubei

ABSTRACT

Most of the women found in urban-rural informal settlements of Hargeisa District are engaged in self-help group projects since most of them fail to qualify to access credit facilities from commercial banks and microfinance institutions. The main problem with development projects is that they are poorly managed and this affects their implementation effectiveness and efficiency. The purpose of the study was to assess the effect of project risk management, monitoring and evaluation, stakeholder involvement, and effective project planning on the performance of SHG projects in the Hargeisa district. These are projects implemented by the Network against Female Genital Mutilation in Somaliland (NAFIS) through its member organizations in

particular Somaliland Women's Research and Action Group (SOWRAG). The study solicited data from the NAFIS staff working with SHG groups such as the MEAL and Project officers, SHG leadership, and members. A mixed method comprising quantitative and qualitative techniques was employed in the collection and analysis of data so that they allow the achievement of different objectives to cover the weaknesses of each technique. This method was suitable for this study because first, it addresses the need to study women in complex socioeconomic and political phenomena landscape. To enhance the effectiveness of SHG projects in Hargeisa, this study offers key policy recommendations: Strengthen Monitoring and Evaluation (M&E): Establish robust M&E frameworks with continuous capacity-building for project officers and SHG leadership. This will ensure adaptive project management and improved performance. Institutionalize Risk Management: Integrate systematic risk management practices at all project stages, supported by training and resource allocation to mitigate risks and safeguard project sustainability. Enhance Stakeholder Involvement: Foster active participation of SHG members, local authorities, and civil society organizations to create ownership, improve transparency, and address community-specific needs. Improve Project Planning: Encourage comprehensive project planning processes that are participatory and evidence. The study contributes to existing knowledge by providing a comprehensive analysis of factors influencing the performance of selfhelp group (SHG) projects in urban-rural informal settlements in Hargeisa, Somaliland. It highlights the critical role of monitoring and evaluation, project risk management, stakeholder involvement, and effective project planning in enhancing project success. The study expands on the limited research available on SHG projects in Somaliland, offering evidence-based insights that can guide policymakers, development organizations, and SHG practitioners in improving project management practices. Additionally, it bridges a knowledge gap on the application of mixed methods in assessing women-led development initiatives in complex socio-economic settings.

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LIST OF ABBREVIATIONS AND ACRONYMS

CDF	Constituency Development Fund
KPMG	Klynveld Peat Marwick Goerdeler
KNH	Kindernothlife Germany
NHIF	National Hospital Insurance Fund
M&E	Monitoring and Evaluation
MAEL	Monitoring and Evaluation and Learning
NAFIS	Network Against Female Genital Mutilation in Somaliland

NGOs	Non-governmental Organizations
MODEL	Open Distance and Electronic Learning
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
PWC	Price Waterhouse Coopers
SHG	Self-Help Group
SOWRAG	Somaliland Women's Research And Action Group
UNDP	United Nations Development Programme
USAID	U.S.Agency for International Development
WB	World Bank

CHAPTER ONE

INTRODUCTION

1.1 Study Background

For projects to perform effectively, competitively, and dynamically, they are called upon to adjust to the changes that are taking place socially, economically, and politically in the community. Projects are interventions that provide solutions to socio-political and economic problems in the community. Effective project management contributes a lot to the competitive advantage strategy of organizations. Organizations that have entrenched effective project management practices in their projects have been able to compete in the market and industry. Therefore, competency for association between project outcomes and goals (PMI, 2008). Project outcomes and goal realization are dependent on management practices adopted. Effective project outcomes rely on project goals outlined clearly in the project plan. Projectchievement is possible with meaningful employment of management tools and practices. Project management is a capability strategy that leads to a strong connection between the outcomes and goals of the project (PMI, 2015). Project goals set at the conception of a project derived from a participatory needs assessment that involves project planners or the intervening agency and the beneficiaries in the community. The reason is that the project is compatible with the local situation and becomes successful.

Effective management of project implementing agencies translates into projects under their thematic areas. Many project implementation agencies must be committed to

project management. Kerzner, (2013) states that in organizations involved in development projects, the control of their inputs in any activity is under effective management. Project inputs need proper planning that ensures that the right resources are being put into the projects and at the right time in the right amount and quality. That is, there should be high activity performance but at a shorter time and low cost that has to show a strong relationship with beneficiaries and clients of the project. Stakeholders, especially the project beneficiaries, the project is accepted to be successful when it achieves its goals and objectives.

Effective project management consists of carrying out regular responsibilities that incorporate a range of tasks such as control, making plans, implementation tracking, and deviation correction and closure. With controlling, variances between expected and actual activities are detected and corrected. When there are deviations, correction is done on time to ensure that the actual and expected are the same or reduce the deviations to a minimal level. According to Atkinson, et al, (2007) performing tasks includes the exercises within the limitations, threat, time and scope, budget, firm sources, and beneficiaries' satisfaction. Proper project management reduces the limitations that the project is likely to encounter. Threats are risks to the project left without control interfere with the achievement of the project because their occurrence and their impacts influence the project negatively. Proper application of project management practices will ensure that the project activities and the entire project is delivered and completed within the time frame.

When there is time overrun, the project is likely to incur more cost because of extended time. Also, proper project management enables the project team to confine itself to the scope and avoid tasks that are not critical to the project scope.

Development NGOs are steadily setting more assets in projects to include the latest products, enhancing strategies, and structuring services. Latest and new products tend to give an organization a comparative advantage. Structuring services gives a new impetus to the project so that clients, consumers, and beneficiaries access new products and services. Nevertheless, according to Sausers, Reilly, and Shenhar, (2009), projects battle to fulfill the costs and time constraints or fail to satisfy the needs and desires of beneficiaries. The opposite is possible when the project team carries out correct management practices .Planning, risk assessment, tracking, and engaging stakeholders within the tiers of management of projects is the critical management of project constructs. As projects become complex, monitoring and assessment have regularly become important. A growing organization calls on a more appropriate application of project management practices. Project monitoring and assessment entails assessing and detailing development concerning project goals. This practice ensures that the plan implementation is with no or fewer deviations. Project Stakeholders to realize the prevailing conditions to be part and parcel of its implementation. When stakeholders are effectively involved in the project from the beginning they are motivated to contribute their skills, qualifications, and experience for the betterment of the project. Also, stakeholders' participation ensures project sustainability because they own the project.

Project monitoring and assessment involves planning, implementing the plan, assessing and recording the findings, documenting results variations, and correcting variations discovered (Shrenash, Pimplikar & Sawant,2013).Project monitoring and evaluation plan or framework that will guide the whole process during project implementation is in place. Documentation of variations and corrections helps the project team to make changes to the project during its life cycle. On the other hand, evaluation of the project can come in two phases-formative and summative. Summative evaluation reports and recommendations influence the next project phase and future projects but not in the current one. Long-period projects like two to five years may attract both formative and summative evaluations. Short-term projects with less than one year will require only a summative evaluation at the end of the project implementation period. Long-period projects are sub-divided into phases; hence the end of a phase formative evaluation would be carried out whose recommendations would inform the next phase.

There is a need for more consideration given to management practices that will bring about valid and reliable project results. Therefore, the project implementation team can detect any likely risks that may hinder the project from being implemented successfully since it offers the solution of rectifying and correcting any deviations early enough before they cause a drastic and detrimental impact on the project (Horner, 2006). Once deviations are detected and mitigation measures taken it becomes a strong project management practice that puts the project implementation activities back on track. Therefore, proper execution of monitoring and evaluation of the SHG project in Hargeisa, Somaliland is responsible for tracking project progress

towards the accomplishment of the set goals. These goals are within the constraints of time, scope, and cost by identifying limitations and deviations, assessing them on time, and suggesting remedial measures that will guarantee successful project performance.

Through project monitoring and assessment mitigation measures can be taken against any potential risks to the project. It is upon the monitoring and evaluation findings that correction measures of project implementation processes, project strengthening, and project quality are achieved. Thus monitoring and evaluation are meant to compare the expected and the actual aspects of the project. Hence, it goes beyond monitoring what is happening and recording the differences but brings in control measures that reduce the gap between the expected and the actual.

Therefore, in case of any deviations monitoring and evaluation put it back on track (Kerzner, 2011). Detecting errors early enough gives the project team ample time to correct them and get the project on track. Any corrective decision made based on data collected from the monitoring process becomes justifiable for the change that will be made on the project. Monitoring assesses ongoing project activities and corrections on the ongoing project are made that will benefit it.

There is only one evaluation carried out on the project at the end of it. In other cases, if the project is a long-term one for example a five-project then the project can be divided into phases for this case five phases each will take one year. In such a case would have both formative and summative evaluations. Formative evaluation is done at the end of each phase. Its findings and recommendations are used in the next phase

and not the current phase under evaluation. Its recommendations are used to improve the next phase.

An organization that has an interest or stake in the project at different stages from initiation to closure qualifies to be called a stakeholder in that project. This includes both internal and external stakeholders. Internal stakeholders in the project include the project manager the project team and to some extent, the implementing organization's staff is given the responsibility to oversee the project implementation (Nwachkwu, 2011). External stakeholders to the project include; sponsors, donors, government, other organizations, regulators, clients, customers, consumers, and beneficiaries. Therefore, the achievement of the project depends on the stakeholders since they influence the project at different levels of implementation either positively or negatively. Involvement of stakeholders alludes to becoming a member of the interest of owners, sponsors, and businesses is key to getting their buy-in, sustainability, and the project's effect (Freeman, 2015). When stakeholders are involved from the beginning of the project up to its closure it allows them to own the project. Hence ownership of the project by stakeholders especially beneficiaries is a guarantee for the sustainability of the project which is another indicator of project performance.

Developing countries are synonymous with project failure because of a lack of participatory situational analysis, knowledge, and generally poor management. In line with Collier, (2015) and Moyo, (2017) there are numerous problems in opposition to the fulfillment of African projects including bad governance, corruption, and insufficient ability for project management. The project cannot succeed if the

management practices are applied or employed wrongly just because of an unknowledgeable, unqualified, and inexperienced project management team.

The aforementioned can be available but also when there is no goodwill because of demotivation aspects then still nothing will come out of the project. Hence as much as the management applies management practices the issue of human resource management is equally important for project performance. Bad project management practices are the 50% cause of projects' failures. This is very common with many projects since it is through project management that the project plan can be realized. Project management practices are used to increase the success probability of the project (PWC, 2012). Project success, therefore, calls upon vigilance in the way it is managed throughout its life cycle. Thus, the implementation strategies of the project have to be aligned with the project plan. The project implementation team is not supposed to ignore any management practices at any time during project implementation.

1.1.1 Project Management Practices

For the project to succeed in attaining its objectives, numerous factors collaborate to support the performance. At any time, they are not properly coordinated and administered at some point during project implementation then this can result in project damage, subsequently the project fails and ends up as a non-acting project (Abdi, 2014). Therefore, collaboration of management practices needs to be carefully employed so that project outcomes and objectives are aligned. According to Omwaka and Wanyoike, (2016), the organization of human resources and other resources to be in line with the management approach is a key component that complies with

project management. A long time ago human resources were neglected by organizations and project owners but recently is when there has been a realization that out of all resources in an organization human resources is the most important. Project managers, therefore, ensure that project strategies are executed accordingly for project fulfillment. These roles encompass project designing, making ready, enforcing, tracking, and dealing with communication strategies (Harvey, 2005). Good project designing is enshrined in the project planning stage, then enforcing is executing the project, tracking is monitoring and controlling, and the flow of communication when well-coordinated forms the foundation of project performance. In projects where the above are mainstreamed into the project management process, outputs, outcomes and impact of the project will be aligned with set project objectives. These form project performance indicators.

Effective involvement of stakeholders in the whole project life cycle ensures that their inputs are seen and this is seen in addition to fulfilling the desires and expectations of the customers (Baraudi, Olson & Ives, 2016). Whatever project factoring the clients'/beneficiaries' needs, desires, and expectations is the ultimate goal of project performance. As much as the project team puts more focus on project management practices these should be geared towards satisfying the clients and beneficiaries. In every evaluation, formative or summative evaluators may not base a lot on the management practices per se but on whether the clients and beneficiaries were satisfied or not. The end justifies the means if there were some weaknesses somewhere but end-product users are satisfied then the project is given a clean bill of

health. When the right stakeholder identification and analysis are carried out throughout the strategy planning stage of the SHG project in the

Hargeisa District then stakeholder participation and engagement are decided. This can result in powerful project stakeholder management to improve the project's overall performance within the period of its existence. Involving women individuals at each level of the project keeps them posted on what goes on and therefore results in their awareness about the project and their roles in the project ultimately enhancing their commitment. Time is gone when beneficiaries were thought to be passive participants in the project since currently, their involvement is pertinent. Given their wealth of experience the project team can rely on them for effective and efficient project implementation. Important stakeholders can offer requirements primarily based on the facts from wherever they work or worked before. This could assist the project team in understanding project challenges and constraints throughout the project life cycle. As you involve stakeholders and engage them more in the project the greater risks are exposed and reduced in the project's main high performance.

SHG project in the Hargeisa district, Somaliland was initiated and funded by an international NGO. To reduce the misconception that the project was a foreign idea being imposed on the beneficiaries; they were involved in the project design. The situational and contextual understanding of the local environment by stakeholders benefited the project very much. This helped the beneficiaries in partnership with the project implementation agency to implement prioritized interventions in the community. Therefore, stakeholders' involvement in project situational analysis makes a strong foundation for its success. For projection cooperation and synergy

enhancement, different stakeholders' interests are taken on board as salient ingredients in project implementation. Thus stakeholder engagement is necessary for project success.

Stakeholders are people or organizations that have a stake in the project. They influence the project at different stages with different impacts. Stakeholder involvement starts at the stakeholder identification stage where the project planning team identifies key stakeholders to the project. After the identification of stakeholders, their impact on the project at various stages is analyzed. This will clearly show at what stage of the project implementation he or she influences the project. A stakeholder register or matrix is, therefore, developed that will guide the project manager to know the stakeholders, their powers, and when and where they influence the project. Hence, stakeholders are engaged based on the stakeholder management plan that is a product of planning (Donaldson & Preston, 1995).

Effective implementation of the stakeholders' management plan is an assurance of commitment of the stakeholders to the project at their respective times, places, and stages on the lifecycle of the project.

Successful project performance outcomes are a result of effective planning before implementation and it is significant in project management. Project planning needs to be comprehensive and participatory because buy-ins from different participants are considered. This makes the project plan situational-oriented and formidable. Projects that are comprehensively planned are likely to have their goals achieved during their implementation (Menches, et al.2008). When there is participatory project planning

then project sustainability is guaranteed because the participants feel they own the project and hence can perpetuate it (Buchholz &Volk, 2012).

Ownership of the project is paramount because participants are motivated and can perpetuate the project even after the end of its life cycle or donor cycle because the community feels it belongs to them and sustainability is, therefore, achieved due to community ownership. The involvement of diverse stakeholders in the project planning process enables them to carry out self-evaluation of their needs achievement and hence this is the power for project continuity in the community (Van-Ongevalle et al, 2011). Stakeholders especially the beneficiaries can identify their needs and rank them in terms of priorities since all needs cannot be met at the same time because of resource constraints. The breadth of project participation is directly proportional to high project sustainability ratings (Jun & Conroy, 2014). Participation reduces apathy and misconception that the project is an external idea to solve community problems. Setting a clear project objective is the starting point of planning practices because this motivates the stakeholder's desire to achieve the project's goal. When the project team for instance is part and parcel of the whole project planning process they can understand what is to be done and what is not to be done. This also helps them to grasp what is expected of them, hence they don't waste time and resources or even wait to be directed on what to do by the project manager. This is because they already know what to do and how to do it.

Setting clear project goals is an important project component that once executed appropriately enhances project continuity (Mallinson & Swery, 2011). The proper planning process brings about a plan that rallies the project team mainly women

members of the SHG project in the Hargeisa District around a single project vision as a way to strengthen responsibilities. A good project plan is an indicator, sign, or compass that guides the project implementing team and the project manager who are like sailors and their captains in the sea respectively. Also, it guides them on the direction which is the vision target, or product of the project. Hence this guarantees successful project implementation. This is possible because everybody is reading from the same page in terms of project priorities which are very clear and what is expected of them is equally tacit, hence each participant is aware of what is expected of him or her. When the project team and the project manager are moving on the same wavelength it becomes easier for project coordination during implementation that to some large extent enables the team to know what to do.

When the project planning team gets everything right then the project will be clear in terms of objectives, goals, scope, and others which are strong pillars of the project. With skilled and experienced project planners a reliable blueprint will be generated that will be a compass for the project team and the project manager during implementation of the project (Sandoe, et al., 2011). This is because work breakdown, for example, is appropriately woven into manageable tasks then time is allocated to each task appropriately which will ensure the completion of each task on time scheduled.

Risk management according to Smith and Jagger (2010), is a process that involves identification, analysis, and responding to risks on time to avert any loss that is likely to occur due to their happening. Recognizing risk consists of the identification of risks through brainstorming, markets' benchmarking, and situational evaluation in addition

to workshops on the evaluation of risks that could affect a project's overall performance. Risk identification is half risk solved because this makes it clear what is likely to stand in the way of project implementation hence this will compel the project team to think of what to do. Risk quantification consists of risk assessment in addition to how diverse risks are likely to be related; on the other hand, risk response design contains proactive steps taken towards threats of the risks. Preventing, mitigating, or accepting measures are key components of response design. The risk management plan is an early plan on how if the risks identified occur will be dealt with. Effective outline and management of risks is the responsibility of project managers. Project risk management will make sure that the SHG project in Hargeisa District runs smoothly so that one step proceeds to the next without disruption. Consequently, identifying, averting, and dealing with potential risks earlier will make sure that SHG project participants can respond effectively to challenges when they emerge and when they require intervention. Therefore, a risk management plan provides a proactive framework to identify and analyze risks. Thus, the project team will not be unaware of these challenges since they are already known and measures to counter them are put in place ahead of time.

Through project risk management any risky events that are certainly to occur are easily mitigated because risk management measures are already put in place for any eventuality. This is a proactive measure that is already determined and solutions put in place. Once this is appropriately put in place no amount of uncertainties will impact negatively the project's performance. This is because risk occurrence and their respective impact can be reduced hence allowing the project to proceed uninterrupted.

A formidable structured risk management framework in the project will ensure proper risk identification, analysis, and management that consequently performance targets achieved. Projects that lack risk management plans in place are threatened with project underperformance or failure (Abdirahman & Shaban 2021). Without a risk management plan in place cost and time overruns are likely to characterize project implementation leading to project failure.

Risk identification, analysis, and planning are very important in project implementation and hence success. It is the risk management plan that is implemented through risk management. In risk identification potential risks to the project are listed (Belout, 2008). Then in risk analysis, their probability of occurrence is established in this case low, medium, or high. Then when they occur their impact on the project is equally categorized as low, medium, or high. Based on the above a risk mitigation plan is developed which shows how the risks will be managed in case they occur. Monitoring of potential risks is under an appointed person in the project who is equipped with what to do in c case it occurs at the same time mechanism to reduce the chances of that risk occurring.

When it comes to identifying and defining challenges and reasons during project implementation and coming up with feasible and formidable solutions monitoring and evaluation play a vital role (UNDP, 2009). A systematic collection of information on the SHG project in the Hargeisa District can contribute to the availability of proof for the mid-time period and the completion of outcomes evaluation in addition to the beneficiary (SHG women members) stage impact evaluation. M&E will also enhance

learning and inspire the innovation of SHG project members in Hargeisa District to gain higher outcomes and make

contributions to the scaling up of the SHG project.

1.1.2 Project Performance

Maximization of profitability, lessening of the effect of competition and uncertain happenings on the goals of the project, and therefore, taking advantage of opportunities from activities that are volatile are ensured by effective project performance (Shrenash, 2013). Each project is intended to satisfy the customers or meet the expectations of the beneficiaries. The success of the project is manifested in the products and services accruing from it which are the verifiable indicators of project achievement in terms of quality, cost, and time inputs. The acceptance of the project products is an indicator that the project has succeeded in what it was meant to achieve in terms of objectives. Project quality performance effectiveness and conformity are achieved when quality requirements are certain and explicit in the design and contract documentation. When the expected and actual project activities or tasks are the same then there are no deviations hence there is success in its implementation since there is conformity of actual to the expected.

Project performance is realized when the project meets its set goals and objectives that incorporate quality cost planning, time management, security, and meeting consumer expectations, requirements, and needs (Harvey,2006). Quality cost planning factors in all the needs assessment aspects that incorporate what the project is and for what purpose in terms of the set objectives and goals. Time management

will highlight the project schedule that will clearly express the overall time for the project completion but also specific work breakdown structures for specific manageable work components with their time allocated. Thus when tasks are completed on time as scheduled then the likelihood of the whole project being accomplished on time is assured. When there are no time overruns then the extension is not called for hence no extra cost will be incurred.

Project success is determined by its performance (Anthill, 2014). This is where the end justifies the means when a project is successful there is a tendency to overlook any default that might have manifested itself somewhere on the project during implementation. By accomplishing a set of targets, it is an indication that the project is beneficial and therefore, beneficial projects to clients and beneficiaries are always sustainable. The sustainability of the project beyond its end is a sign of a successful project. Donors nowadays emphasize the aspect of project sustainability as an indicator of a successful project. Corporations all over the world have decried project performance failures that lead to waste and loss of resources in particular finances (Chandra, 2012). Project failure is synonymous with poorly planned and implemented projects. This is a s a result of inappropriate combinations of project management practices. An effective combination of project management practices has been able to enable many projects to succeed in the eyes of all project stakeholders. As also observed by Bass (2016), project performance measurement takes into consideration cost plan, safety, time, and beneficiary satisfaction.

The set standards of project performance must be clear and ones that can be attained and specifically located by prioritizing them. Clarity in the project components

extends to the project team's understanding of what is expected of it during project implementation. Ensuring responsibility is the reason for everybody's engagement which brings about project performance estimation as the effective foundation of project management. When every stakeholder understands his or her responsibility it compels them to commit themselves to the project because it is clear what one is supposed to do. Hence in case of success or failure, one can specifically point out who was responsible for what. It has to be noted that sometimes incredible standards are likely to result in some disappointment when measures are not attained. This is likely to create demotivation and dissatisfaction among the stakeholders.

According to KPMG's (2013) findings, about 25% of projects are falling behind schedule because of poor plans as well as complex techniques usage which may not be in the understanding or knowledge of the users. Thus everything could be in good and proper shape as far as the project is concerned but the technology employed could spell doom because if the technology is not familiar to the project team then despite their qualification, knowledge, and experience the project would still be delayed since either they are taking time to learn the technique or there are many reworks which consume a lot of time. Delays in road construction are brought about by workers who are not qualified and also construction facilities that may be inadequate or poor generally. As far as this study is concerned, the project meeting targets, finishing the project on time and within the prescribed budget, and meeting the stakeholders' expectations, needs, and desires, shows that the project has achieved its objectives in terms of the outcomes. Therefore, it calls upon all stakeholders at whatever level or

stage on the project life cycle to be committed and observant of what constitutes the project for success to be attained.

1.2 Problem Statement

Community development projects, particularly those implemented by NGOs, are crucial in addressing socio-economic and political challenges faced by poor communities. However, many of these projects fail due to poor management practices, lack of skilled personnel, insufficient stakeholder involvement, and inadequate risk management and monitoring systems. Projects without proper planning and evaluation often face delays, budget overruns, and low stakeholder engagement, which undermine their effectiveness and sustainability. This is particularly true in developing countries like Somaliland, where project management capacity is generally weak, and donor-funded projects are poorly executed.In Somaliland, many initiatives have aimed to empower women and youth, but these projects often struggle to bring about meaningful socio-economic or political change. Despite increased project funding and international support, challenges persist due to the lack of proper project management practices. The SelfHelp Group (SHG) project in Hargeisa, for instance, has not significantly improved the welfare of its members after ten years, with issues such as high borrowing, low repayment rates, and poor planning contributing to its limited success.While some women involved in the SHG project have started small businesses, there is no significant socio-economic empowerment. This suggests that financial support alone is insufficient; effective project management, including stakeholder involvement, risk management, and continuous monitoring, is crucial for sustainable development. The SHG model is

relatively new in Somaliland, and few studies have been conducted to assess its impact comprehensively.

Research Gaps indetified are limited Research on SHG Project Management in Somaliland-There is a lack of detailed studies on how project management practices (planning, risk management, stakeholder involvement) influence the success of SHG projects in Somaliland.Insufficient Focus on Socio-Economic Impact-Existing studies provide broad findings on small business engagement without thoroughly investigating the socio-economic and political empowerment of women within SHGs.Evaluation of Project Sustainability-Few studies examine the long-term sustainability of women's empowerment projects beyond financial metrics, particularly how they contribute to social and political inclusion.Comparative Analysis with Other Regions-There is a gap in comparing SHG project outcomes in Somaliland with those in similar socio-economic environments to identify best practices for improving project management and impact.

A multiple regression analysis can quantify how much poor project management practices contribute to failures like delays, budget overruns, low stakeholder engagement, and low socio-economic impact.

1.3 Purpose of the Study

The purpose of the study was to establish the effect of project management practices on performance of Self-Help Groups in Hargeisa Somaliland.

1.4 Objectives of the study.

The objectives of the study section present general objectives and specific objectives of the study.

1.4.1 General Objective

To find out how Self-help group project performance implemented by the NAFIS Network member- Somaliland Women's Research and Action Group (SOWRAG) in Hargeisa district is affected by project management practices.

1.4.2 Specific Objectives

1. To assess the effect of monitoring and evaluation practices on performance of SHG project in the Hargeisa Somaliland.

2. To assess the effect of risk management practices on performance of SHG project in the Hargeisa Somaliland.

3. To assess the effect of engagement and involvement of stakeholders practices on performance of SHG project in Hargeisa Somaliland.

4. To establish the effect of planning practices on performance of SHG project in the Hargeisa Somaliland.

5. To establish whether the SHG project succeeded in meeting its goals and objectives in Hargeisa Somaliland.

1.5 Research Questions

The research questions section presents general questions and specific questions of the study.

1.5.1 Research Questions

1. What is the effect of monitoring and evaluation practices on performance of SHG project in the Hargeisa Somaliland?
2. What is the effect of risk management practices on performance of SHG project in the Hargeisa Somaliland?
3. What is the effect of engagement and involvement of stakeholders practices on performance of SHG project in Hargeisa Somaliland?
4. What is the effect of planning practices on performance of SHG project in the Hargeisa Somaliland?
5. Did the SHG project succeeded in meeting its goals and objectives in Hargeisa Somaliland?

1.6. Significance of the Study

The significance of this research is first and foremost helpful to the NAFIS network as it will allow its personnel and member organizations to comprehend how to improve the performance of the SHG project in the Hargeisa district and Somaliland as a whole. They will have the ability to embody and streamline effective planning and management in the SHG project a good way to raise project performance sustainability.

Project managers will have something to learn from in this situation they comprehend factors behind project planning and management which might be necessary for project success as well as its sustainability. They will be able to manage their project successfully by applying the project management practices and avoid failure that

could be a result of non-compliance to the application of project management practices.

Women organizations' leadership in Somaliland will be sanitized by the findings of this study on key project management abilities and practices to employ to be able to enhance the performance of the project. This research report will become the foundation upon which project management practices application decisions can be made.

Future researchers will have a secondary source of information and references before they embark on primary data collection since this study in its recommendations for further research will display the know-how gap that needs to be filled up by the coming researchers when it comes to SHG groups' project. This will prevent the recycling of studies on the management of SHG projects in Somaliland and elsewhere.

To enhance the knowledge of the subject area the findings of this study might be beneficial because they will form a basis for further and future studies on projects' performance. In the context of Somaliland there a little literature on SHG management practices. Therefore, this fills the knowledge gap in this area.

The study may be considered for both public and private sectors because both are likely to appreciate the significant role played by effective and efficient project planning, risk management, monitoring and evaluation, and stakeholder involvement activities on of SHG project's performance.

1.7. Scope of the Study

It is very important for any research to state the extent to which the study covers the geographical area where the study would take place. This can be an organization, a community, or a country. Also, the study has to give the extent to which it will cover subject content. Lastly, the researcher has to state the time frame of the events for example studying what has happened or been happening on a one-year or fiveyear project.

The study covered the performance of SHGs in the Hargeisa district implemented by the NAFIS network through its member organization- Somaliland Women's Research and Action Group (SOWRAG). The study sought data from NAFIS and member organizations staff comprising, project officials, SHG group leaders, and members (beneficiaries) in Hargeisa district, Somaliland.

The study confined itself to the components of management practices such as project planning, risk management, monitoring and evaluation, and stakeholder involvement activities on the SHG project's performance. It also covered the impact of the project management practices on project goal/target success, project completion on a time budget, project burn rate, and customer's/beneficiaries' expectations/satisfaction met under the umbrella of the performance of the SHG project in Hargeisa district.

SHG project was started in Somaliland in March 2013. It was implemented in fiveyear phases, hence from 2013 to 2023 has completed two phases. This study, therefore, assessed project management practices' effect on project performance in the second

phase (2019-2023). This is because the NAFIS 2018 Annual report for the first phase indicated several weaknesses in the project implementation in particular application of key project management practices.

The target population for this study consists of individuals directly involved in the implementation and participation of SHG projects. This includes project officials from NAFIS and its partner organizations, SHG group leaders, and members (beneficiaries) who are active participants in the SHGs within Hargeisa district. These groups provide insights into the management practices and performance outcomes of the SHG project.

On academic scope, Academic ScopeThis study addresses the impact of key project management practices on the performance of SHG projects. The research covers various aspects of project management, such as project planning, risk management, monitoring and evaluation, and stakeholder involvement. Additionally, the study examines how these practices influence project outcomes, including the achievement of project goals, adherence to project timelines and budgets, and beneficiary satisfaction.

1.8 Study Limitations

The study envisaged numerous limitations to be encountered by the researcher throughout the study. First, a few respondents were not willing to present information that is confidential for fear of victimization from their managers/bosses. Also, the researcher assured them of anonymity and the fact that the information given would only be used for research purposes.

Second, some respondents were not willing to fill out the questionnaires and return them on time. The researcher made the questions simple and also a brief questionnaire that did not look lengthy to the respondents. Additionally, the researcher administered the questionnaires personally and was able to retrieve the questionnaires once they were filled. This lessened the low response rate as far as questionnaires to be retrieved were concerned.

Third, when it came to control and management of the attitudes of the respondents the researcher did not have control. However, he created a rapport and familiarization with the respondents to create self-assurance in them and activate their moods while answering questions.

The language barrier was another challenge since the researcher is a foreigner who does not speak the Somali language. This was solved by translating the questionnaire into Somali language.

1.9 Delimitations

This study confined itself to the project management practices specifically risk management, stakeholder involvement, monitoring and evaluation, and planning components on how they influence the performance of the SHG project performance in the Hargeisa district of Somaliland. Thus this study is not looking at communication, quality management, or project team motivation in influencing the project performance, they are simply being held constant in this case. It additionally limited itself to the challenges faced by the implementation of the SHG project for the first 10 years since its implementation in Somaliland. Consequently, it did not

look at the general project planning and management of projects, however, especially the SHG project in the Hargeisa district and not in the whole of

Somaliland. The case study was confined to Somaliland Women's Research and Action Group (SOWRAG).

1.10 Assumptions of the study

The following assumptions were made by this study:

1. Participants in the study would answer or respond to survey questions truly and factually. This was because the researcher guaranteed participants in the survey that their responses would be treated confidentially and their identities kept anonymous to inspire their meaningful participation and willful information given.

2. The participants in the study could be heterogamous because when it comes to the NAFIS personnel they were a combination of male and women in addition to the project officials deployed to member organizations-Somaliland Women's Research and Action Group (SOWRAG) by NAFIS. It was the SHG members that would be homogeneous because all of them were female.

3. The sample size was to be tailored to be representative of the target population. For this reason, the responses they provided were assumed to represent what would have been obtained from the entire population if there had been sufficient time and resources to administer questionnaires to all of them.

4. The study would be executed uninterrupted. This was premised on the fact that Somaliland and in particular Hargeisa district is safe in terms of security.

1.11 Operational definition of key terms

Building Relationships and Trust: Trust is essential for stakeholder involvement. Building strong relationships with stakeholders involves demonstrating transparency, reliability, and a willingness to listen to their concerns. Trust can be cultivated through consistent engagement, acknowledging stakeholders' contributions, and addressing their needs (Bryson et al., 2017).Incorporating Stakeholder Input: Involving stakeholders in decision-making processes is vital for gaining their support. This means actively seeking and integrating their feedback into project planning and execution. When stakeholders feel their opinions are valued, they are more likely to commit to the project's success (Wang et al., 2018). Development projects-are structured initiatives aimed at improving the socioeconomic and political conditions of communities, particularly in underserved or developing areas. These projects are designed to bring about sustainable growth and positive change by addressing key issues such as poverty, education, healthcare, infrastructure, and governance. Development projects typically focus on capacity building, economic empowerment, social inclusion, and environmental sustainability, with the ultimate goal of enhancing the well-being and quality of life for individuals and communities (Todaro & Smith, 2022).

These projects are often funded and implemented by governments, nongovernmental organizations (NGOs), international development agencies, and multilateral institutions. They may involve activities such as building schools, improving

healthcare access, developing infrastructure, promoting gender equality, and fostering good governance. The success of development projects is measured by their long-term impact on reducing inequality, promoting inclusive growth, and empowering marginalized groups (United Nations, 2023).

Development projects are guided by principles such as community participation, stakeholder engagement, and sustainability to ensure that the benefits continue long after the project ends. Furthermore, many development projects today integrate goals aligned with the United Nations' Sustainable Development Goals (SDGs), addressing global challenges such as poverty, hunger, and climate change (World Bank, 2021).

Communication and Consultation: Throughout the risk management process, effective communication and consultation with stakeholders are crucial. This ensures that all parties understand the risks and the measures taken to manage them, fostering a culture of risk awareness within the organization (Chapman & Ward, 2016).

Stakeholder involvement -refers to the process of actively engaging individuals, groups, or organizations that have a vested interest in a project or initiative, ensuring their support, input, and commitment throughout the project's lifecycle. Effective stakeholder involvement is critical for the successful implementation of change, as it fosters collaboration, enhances communication, and aligns project objectives with stakeholder expectations. Key components of stakeholder involvement include:

Engagement and Communication: Active engagement involves maintaining open lines of communication with stakeholders to share information, gather feedback, and foster dialogue. This can be achieved through various methods, including meetings, workshops, surveys, and social media. Effective communication ensures that

stakeholders are informed about project developments, timelines, and potential changes (Bourne & Walker, 2006).

Empowerment and Capacity Building: Empowering stakeholders by involving them in training and capacity-building activities enhances their ability to contribute effectively to the project. This fosters a sense of ownership and encourages active participation in the implementation of change (Zahra & George, 2002).

Identification of Stakeholders: The first step in stakeholder involvement is identifying all relevant stakeholders. This includes anyone affected by the project, such as project team members, beneficiaries, community members, government agencies, and other external parties. Mapping stakeholders helps in understanding their interests, influence, and potential impact on the project (Freeman, 2010).

Implementation of the Risk Management Plan: Once risk mitigation measures are established, organizations must put the risk management plan into action. This involves allocating resources, assigning responsibilities, and establishing timelines for implementing the mitigation strategies (Hopkin, 2018).

Managing Expectations: Clear communication of project goals, timelines, and potential challenges helps manage stakeholders' expectations. It is essential to set realistic expectations and provide updates throughout the project to maintain trust and engagement (Müller & Jugdev, 2012).

Monitoring and control -refers to the systematic process of tracking a project's progress and performance against established plans, standards, and objectives throughout the project lifecycle. This process involves continuously assessing project activities, identifying deviations from the planned schedule, budget, and quality

standards, and making necessary corrections to ensure that the project remains aligned with its goals (PMI, 2021).

Monitoring involves collecting data on various project parameters, including progress toward milestones, resource utilization, and stakeholder engagement. This data is analyzed to determine if the project is on track or if adjustments are needed. Control, on the other hand, encompasses the actions taken to correct any discrepancies or issues identified during monitoring (Kerzner, 2022). This may involve reallocating resources, adjusting timelines, revising budgets, or changing project scope to mitigate risks and ensure successful project delivery (Wysocki, 2021).

Effective monitoring and control processes utilize tools such as performance metrics, dashboards, and reporting systems to provide real-time insights into project status. Key performance indicators (KPIs) and earned value management (EVM) are often employed to assess project health and facilitate informed decision-making (Kloppenborg, 2023). By actively engaging in monitoring and control, project managers can enhance accountability, improve stakeholder communication, and ultimately increase the likelihood of project success.

Monitoring and Feedback Loops: Continuous monitoring of stakeholder involvement and feedback mechanisms allows for adjustments in engagement strategies. Regularly assessing stakeholders' satisfaction and addressing their concerns contributes to the project's adaptability and success (Dahl & Mørk, 2020).

Monitoring and Review: Risk management is an ongoing process. Organizations must continuously monitor risks and the effectiveness of their mitigation strategies, making

adjustments as necessary to respond to new developments or changes in the internal and external environment (Friedman et al., 2019).

Planning -is the systematic process of defining objectives, identifying the necessary actions to achieve those objectives, and determining the timing, resources, and responsibilities required for implementation. It serves as a foundational element in project management and organizational strategy, guiding decision-making and resource allocation (Kerzner, 2022). The planning process involves several key components:

Project performance- refers to the evaluation of how effectively a project achieves its intended results, including the completion of tasks, adherence to budget, timelines, and the fulfillment of project objectives. It encompasses a collection of interrelated activities and processes that contribute to the successful delivery of project outcomes (Kerzner, 2022). Key indicators of project performance typically include scope management, quality of deliverables, resource efficiency, stakeholder satisfaction, and the ability to manage risks and challenges (PMI, 2021).

Project performance is measured through various metrics such as cost performance index (CPI), schedule performance index (SPI), and customer satisfaction levels. These metrics help assess how well the project aligns with the predefined goals, whether it stays within the planned budget, meets deadlines, and delivers outputs that meet or exceed expectations (Wysocki, 2021). High project performance is often associated with clear planning, strong leadership, effective communication, and adaptive risk management (Kloppenborg, 2023).

Effective project performance is not just about finishing the project on time or within budget but also involves managing relationships with stakeholders, ensuring the project's relevance to organizational objectives, and sustaining long-term impacts (Turner, 2021).

Project planning- Project planning is the process of defining the project's objectives, scope, tasks, timelines, resources, and strategies for execution. It involves organizing and structuring the actions and activities necessary to achieve the project's goals efficiently (Kerzner, 2022). Planning is a fundamental phase of project management that ensures clear direction, allocates resources effectively, and anticipates potential risks (PMI, 2021). The process includes setting milestones, budgeting, assigning roles, creating schedules, and establishing communication protocols. Successful project planning ensures that the project progresses smoothly and meets its objectives within the defined time and cost constraints (Wysocki, 2021).In modern project management, tools such as Gantt charts, Critical Path Method (CPM), and agile planning methodologies are often used to facilitate effective planning, allowing teams to adapt to changes in real-time and stay aligned with project goals (Kloppenborg, 2023).

Risk Analysis: Once risks are identified, the next step is to analyze them to understand their potential impact and likelihood. This can involve qualitative analysis (e.g., assessing the severity of risks based on expert judgment) or quantitative analysis (e.g., using statistical methods to predict the likelihood of risks) (Aven, 2016).

Risk Evaluation: After analyzing the risks, organizations must evaluate them to prioritize which risks need immediate attention and which can be monitored over time.

This evaluation often considers the organization's risk tolerance and the potential consequences of each risk (ISO 31000, 2018).

Risk Identification: The first step involves recognizing potential risks that could impact the organization. This can include financial risks, operational risks, strategic risks, compliance risks, and reputational risks. Techniques such as brainstorming sessions, expert interviews, and SWOT analysis can be employed to identify these risks (Hillson, 2020).

Risk management- is a systematic process of identifying, analyzing, evaluating, and mitigating risks that may hinder an organization's ability to achieve its objectives. This comprehensive approach involves several key steps:

Risk Mitigation Measures: In this step, organizations develop strategies to reduce or eliminate identified risks. This may include implementing controls, developing contingency plans, transferring risk through insurance, or accepting certain risks when they fall within acceptable limits (Bromiley et al., 2015).

Self-Help Groups (SHGs)-are small, voluntary collectives of 15-20 individuals, typically women, who come together to pool their financial resources for mutual benefit. These groups are formed to enable members to save and contribute regularly to a common fund, which serves as a source of affordable credit for the members.

SHGs operate as informal microfinance institutions where members can borrow from the pooled resources at a low-interest rate, often for income-generating activities or personal needs (Singh & Singh, 2022).

SHGs are vital in fostering financial inclusion, particularly in rural and underserved areas, as they provide access to credit for individuals who might not qualify for formal

banking services. These groups are not only financial support systems but also empower individuals through collective decision-making, capacity building, and social networking (NABARD, 2023). The functioning of SHGs is often supported by government programs, non-governmental organizations (NGOs), and microfinance institutions, which provide training and technical assistance to strengthen their management and sustainability (Reddy & Manak, 2021).

Through regular meetings and savings, SHG members develop a sense of responsibility and accountability. This model has shown success in improving economic stability, social cohesion, and empowerment, especially among marginalized communities (Swain & Wallentin, 2021).

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

Different literature by different scholars related to Project Management Practices that influence Project Performance was reviewed. In addition, it looked at and analyzed theories that directed this study. The literature covers and is based on secondary sources of data both locally and internationally. In addition, this chapter covers empirical literature, theoretical literature, and conceptual framework.

2.2 Empirical literature

This section reviewed different researches carried out by different researchers which focused on planning, risk management, monitoring and evaluation, and stakeholder involvement activities and performance of projects. Therefore, empirical assessment of different research as carried out by different researchers in different parts of the world is essentially important to management practices that affect the performance of projects.

2.2.1 Monitoring and Evaluation

Personnel who are qualified in monitoring and evaluation can use their knowledge, skill, and experience to develop an M&E framework that will capture deviations and make timely corrections hence enabling successful project performance (Jimale,2021). Hence it goes beyond monitoring what is happening and recording the differences, but brings in control measures that reduce the gap between the expected and the actual. Therefore in case of any deviations Monitoring and evaluation put it back on track.

The more frequent monitoring is done the earlier the errors are detected and also corrected faster. Detecting errors early enough gives the project team ample time to

correct them and get the project back on track. Timely reporting and sharing of information to project stakeholders and in particular the project team the better that the decision for change and corrections are made based on the information. Any corrective decision made based on data collected from the monitoring process becomes justifiable for the change that will be made on the project (Ahmed, 2021). A systematic collection of information on the SHG Project in Hargeisa District contributes to the provision of evidence for the mid-term and the completion of results assessment as well as beneficiary (SHG Women members) level impact analysis.

Monitoring assesses ongoing project activities and corrections on the ongoing project are made that will benefit it. Summative project evaluation shows whether the project was implemented effectively and efficiently. It always comes at the end of the project. With most projects, there is only one evaluation carried out on the project at the end. In other cases, if the project is a long-term one for example a five-year project then the project can be divided into phases for this case five phases which each will take one year. Hence we would have both formative and summative evaluation. Formative evaluation is done at the end of each phase. Its findings and recommendations are used in the next phase and not the current phase under evaluation. Its recommendations are used to improve the next phase (Wambua, 2019). Summative evaluation purpose to establish whether the project was effectively and efficiently implemented. Its recommendations are used to improve the next project and not the current one. Therefore, M&E also enhances learning and encourages innovation of

SHG Project members in Hargeisa District to achieve better results and contribute to scaling up the SHG project.

There is a need for more consideration given to this practice of management that will bring about more good results. Therefore, the project implementation team can detect any coming risks that may hinder the project from being implemented effectively since it offers the solution of rectifying and correcting any deviations early enough before they cause a drastic and detrimental impact on the project. Once deviations are noticed and mitigation measures taken this becomes a strong project management practice that puts the project implementation activities back on track (Ramos & Rodrigues, 2020).Therefore, proper execution of monitoring and evaluation of the SHG project in Hargeisa, Somaliland is responsible for tracking project progress towards the accomplishment of the set goals within the constraints of time, scope, and cost by identifying limitations, deviations, assessing them on time and suggesting remedial measures that will guarantee successful project performance.

It is through project monitoring and assessment that mitigation measures can be taken against any potential risks to the project. It is upon the monitoring and evaluation findings that correction measures of project implementation processes, project strengthening, and project quality are achieved. Thus monitoring and evaluation are meant to compare the expected and the actual aspects of the project.

Hence it goes beyond monitoring what is happening and recording the differences, but brings in control measures that reduce the gap between the expected and the actual. Therefore in case of any deviations Monitoring and evaluation puts it back on track (Khamis et al., 2021; Project Management Institute, 2021).Detecting errors

early enough gives the project team ample time to correct them and get the project back on track. Any corrective decision made based on data collected from the monitoring process becomes justifiable for the change that will be made on the project. Monitoring asses ongoing project activities and corrections on the ongoing project are made that will benefit it.

Mostly there is only one evaluation carried out on the project at the end of it. In other cases, if the project is a long-term one for example a five-year project then the project can be divided into phases for this case five phases which each will take one year. Hence we would have both formative and summative evaluation. Formative evaluation is done at the end of each phase. Its findings and recommendations are used in the next phase and not the current phase under evaluation. Its recommendations are used to improve the next phase.

2.2.2 Risk management Practices

Risk identification, risk analysis, and planning give rise to the Project risk management plan. It is the risk management plan that is implemented through risk management. In risk identification potential risks to the project are listed. Then in risk analysis, their probability of occurrence is established in this case low, medium, or high. Then when they occur their impact on the project is equally categorized as low, medium, or high. Based on the above a risk mitigation plan is developed which shows how the risks will be managed in case they occur. When risks are identified and analysis is done at the planning stage this paves the way for risk control and mitigation measures or risk management plans to be put in place beforehand (Abdirahman &

Shaban, 2021). This will make sure during project implementation all potential risks will be monitored and controlled.

Monitoring of potential risks is under an appointed person in the project who is equipped with what to do in c case it occurs at the same time mechanism to reduce the chances of that risk occurring. But if it occurs he dwells on how to reduce the magnitude of the impact of that risk to the project. This would lead to successful project implementation because all potential risks are put under control through mitigation practices. Project risk management makes certain that the SHG project in Hargeisa District runs smoothly so that one step proceeds to the following without disruption (Aduma & Kimutai, 2018). Consequently, using identification, warding off, and handling potential risks earlier will ensure that SHG project participants can respond efficaciously when challenges emerge and require intervention.

Through project risk management any risky events that are certain to occur are easily mitigated because risk management measures are already put in place for any eventuality. This is a proactive measure that is already determined and solutions put in place. Once this is appropriately put in place no amount of uncertainties will impact negatively on the project performance. This is because risk occurrence and their respective impact can be reduced hence allowing the project to proceed uninterrupted. A formidable structured risk management framework in the project will ensure proper risk identification, analysis, and management that consequently performance targets achieved. Projects that lack risk management plans in place are threatened with project underperformance or failure ultimately (Belout, 2018). Without a risk

management plan in place cost and time overruns are likely to characterize project implementation leading to project failure.

Risk identification, analysis, and planning are very important in project implementation and hence success. It is the risk management plan that is implemented through risk management. In risk identification potential risks to the project are listed. Then in risk analysis, their probability of occurrence is established in this case low, medium, or high. Then when they occur their impact on the project is equally categorized as low, medium, or high. Based on the above a risk mitigation plan is developed which shows how the risks will be managed in case they occur (Frascer, 2019). Monitoring of potential risks is under an appointed person in the project who is equipped with what to do in c case it occurs at the same time mechanism to reduce the chances of that risk occurring.

2.2.3 Stakeholder involvement Practices

The influence of the stakeholders on the project at different stages with different impacts is very significant to the project's performance in the long run. Stakeholder involvement starts at the stakeholder identification stage where the project planning team identifies key stakeholders to the project. A stakeholder register or matrix is, therefore, developed that will guide the project manager to know the stakeholders, their powers, and when and where they influence the project. When proper stakeholder identity and evaluation are carried out during the planning stage of the project then stakeholder participation and engagement are determined.

When a stakeholder management plan is implemented effectively this leads to assurance of commitment of the stakeholders to the project at their respective times,

places, and stages on the lifecycle of the project. This will lead to effective project stakeholder management that will lead to project performance in terms of its deliverables. The more stakeholders are involved and engaged in the SHG project the more risks are uncovered and reduced in the project leading to high performance (Adam, 2022).

SHG project in the Hargeisa district, Somaliland was initiated and funded by an international NGO, but to reduce the misconception that it was a foreign idea being imposed on the beneficiaries; beneficiaries were involved in the project design. The situational and contextual understanding of the local environment by the stakeholders benefitted the project very much. This helped the beneficiaries in partnership with the project implementation agency in achieving the project objectives.Therefore, the involvement of stakeholders in the project is the foundation of its success. For projection cooperation and synergy enhancement, different stakeholders' interests are taken on board which is important in project implementation. Thus stakeholder engagement is necessary for project implementation success.

Stakeholders are people or organizations that have a stake in the project. They influence the project at different stages with different impacts. Stakeholder involvement starts at the stakeholder identification stage where the project planning team identifies key stakeholders to the project. Identification and analysis of stakeholders help to understand at what stage of the project implementation he or she influences and how he or she influences the project. A stakeholder register or matrix is therefore, developed that will guide the project manager to know the stakeholders, their powers, and when and where they influence the project (Project Management

Institute, 2021).When a stakeholder management plan is implemented effectively this leads to assurance of commitment of the stakeholders to the project at their respective times, places, and stages on the lifecycle of the project.

2.2.4 Project Planning Practices

Planning is a way to organize project actions to lead to the achievement of a goal (Project Management Institute, 2021).Therefore, if the planning team gets it right then the project will be clear in terms of objectives, goals, and scope which are a strong pillar of the project's success. When the project goal is clearly set and planning tools are properly used this will make it clear to the project team to do the proper thing because of the clarity of project purpose and objectives. Therefore, this in itself is a management practice that ensures that project performance is achieved. Also having a contingency plan in place is an assurance of what to fall back on in case the main plan fails.

Project goals and objectives are what are planned to be achieved by the end of the project; for this reason, project goal and objectives achievement is feasible through effective project planning. With skilled and experienced project planners then a reliable blueprint will be generated that will be a compass for the project team during implementation of the project. Timely project completion depends on effective project planning that ensures proper project timing. This is because work breakdown is appropriately done into manageable tasks then time is allocated to each task appropriately which will ensure the completion of each task on time scheduled. This also ensures that the scope of the project is completed within the allotted time. Project cost planning ensures that budget consumption rates are within acceptable limits. This

is because the agreed budget and the control of actual and forecast costs are compared against this budget ((Pinto & Prescott, 2021). Project planning develops project objectives that capture the needs and expectations of the customer/beneficiary. A good project plan brings about the realization of customers', clients', consumers', or beneficiaries' satisfaction.

A proper project planning system brings approximately a plan to rally the project team, particularly women members of the SHG project in the Hargeisa District. They unite on a single vision of the project and hence perform their tasks effectively because expectations are aligned, priorities are clear, and precisely each team member is clear on what he or she is supposed to do (Nzioka, 2019). Therefore, when the project planning team gets right then the project will be clear in terms of objectives, goals, and scope to the project team which are a strong pillar of the project. With skilled and experienced project planners then a reliable blueprint will be generated that will be a compass for the project team during implementation of the project. This is because work breakdown is appropriately done into manageable tasks then time is allocated to each task appropriately which will ensure the completion of each task on time scheduled.

2.2.5 Project Aim/Goal Achieved

SHG project implementation and evaluation are by the set goals and objectives. This is an indication of effective and efficient project performance. Project goals and objectives can be achieved when there's an effective tracking and evaluations of the link between the project implementation team and the project beneficiaries on the ground and the project decision-makers. The final achievement of the project objectives is predicated a lot on the risk control plan because the threats are eliminated or reduced by risk control activities. Additionally, to attain project goals and targets it is feasible when the organization is effectively identifying and monitoring individuals and groups who have a stake in the project in terms of its achievement or failure. That is, the establishment of a sustainable sound relationship between stakeholders and the project makes it easier to recognize their contribution to the project

2.2.6 Project Completed on Time

SHG project implementation is within the timelines set. This is an indication of time performance. Project completion on time depends on project time management during its implementation. This is possible through tracking and assessment of the project schedule which keeps the project on target because any time deviations are corrected through time project crashing or employment of more resources to have the project completed on time. Improving project time predictability, or better project time performance, relies on the risk assessment of the project plan. Project managers therefore assess the impact that uncertainties and individual risks can have on the project duration. By involving internal and external stakeholders at all stages of the

project cycle, the project benefits from project and activity estimating experience to avoid unacceptable changes that could adversely affect timing and schedule.

2.2.7 Project Burn rate

SHG project is implemented within the budget framework set. This is an indication of project cost performance. The project is completed within the budget. Project burn rate monitoring and evaluation can ensure that project budgets are not depleted faster than originally planned. If you don't monitor your project's burn rate, you may run out of funds before the project is completed. Project risk management helps project managers plan and manage financial project risks during project execution, keeping expenses within original budgets (Kerzner, 2022). Protect your project from unexpected changes in project scope by different stakeholders by involving them at all stages of the project cycle. For example, most changes in customer delivery dates, scope, etc. are associated with higher costs.

2.2.8 Clients/beneficiaries satisfaction and their expectations met SHG project beneficiaries are satisfied with the project deliverables. This is an indication of the quality performance of the project. During project implementation, monitoring and evaluation ensure that what is planned is done, that is, that the project objectives are achieved. The development of project objectives is aimed at customer/beneficiary satisfaction and meeting their expectations. For this reason, monitoring ensures that project results meet the needs, expectations, and requirements of clients, customers, and beneficiaries (Khan & Zafar, 2022). Project risk management, especially those related to quality and time risks, ensures that clients receive what they expect in terms of quality, quantity, time, and location. A key component of external stakeholders,

the customer/beneficiary, is informed and engaged at all stages of the project cycle to ensure that their needs and expectations are met.

2.2.8 Project Management Practices on Project Performance

The study carried out on the performance of projects by Mavuti et al.,(2019) in Kenya looked at the influence of key management activities in particular project design, project planning, risk management, stakeholder engagement, and monitoring and evaluation activities on funded- projects. The study clearly and evidentially showed that all of them played important roles but, project planning was the most influential to the success of the project. The study focused mainly on implementation elements of the project but this present study focused on performance aspects of the SHG project about the management practices.

2.2.9 Project Monitoring and Evaluation Activities and Project Performance

Adequate qualified project team in monitoring and evaluation activities and assessment is capable of using their expertise, skills, and experience to come up with an M&E framework that will detect deviations and make timely corrections, therefore, enabling successful project performance. The more frequent monitoring is performed the sooner the mistakes are detected and additionally corrected quickly (Khan et al., 2021).Well-timed reporting and sharing of information to project stakeholders and especially the project team the better that the choice for alternate and corrections are made based on reliable and practical information.

Monitoring and evaluation techniques examine the project executing techniques, right away identify issues that arise at some point of project executions, determine corrective actions, and manage all components of management processes of the

project. Therefore, the performance of the project is monitored regularly to detect deviations and hence make time corrections to avoid damages that would have resulted if it was not done. In addition, the techniques perform controlling functions as relates to changes especially deviations in the negative direction, and provide both preventive and curative measures to the project. Stakeholders and the project team are therefore updated on how well the project progress is going and also show areas where there is a need to revise, review, and or extra attention during project implementation (Kerzner, 2022).

Monitoring and controlling mostly have to do with the aspect of measuring ongoing activities and taking corrective measures where deviations are demanded (Kerzner, 2022). In most public and non-governmental projects inadequate and inefficient professionalism and technological competencies which result in underperforming projects whose research assessed the impact of Monitoring and evaluation activities on the County of Makueni education-funded project performance. The results showed that there was effective project monitoring and evaluation because the Monitoring and Evaluation team underwent training before the exercise. The baseline survey done was public participatory, where the community was involved in the baseline survey, development of the M&E plan, and its implementation. The way M&E was carried out was effective in that any deviation was corrected on time hence resulting in project performance. The present research assessed along with other management practices the project monitoring and evaluation effect on the performance of the SHG project.

Thus monitoring and evaluation compares the actual and expected project tasks. Hence it goes beyond monitoring what is happening and recording the differences, but brings in control measures that reduce the gap between the expected and the actual. Therefore in case of any deviations Monitoring and evaluation put it back on track. Detecting errors early enough gives the project team ample time to correct them and get the project back on track. Any corrective decision made based on data collected from the monitoring process becomes justifiable for the change that will be made on the project. Monitoring asses ongoing project activities and corrections on the ongoing project are made that will benefit it.

Mostly, there is only one evaluation carried out on the project at the end of it. In other cases, if the project is a long-term one for example a five-year project then the project can be divided into phases for this case five phases which each will take one year. Hence we would have both formative and summative evaluation. Formative evaluation is done at the end of each phase (Kerzner, 2022).Its findings and recommendations are used in the next phase and not the current phase under evaluation. Its recommendations are used to improve the next phase. The summative evaluation purpose is to establish whether the project was effectively and efficiently implemented. Its recommendations are used to improve the next project and not the current one. Monitoring and evaluation practices are important to the project because they identify any deviations between what is being done to what is supposed to be done. It then suggests correction measures that reduce or remove completely the deviations hence the project ends up being successful because what was expected to be done is realized.

Therefore, there is a need for more consideration given to this practice of management that will bring about more good results. Therefore, the project implementation team can detect any coming risks that may hinder the project from being implemented effectively since it offers the solution of rectifying and correcting any deviations early enough before they cause a drastic and detrimental impact on the project. Once deviations are noticed and mitigation measures taken this becomes a strong project management practice that puts the project implementation activities back on track Gremyr et al., 2020).Therefore, proper execution of monitoring and evaluation of the SHG project in Hargeisa, Somaliland is responsible for tracking project progress towards the accomplishment of the set goals within the constraints of time, scope, and cost by identifying limitations, deviations, assessing them on time and suggesting remedial measures that will guarantee successful project performance.

It is through project monitoring and assessment that mitigation measures can be taken against any potential risks to the project. It is upon the monitoring and evaluation findings that correction measures of project implementation processes, project strengthening, and project quality are achieved. Thus monitoring and evaluation are meant to compare the expected and the actual aspects of the project.

Hence it goes beyond monitoring what is happening and recording the differences, but brings in control measures that reduce the gap between the expected and the actual. Therefore in case of any deviations Monitoring and evaluation puts it back on track. Detecting errors early enough gives the project team ample time to correct them and get the project back on track (Wambua, 2019). Any corrective decision made based on data collected from the monitoring process becomes justifiable for the

change that will be made on the project. Monitoring asses ongoing project activities and corrections on the ongoing project are made that will benefit it.

In most cases, there is only one evaluation carried out on the project at the end of it. In other cases, if the project is a long-term one for example a five-year project then the project can be divided into phases for this case five phases which each will take one year. Hence we would have both formative and summative evaluation (Ahmed, 2021). Formative evaluation is done at the end of each phase. Its findings and recommendations are used in the next phase and not the current phase under evaluation. Its recommendations are used to improve the next phase.

2.2.10 Risk management Influence on project performance Through project risk management any risky events that are certain to occur are easily mitigated because risk management measures are already put in place for any eventuality. This is a proactive measure that is already determined and solutions put ready in place. Once this is appropriately put in place no amount of uncertainties will impact negatively the project's performance. This is because risk occurrence and their respective impact can be reduced hence allowing the project to proceed uninterrupted. A formidable structured risk management framework in the project will ensure proper risk identification, analysis, and management that consequently performance targets achieved. Projects that lack risk management plans in place are threatened with project underperformance or failure ultimately (Abdirahman & Shaban (2021). Without a risk management plan in place cost and time overruns are likely to characterize project implementation leading to project failure.

There is no project without risk.Therefore; stakeholders are very much concerned with risk management practices in project implementation. This is because when properly managed risk will have less impact on project performance since the project will be delivered within the planned time-framework and budget with no unnecessary cost overruns. Risk control in project management is taken into consideration to be a rational solution (Gremyr et al., 2020).Therefore, the risk management process incorporates identifying, analyzing, and putting in place an effective response plan.Many risks confront most projects hence there is a need to increase the risk management skill levels in the project team in particular and general management of the project. Not many projects can demonstrate a high level of project risk management because most of the project team lacks training in risk management (Frascer, 2021). Increasing group abilities and employing strong risk management techniques and skills would successfully improve the implementation of the project.

Research carried out by Aduma and Kimutai, (2020) assessed the risk management strategies impact on National Hospital Insurance Fund (NHIF) projects by the Nairobi County Government in Kenya. There was a strong influence of Risk management activities on Project Performance. However, the present research assessed the impact of risk management along with other components of project management practices on SHG project performance in the Hargeisa district.

It is the risk management plan that is implemented through risk management. In risk identification potential risks to the project are listed. Then in risk analysis, their probability of occurrence is established in this case low, medium, or high. Then when they occur their impact on the project is equally categorized as low, medium, or high.

Based on the above a risk mitigation plan is developed which shows how the risks will be managed in case they occur (Abdirahman & Shaban, 2021). Monitoring of potential risks is under an appointed person in the project who is equipped with what to do in c case it occurs at the same time mechanism to reduce the chances of that risk occurring. A project that has no project risk management plan is doomed to fail. This is because it is like project implementation is being done blindly without warning signs and mitigation or correction measures in place to restore the project to the track all the time it happens to veer off the track.

2.2.11 Impact of Stakeholder Involvement on Project Performance When the right stakeholder identification and analysis are carried out during the planning stage of the project then stakeholder participation and engagement are determined. This may lead to effective project stakeholder management so that it will result in project performance in terms of its deliverables.

The attitude of stakeholders in the company or an organization only lasts when there are sustained relationships between them in the stakeholders' system (Donaldson & Preston, 2020). Project management needs to pay attention to this aspect because when well maintained and sustained then it becomes the source of success of the company or organization.

Research carried out in Isiolo North Constituency in Kenya by Adan, (2019), tested the stakeholders' involvement influence on CDF projects' Performance. A descriptive study design was employed in this study. When it comes to executing the project, it was discovered that the function of project managers and government officials was paramount in the performance of projects. The sustained engagement of

project stakeholders by the management keeps them committed throughout the project life cycle. This hence brings about high project performance because every stakeholder is committed to his or her role in the project implementation process.

The findings showed a big influence of Stakeholder Involvement on Projects' success. This study looked at stakeholder involvement along with other management Practices' influence on SHG project performance in Hargeisa district, Somaliland.

Stakeholder involvement starts at the stakeholder identification stage where the project planning team identifies key stakeholders to the project.A stakeholder register or matrix is, therefore, developed that will guide the project manager to know the stakeholders, their powers, and when and where they influence the project. Effective engagement of stakeholders leads to assurance of commitment of the stakeholders to the project at their respective times, places, and stages on the lifecycle of the project. Project stakeholders' impact on the project performance is long-term and very important (Adam, 2022). This is because no project can be implemented without people. Therefore, their proper engagement and management are an assurance of project success.

The SHG project in Hargeisa district, Somaliland was initiated and funded by an international NGO, but to reduce the misconception that it was a foreign idea being imposed on the beneficiaries; beneficiaries were involved in the project design. The situational and contextual understanding of the local environment by the stakeholders benefitted the project very much (Tembo, 2020). Therefore, meaningful stakeholder involvement in the project is the foundation of its success.

For projection cooperation and synergy enhancement, different stakeholders' interests are taken on board which is important in project implementation. Thus stakeholder engagement is necessary for project implementation success.

Stakeholder involvement starts at the stakeholder identification stage where the project planning team identifies key stakeholders to the project. A stakeholder register or matrix is therefore, developed that will guide the project manager to know the stakeholders, their powers, and when and where they influence the project (Project Management Institute, 2021). Effective implementation of the stakeholders' management plan leads to assurance of commitment of the stakeholders to the project at their respective times, places, and stages on the lifecycle of the project.

2.2.12 Project Planning impact on the Performance of projects. Project plans must be strategically prepared to offer an extra targeted goal and more satisfaction and fulfill the common vision. Accurate planning not only maintains the project stakeholders' commitment but keeps them more focused on the project and the direction it is headed since they are aware of what is expected of them. An effective project plan has the stakeholders informed of the resource requirements and also it is a warning system for any deviations likely to occur. When a project is at risk of being off-track the warning system will visibly give what to be expected.Research carried out by Nzioka, (2019) was on practices that impacted the Nairobi County Housing Projects in Kenya. Effective project planning processes were found to be key to the success of the housing implementation projects. This is because a plan provides the road map or outline that the project team would follow, hence it is the

standard of what is expected against which the actual performance is measured or compared.

The current study in particular looked at Project Management Practices' influence on the performance of SHG projects in the Hargeisa district. Hence these two studies are related because the former focused on one component of management practices while the latter focused on several management practices inclusion of the former.

When the planning team gets right then the project will be clear in terms of objectives, goal, and scope to the project team which is a strong pillar of the project. With skilled and experienced project planners then a reliable blueprint will be generated that will be a compass for the project team during implementation of the project. This is because work breakdown is appropriately done into manageable tasks then time is allocated to each task appropriately which will ensure the completion of each task on time scheduled. For the realization of customers, clients, consumers or beneficiaries' satisfaction project objectives must be achieved as enshrined in the project plan. Though some may argue that project planning is not part of project management practices they rely on the fact that it is done before project implementation starts. It may not be right to have that thinking because in this case, we look at the product of project planning which will be the standard during project implementation; hence whatever is done is compared to what the project plan stipulates. It is on this premise that project planning merits being one of the project management practices.

With skilled and experienced project planners then a reliable blueprint will be generated that will be a compass for the project team during implementation of the project (Nzioka, 2019). This is because work breakdown is appropriately done into

manageable tasks then time is allocated to each task appropriately which will ensure the completion of each task on time scheduled.

Research Gaps in the Study on the Effect of Project Management Practices on the Performance of SHG Projects in Hargeisa, Somaliland

1.Lack of Context-Specific Research

Somaliland-Specific Data: Many project management frameworks and studies are developed and tested in established economies. Empirical research specific to Somaliland, especially Hargeisa, in terms of project management practices is limited. The impact of contextual factors like political stability, socio-economic challenges, and cultural dynamics on project performance is under-researched.

Self-Help Group (SHG) Focus: While project management practices have been studied globally, few studies specifically target Self-Help Groups (SHGs) in Somaliland. SHGs operate within unique social, financial, and community settings, and there is a need for understanding how project management practices influence their performance in this context.

2. Influence of Project Risk Management in Fragile Settings

Risk Management in Post-Conflict Settings: Somaliland's post-conflict environment presents unique risks for projects, including political instability, weak infrastructure, and social upheaval. Empirical studies exploring how project risk management is tailored to such fragile contexts are limited.

Role of Informal Risk Management: The formal risk management processes may be difficult to implement in settings with weaker governance structures. There is a lack of research on informal risk management approaches and how local practices are integrated into formal project risk management.

3. Stakeholder Engagement in Low-Infrastructure Contexts

Digital Engagement and Limited Infrastructure: Most empirical research assumes the presence of technological and infrastructural capacity for engaging stakeholders. In regions like Hargeisa, with limited technological infrastructure, there is a gap in understanding how stakeholder engagement is effectively managed using alternative methods.

Power Dynamics and Community Leadership: In Somaliland, traditional leadership and power dynamics, such as clan-based systems, might influence stakeholder engagement processes. The literature on how these dynamics impact project success remains scarce.

4. Monitoring and Evaluation (M&E) Adaptation to Local Conditions

Challenges in Data Collection and Analysis: Empirical studies often overlook the challenges in conducting effective Monitoring and Evaluation in regions where access to reliable data, especially in remote or conflict-affected areas, is limited. There is a gap in understanding how M&E frameworks are adapted to fit local data collection realities.

Community-Driven M&E: Most research is focused on donor-driven M&E practices, but there is little on how community-driven M&E approaches impact project performance, particularly in SHG projects in Somaliland.

5. Longitudinal Studies on Project Performance in Developing Contexts

Short-Term Focus of Existing Studies: Existing literature often focuses on shortterm performance metrics. However, there is a research gap in long-term studies that track the sustainability and overall impact of project management practices on SHG performance over time.

Project Success Measurement: Success metrics for SHG projects in Somaliland may differ from conventional metrics used in established contexts. There is little research on culturally relevant or locally defined success criteria and how these are integrated into M&E.

6. Effect of Project Planning in Resource-Constrained Environments

Resource Allocation and Planning in Low-Resource Settings: Project planning often assumes access to necessary resources, but in a resource-constrained environment like Hargeisa, the empirical literature lacks insight into how projects adapt to these constraints during the planning phase.

Integration of Local Knowledge in Planning: The integration of local knowledge and cultural practices into formal project planning processes is an area with limited empirical research.

7. Impact of External Actors and Donors

Role of Donors in Shaping Project Practices: While donor-driven projects are common in Somaliland, the influence of external funding bodies on project management practices and how they align with local needs is under-researched.

Self-Reliance vs. Donor Dependence: There is limited literature on how project management practices in SHGs balance self-reliance and donor dependency, particularly in the Somaliland context.

2.3 Theoretical Framework of the Study

This is a group of theories that are related to and guide the research. They shape the premise on which the study is guided to the success of the study intention. Therefore, a system of knowledge that is organized and can be applied to different situations that explain a particular set of processes. Several theories explain and describe the impact of Project Management Practices on the performance of projects. This survey analyzed project Management theory, stakeholder theory, theory of temporary organization, and prospect theory.

2.3.1 Project Planning Theory

Project planning theory encompasses various frameworks and methodologies that guide the systematic organization and execution of projects. At its core, project planning aims to define project objectives, identify resources, establish timelines, and create a roadmap for achieving desired outcomes. Theoretical frameworks such

as the Project Management Body of Knowledge (PMBOK) and Agile methodologies emphasize the importance of stakeholder engagement, risk management, and adaptive planning (Project Management Institute, 2021).

Key Components of Project Planning Theory

Defining Objectives: Clear and measurable objectives are essential for project success. The SMART criteria (Specific, Measurable, Achievable, Relevant, Timebound) are commonly used to formulate these objectives (Doran, 1981).

Stakeholder Engagement: Identifying and involving stakeholders early in the planning process is crucial. This engagement helps ensure that the needs and expectations of all parties are understood and addressed (Aaltonen & Kujala, 2016; Bourne, 2015).

Resource Allocation: Effective project planning involves determining the resources required, including human, financial, and material resources, and allocating them efficiently (Kerzner, 2022).

Risk Management: Identifying potential risks and developing mitigation strategies is essential for navigating uncertainties that may arise during project execution (Pinto, 2010).**Monitoring and Evaluation (M&E)**: Establishing M&E frameworks allows project managers to track progress, assess performance, and make timely adjustments to stay aligned with objectives (Khan et al., 2021).

Relevance to Self-Help Groups

Self-Help Groups (SHGs) are community-based organizations that empower individuals, particularly marginalized populations, through collective action and

resource sharing. The application of project planning theory in SHGs is crucial for several reasons:

Empowerment Through Planning: Effective project planning enables SHGs to clearly define their goals, whether they relate to income generation, skill development, or community welfare. By applying the principles of project planning theory, SHGs can align their activities with community needs, ensuring that their efforts are impactful (Dutta & Sahu, 2020).\

Stakeholder Collaboration: SHGs often involve multiple stakeholders, including members, local authorities, NGOs, and funding organizations. Engaging these stakeholders in the planning process enhances collaboration and resource mobilization, leading to more successful outcomes (Aaltonen & Kujala, 2016).

Sustainability: Incorporating project planning theory into SHG activities promotes sustainable practices. By considering long-term impacts and integrating risk management strategies, SHGs can develop initiatives that are not only effective but also sustainable over time (Ravindra et al., 2021).

Monitoring Impact: Establishing M&E systems allows SHGs to assess the effectiveness of their initiatives and make necessary adjustments. This ensures accountability and demonstrates the impact of SHGs to stakeholders and potential funders (Gremyr et al., 2020).

Adaptability: The dynamic nature of community needs requires SHGs to be adaptable. Project planning theories that emphasize agile methodologies enable SHGs to respond quickly to changes in their environment or shifts in member needs (Kerzner, 2022).

Conclusion

Project planning theory provides a robust framework for Self-Help Groups, facilitating effective planning, execution, and evaluation of their initiatives. By applying the principles of project planning, SHGs can enhance their operational efficiency, empower their members, and create lasting impacts within their communities. Emphasizing stakeholder engagement, resource management, and adaptability is essential for the sustained success of SHGs in achieving their goals.

2.3.2 Stakeholders Theory

Stakeholder is the incorporation of the nature of project work and the human resources who happen to work on it(Freeman et al.,2004).In assessing the project stakeholders' interests project managers have to take into consideration the choices they make right from the identification, analysis, and development of a stakeholder management plan. There is no clear way to make tradeoffs among stakeholders competing interests, thus the burden is left to project managers to intentionally choose alternatives because this stakeholder concept does not make it possible for the project managers when dealing with project stakeholders (Freeman, 2015).

When it comes to making project management decisions all stakeholder connections and engagement must be kept intact. That is the connection between the project team, both internal and external stakeholders to the project is very important because sustainability of the engagement is a recipe to the organization’s sustainability. The long-term survival of the organization is dependent upon the strategic stakeholder relationship not just a single team stakeholder (Clerkson, 1995).

The power of the proprietor is questioned by stakeholder theory in that the project is supposed to be supervised in the light of the stakeholder's interests (Tembo, 2003). Bringing together important stakeholders on the project is accepted by stakeholder theory since the project managers can explain the feelings of every stakeholder. When stakeholders get their expectations and needs met they feel they own the project and therefore this guarantees the sustainability of the project apart from stakeholder commitment to the project.

Enhancement of SHG project performance the organization must prioritize the key stakeholders' goals along with the organization's ones to have their desires satisfied. Thus this study is shaped and guided by stakeholder theory. Successful projects are driven by engaged stakeholders.

For this reason, active stakeholders in the project are the engines of successful organizations' projects. However, a balance needs to be struck between guaranteeing stakeholders' desires and ensuring that they are following the organization's goals, mission, and vision. Consequently, the Stakeholders theory could be essential in forming the premise of figuring out the stakeholders' involvement impact in the SHG project in Hargeisa district, Somaliland. Stakeholders are part and parcel of the project and if they are not well-managed during project implementation their impact would negatively affect the project in terms of performance and success.

2.3.3 Temporary Organization Theory

Every action has a beginning and end however long it takes, and therefore is temporary. Temporary organizations have a timed need tied to the actions of the project and hence they are motivated by achieving immediate objectives through their

performance. According to Rolf and Anders (2004), the project is a temporary organization. Therefore, it embraces management functions, particularly planning, controlling, activity scheduling, and project implementation within the constraints of an organization (Lauri & Gregory, 2009). The scope, time, and budget of the project are temporal because they are tied to the project's completion of its life cycle. Effective project management ensures that the project however long it takes is completed on time as a characteristic of temporary organization.

The theory of temporary organization fits the characteristics of the project. This is because the SHG project is a temporary organization that has a time specific to its completion. Therefore an endeavor that is confined to the time spectrum in terms of having the beginning and the end would need to be observed. Thus the project needs to achieve its goals and objectives within the time frame.

Temporary Organization Theory is highly relevant to Self-Help Group projects, providing a framework for understanding the time-bound, goal-oriented, and collaborative nature of these initiatives. By recognizing their projects as temporary organizations, SHGs can leverage management functions to plan effectively, control resources, and execute their initiatives within the constraints of time, scope, and budget. This structured approach not only enhances the likelihood of project success but also empowers SHGs to make a lasting impact in their communities.

2.3.4 Project Risk Management Theory

The theory focuses on identifying, analyzing, and responding to potential risks that could affect a project’s objectives. It is a critical element of project management,

aiming to minimize the impact of uncertainties and ensure that projects achieve their intended outcomes.

Key components of Project Risk Management include:

Risk Identification: Recognizing potential risks that could threaten the project. This could be technical risks, organizational risks, or external risks.

Risk Assessment/Analysis: Evaluating the likelihood and impact of each risk. This helps in prioritizing risks that need urgent attention.

Risk Mitigation: Developing strategies to reduce the probability or impact of the identified risks. This can include preventive measures or contingency plans.

Risk Monitoring and Review: Continuously tracking identified risks and new risks throughout the project lifecycle to ensure timely responses and adjustments.

Relevance of Project Risk Management to the Self-Help Group Project in Hargeisa, Somaliland

For the **Self-Help Group (SHG) project** in Hargeisa, risk management is crucial due to various factors affecting the project's performance, such as socio-economic conditions, local infrastructure, and stakeholder participation. SHG projects are typically community-driven initiatives that rely on local engagement, which presents both opportunities and risks.

Risk Identification: In this context, risks might include low community

participation, cultural resistance, political instability, funding delays, and lack of coordination between group members and local authorities. Identifying these risks early is vital for the SHG project's success.

Risk Analysis: Each identified risk can be evaluated in terms of its likelihood and potential impact on the project. For example, cultural resistance could significantly hinder women's involvement in self-help groups. A project management team could assess how deeply entrenched these cultural barriers are and prioritize efforts to mitigate them.

Risk Mitigation: The SHG project can implement strategies to manage risks. For example, if funding delays are common, the project might establish a contingency fund or create partnerships with local organizations to ensure financial continuity. Addressing social barriers could involve engaging local leaders or running awareness campaigns to change perceptions about SHG initiatives.

Risk Monitoring: Continuous monitoring of the SHG project's progress and external factors (such as political changes or funding issues) allows for early detection of new risks or shifts in the importance of previously identified risks. The project management team can adjust their risk responses accordingly, ensuring that unforeseen challenges are addressed promptly.

The **effect of project management practices** on the performance of the SHG project is inherently tied to how well the project manages risks. Efficient risk management

practices ensure that the project remains resilient to disruptions and better positioned to achieve its objectives.

For instance, poor risk management may lead to delays, cost overruns, and failure to meet project goals, while effective risk management enhances project performance by minimizing negative impacts and ensuring stakeholder expectations are met. In the case of SHG projects, this translates into improved community empowerment, resource utilization, and sustainability of the project outcomes.

Conclusion: Project Risk Management Theory offers a structured approach to identifying and mitigating potential threats that can compromise a project's success. Its relevance to the performance of Self-Help Group projects in Hargeisa is evident as such projects operate in a dynamic and often unpredictable environment. By integrating sound risk management practices, the SHG project can enhance its resilience, adaptability, and overall performance, contributing to sustainable development in Somaliland.

2.3.5 Project Monitoring and Evaluation (M&E) Theory

This theory provides a systematic approach to tracking, assessing, and improving the implementation and impact of a project. It helps ensure that project activities are progressing according to plan and achieving desired outcomes. M&E also enables project managers to make informed decisions by providing data-driven insights on the project's effectiveness, efficiency, and sustainability.

M&E is composed of two complementary processes:

Monitoring: The continuous and systematic collection of data on specified indicators to track the progress of a project. Monitoring ensures that the project stays on course, and it identifies any deviations from the plan.

Evaluation: The assessment of the project's design, implementation, and outcomes to determine its effectiveness, efficiency, and relevance. Evaluation helps in understanding whether the project's objectives are being met and whether the expected impact is being achieved.

Relevance of Monitoring and Evaluation to the Self-Help Group Project in Hargeisa, Somaliland

The **Self-Help Group (SHG) project** in Hargeisa aims to improve the performance and sustainability of community-driven initiatives. The success of this project depends largely on effective M&E practices, as these will enable stakeholders to track progress, assess the project's performance, and ensure it delivers its intended outcomes.

Monitoring in the SHG Project: Continuous monitoring is crucial to track various aspects of the SHG project, such as the participation of group members, resource utilization, and the implementation of planned activities. In Hargeisa, where socioeconomic conditions can vary, monitoring helps identify challenges early on, such as low attendance rates or delays in achieving milestones. Monitoring data allows

project managers to adjust strategies, reallocate resources, and ensure that the project is on track.

For example, if the SHG project aims to increase the number of women actively participating in economic activities, regular monitoring will provide data on how many women have joined the project, their engagement levels, and the progress toward the project's objectives. Continuous tracking of these indicators allows the team to make real-time adjustments to enhance participation and ensure the project's success.

Evaluation in the SHG Project: Evaluation plays a critical role in assessing whether the SHG project is meeting its broader goals, such as improving livelihoods and empowering communities in Hargeisa. An evaluation may occur at various stages of the project, such as at mid-term and project completion, and would assess both the processes (how the project is being implemented) and the outcomes (the changes brought about by the project).

For instance, an evaluation could look at how effective the SHG project has been in improving financial literacy and economic independence for women involved in the project. Evaluating the outcomes helps determine if the project has had the desired social and economic impact. It could also examine unintended effects—both positive and negative—and provide recommendations for future projects.

Feedback Mechanism: One of the key benefits of M&E is that it creates a feedback loop for continuous learning and improvement. For the SHG project, monitoring and evaluation findings can inform stakeholders, including local authorities, NGOs, and

the community itself, about what is working and what is not. This feedback is critical for making necessary adjustments to project activities, refining strategies, and improving outcomes.

Data-Driven Decision Making: Effective M&E ensures that project decisions are based on solid evidence. In the SHG project, decisions such as expanding to new communities or increasing funding for certain activities can be made more confidently if they are supported by data from monitoring and evaluation reports.

This also helps in justifying resource allocation and reporting to donors or funding agencies, ensuring transparency and accountability.

Sustainability and Impact: Through evaluation, the long-term impact of the SHG project can be measured. Evaluations might explore how well the project has built the capacity of community members to continue benefiting from the initiative after the project has ended. This is particularly important in Somaliland, where sustainability is often a concern for community-driven projects due to limited resources and external support.

Conclusion: Project Monitoring and Evaluation Theory is directly relevant to the performance of Self-Help Group projects in Hargeisa. By applying M&E principles, the SHG project can systematically track its progress, assess its outcomes, and make data-driven decisions to enhance project performance. Effective M&E ensures that the project is responsive to the needs of the community, adapts to changing conditions, and achieves sustainable outcomes, making it a crucial element in the successful implementation of the SHG project in Hargeisa.

2.4 Conceptual Framework

This is a collection of thoughts on which research is structured. That is, a form of a map or outline. This comprises the opinion of the investigator about the issue or problem being studied. Hence it gives the direction of the inquiry (Kothari, 2012). This can also be a model that was employed in previous studies which the researcher modifies to suit his or her present study.

Independent Variables **Dependent Variable**

Figure 1

Figure 2.2 Conceptual Framework

Source: Author (2023)

Justification of the four project management practices used in this study

Project planning practices

The choice to focus on project planning practices in the study of Self-Help Group (SHG) projects stems from several key factors that underline the importance of effective planning for achieving desired outcomes in community-based initiatives. Here are the primary reasons for this selection. Effective project planning is critical for the success of SHG projects. By employing structured planning practices, SHGs can better define their objectives, allocate resources, and develop strategies to achieve their goals. Studies have shown that projects with welldefined planning processes are more likely to meet their objectives and deliver expected outcomes (Kerzner, 2022).

The selection of project planning practices for the study of Self-Help Group projects is grounded in the recognition of their significance for project success, resource optimization, stakeholder engagement, and sustainability. By examining these practices, the study aims to provide valuable insights and recommendations that can enhance the effectiveness of SHGs in achieving their objectives and creating positive impacts within their communities.

Project risk Management Practices

The focus on project risk management practices in the study of Self-Help Group (SHG) projects is crucial for several reasons. Effective risk management is integral

to the successful execution of community-based initiatives, and understanding these practices can significantly enhance the outcomes of SHG projects. Here are the primary reasons for selecting this area of focus: SHG projects often operate in complex and dynamic environments, exposing them to various risks, including financial uncertainties, changes in community needs, and stakeholder dynamics. Effective risk management practices provide a framework for informed decision-making. By analyzing potential risks and their implications, SHGs can make strategic decisions that align with their objectives. SHGs typically operate with limited resources, making it essential to manage risks effectively to avoid wastage and ensure optimal resource allocation. By implementing robust risk management practices, SHGs can mitigate financial losses and maximize the impact of their initiatives.

The selection of project risk management practices for the study of Self-Help Group projects is motivated by the recognition of their importance in identifying and mitigating challenges, enhancing decision-making, maximizing resource utilization, and fostering stakeholder confidence. By understanding and analyzing these practices, the study aims to provide valuable insights and recommendations that can strengthen the capacity of SHGs to manage risks effectively, ensuring successful project outcomes and sustainable community development.

Stakeholder Involment Mangaement Practices

The focus on stakeholder involvement management practices in the study of SelfHelp Group (SHG) projects is essential for several reasons. Stakeholder

engagement is a critical component of successful project implementation, particularly in community-based initiatives like SHGs. Here are the primary reasons for selecting this area of focus: Involving stakeholders in the planning and implementation phases allows SHGs to gather valuable insights into the needs and expectations of the community. Effective stakeholder involvement can lead to better decision-making processes within SHGs. When stakeholders are engaged, their diverse perspectives and expertise can inform project strategies and choices, leading to more informed and effective decisions.

The selection of stakeholder involvement management practices for the study of Self-Help Group projects is grounded in the recognition of their critical role in enhancing project buy-in, identifying community needs, facilitating collaboration, and improving decision-making processes. By understanding and analyzing these practices, the study aims to provide valuable insights and recommendations that can strengthen the capacity of SHGs to engage stakeholders effectively, ensuring successful project implementation and sustainable community development.

Monitoring and Evaluation Management practices

The focus on monitoring and evaluation (M&E) management practices in the study of Self-Help Group (SHG) projects is vital for several reasons. M&E is essential for ensuring that projects remain on track, achieve their objectives, and deliver intended outcomes. Here are the primary reasons for selecting this area of focus: M&E practices provide a framework for accountability in SHG projects. By regularly assessing progress and evaluating outcomes, SHGs can demonstrate their

effectiveness to stakeholders, including members, local authorities, and funding organizations. Monitoring is essential for tracking the progress of SHG projects against established objectives and milestones. M&E practices promote a culture of learning and continuous improvement within SHGs.

The selection of monitoring and evaluation management practices for the study of Self-Help Group projects is grounded in the recognition of their importance in ensuring accountability, tracking progress, facilitating learning, and enhancing decision-making. By understanding and analyzing these practices, the study aims to provide valuable insights and recommendations that can strengthen the capacity of SHGs to implement effective M&E systems, ultimately ensuring successful project outcomes and sustainable community development.

2.5 Recap of Literature Review

Frequency of M&E in the SHG Project

The frequency of monitoring and evaluation (M&E) is a critical factor influencing the performance of Self-Help Group (SHG) projects. Regular M&E activities enable SHGs to track progress, assess the effectiveness of interventions, and make timely adjustments to ensure alignment with project goals. Studies suggest that more frequent M&E correlates with improved project outcomes, as it allows for the early detection of issues and the implementation of corrective actions (Mackay, 2018).

Qualification of M&E Team

The qualifications and expertise of the M&E team play a significant role in the effectiveness of monitoring and evaluation practices. A well-trained team can design and implement robust M&E frameworks, ensuring accurate data collection, analysis, and reporting. Research indicates that teams with specialized training in project management and evaluation methodologies tend to produce more reliable results and actionable insights (Binns & Binns, 2015).

Reporting Information

Effective reporting of M&E findings is essential for stakeholder engagement and project accountability. Clear and concise reporting enables stakeholders to understand project performance and outcomes. Literature emphasizes the importance of developing standardized reporting formats that facilitate the communication of key findings to various stakeholders, enhancing transparency and fostering trust (Khan et al., 2021).

Sharing Information

Information sharing among stakeholders is crucial for successful SHG project implementation. Collaborative information sharing fosters a sense of ownership and encourages collective problem-solving. Studies have shown that open communication channels lead to improved stakeholder relationships and enhance the overall effectiveness of SHG initiatives (Aaltonen & Kujala, 2016).

Identification of Risks

Risk identification is a fundamental aspect of project management that directly impacts SHG performance. Systematic risk identification helps SHGs recognize potential challenges that may hinder project success. The literature highlights the need for comprehensive risk assessment processes that involve stakeholder input to ensure that all relevant risks are considered (Dutta & Sahu, 2020).

Analysis of Risks

Once risks are identified, their analysis becomes critical for understanding their potential impact on project objectives. An effective risk analysis involves evaluating the likelihood and severity of risks, which enables SHGs to prioritize risks and allocate resources appropriately. Research suggests that rigorous risk analysis contributes to more effective risk management strategies (Pinto, 2010).

Control and Mitigation of Risks

Implementing control and mitigation strategies is essential for managing identified risks in SHG projects. Effective risk control measures can significantly reduce the likelihood of adverse events impacting project performance. The literature emphasizes the importance of developing contingency plans that outline specific actions to be taken in response to various risk scenarios (Ravindra et al., 2021).

Project Goal/Objective

Clearly defined project goals and objectives are foundational for guiding SHG initiatives. Research indicates that projects with specific, measurable, achievable, relevant, and time-bound (SMART) objectives tend to perform better, as these goals provide a clear direction and framework for project activities (Gremyr et al., 2020).

Planning Tools

The use of planning tools is critical for effective project management in SHGs. These tools assist in outlining project timelines, resource allocation, and task assignments. Studies highlight the role of tools such as Gantt charts and logical frameworks in enhancing project planning and execution, leading to improved project performance (Lauri & Gregory, 2009).

Useful Resource Allocation

Efficient resource allocation is vital for maximizing the impact of SHG projects. The literature stresses the importance of aligning resources with project priorities to ensure that critical activities are adequately funded and supported. Strategic resource allocation can enhance project efficiency and effectiveness (Dutta & Sahu, 2020).

Contingency Plan

Having a contingency plan in place is crucial for addressing unforeseen challenges in SHG projects. Contingency plans provide SHGs with predefined actions to mitigate risks and respond to unexpected changes. Research suggests that SHGs with well-developed contingency plans are better equipped to navigate uncertainties and maintain project momentum (Khan et al., 2021).

Stakeholder Identification

Identifying key stakeholders is a fundamental step in engaging relevant parties in SHG projects. Effective stakeholder identification ensures that all individuals and organizations with an interest in the project are recognized and included in the planning and implementation processes. Literature emphasizes the importance of mapping stakeholders to understand their influence and contributions (Freeman, 1984).

Stakeholder Analysis/Evaluation

Stakeholder analysis involves assessing the interests, power dynamics, and influence of various stakeholders on SHG projects. This evaluation helps SHGs tailor their engagement strategies to meet the specific needs and expectations of different stakeholders. Research highlights the value of stakeholder analysis in fostering collaboration and enhancing project outcomes (Aaltonen & Kujala, 2016).

Stakeholder Participation and Engagement

Active stakeholder participation and engagement are essential for the success of SHG projects. Engaging stakeholders throughout the project lifecycle fosters ownership, commitment, and accountability. Literature suggests that projects that prioritize stakeholder involvement experience higher levels of satisfaction and better overall performance (Gustavsen, 2004).

Conclusion

The literature on SHG project performance emphasizes the interrelatedness of M&E practices, risk management, resource allocation, and stakeholder engagement. By understanding and implementing these constructs, SHGs can enhance their effectiveness, ensure project sustainability, and create positive impacts within their communities. The insights derived from this literature provide a foundation for improving SHG project management practices and achieving desired outcomes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section highlights the research design, study area, target population, sampling techniques, population sample, development of study instruments, validity and reliability test of the instruments, data collection and analysis techniques, and ethical considerations.

3.2 Research Methodology

The methodology of the study is a scientific, conceptual examination of the procedures implemented in the area of research (Patton, 2005). In any study, methodology is crucial because the investigator continually attempts to research a particular study query. The researcher does it in a systematic way that enables coming out with answers to all questions (Rubin, 2011). This study used a combined technique, quantitative and qualitative. Both qualitative and quantitative methods were employed in this study to allow the achievement of different objectives, for example, offsetting the constraints that every single technique has (Kosow, 2008).

Quantitative study techniques involve the use of numerical data, numbers, and mathematical operations, while on the other hand; qualitative techniques collect extensive descriptive data (Delaney, 2002). Saleh, (2008) concurs with this presentation of research choices based on the fact that it is also relevant to present and future research. Hence, the scope of methods complements each other. In this example, time series analysis, causal evaluation, and trend analysis exemplify quantitative techniques. On the other hand, in-depth surveys, futures wheel, and environmental scanning can be key in this research in forming qualitative strategies. The researcher, therefore, employed mixed approaches in building up a scenario in his study (Bergman, 2008).

A mixed method study design was suitable for this research because first, it addressed the need to study women's complex socio-monetary and political phenomena to understand their complexities (Caruth, 2013). Second, a mixedapproach research design especially this collaborative study helped the researcher to deal with questions that require confirmation and explanation concurrently. A researcher can construct, make verification, and theorize a mixed-study approach on the premise of analyzing and interpreting facts. Also, a mixed-approach research outline enables the investigator to explicate contrasting results and divergent techniques (Fàbregues, 2020).

Therefore, data from some methods or converging data from more than one source produces multiple sources to produce extra credible findings that may strengthen the deduction and inference. Therefore, outcomes from the qualitative method reinforce the findings from the quantitative technique (Lund, 2012). Therefore, this research

achieved complementarity of data collected by using quantitative techniques in data collection by constructing closed-ended questions in the questionnaire and then using open-ended questions to collect the qualitative data. The qualitative data helped in explaining the objective numerical data from closedended questions. This enhanced my understanding of the findings.

3.3 Research Design

The study employed descriptive design, a process or technique used to find facts about a phenomenon. This is a clearly defined system and estimates in systematic and precise descriptive numerals (Singleton, 1999). According to Mugenda, (1999), descriptive study is collecting facts to describe a phenomenon. The study describes project management practices' impact on SHG project performance in the Hargeisa district in Somaliland.

Nachmias, (1996) outlines research design as the application that guides researchers during observation collection and analysis. Therefore, study design is a rational framework of evidence that the investigator can be able to make causal relationship inferences. Findings from the SHG project in the Hargeisa district were surrogated for comparable projects in Somaliland and elsewhere.

The case study of a Self-help group project in Hargeisa District in Somaliland was chosen. This project is being implemented by Somaliland Women's Research And Action Group (SOWRAG) though the project host in Somaliland-NAFIS. This was meant to offer a comprehensive conception of the influence of project management techniques and actions on the performance of the SHG project. Davis, (1983) stated

that a case study gives in-depth specified facts about a constrained variety of people or cases. This was, therefore, preferred by the researcher since the study is supposed to answer several questions (Cooper & Schneider, 2011). To minimize biases in the data analysis and interpretation the researcher Kept the design to get a comprehensive situation description.

3.4 Location of the Study.

This section entails the geographical boundaries within which the study was done and the extent of analysis. The researcher created this area at the proposal level to ensure that the data collected confines to a specific area - Hargeisa District in Somaliland.

Hargeisa District

Hargeisa district covers the town that is the capital city of Somaliland. It is also the second biggest city in Somalia after the capital Mogadishu. It is inhabited by the urban rich and poor on the outskirts and in the rural part of the district.

As estimated in 2019, Hargeisa has a population of 1.2 million people. The urban component occupies approximately 75 square kilometers of the district with a population density of 12,600 people per square kilometer (Encyclopedia Britannica, Mar 21, 2022). 3.5 Target Population

3.5 Target population

The target population is a group of people, organizations, events, and factors under study (Ngechu, 2015). The groups under investigation can either be homogeneousuniform or heterogeneous- not uniform. A study population is a

complete group of entities that could be people, activities, or even items that share some common attributes or characteristics (Mugenda & Mugenda, 2008). Bobbie, (1975) defines population as the theoretically precise aggregation of survey elements. Therefore, the target population is the entire unity of study interest.

The study targeted 515 stakeholders to the SHG project found in 30 self-help groups in Hargeisa District in Somaliland. Every SHG group has between 15-20.

(NAFIS, 2018). It comprises members of SHG who are all female, as well as NAFIS project officers who each are in charge of a set of SHGs implemented by network Members. Additionally, NAFIS MEAL team members will be of

importance in finding out the impact of risk management, monitoring and control, planning technique and stakeholder engagement, and management impact on

project goal, goal fulfillment, timely execution of the project, and budget, burn-rate, meeting of clients, beneficiary expectations and satisfaction of SHG project in Hargeisa district, Somaliland.

The choice of this target population is justified based on several key factors:Alignment with Study Goals: The study is focused on the impact of risk management, monitoring, control, planning techniques, and stakeholder engagement in relation to project outcomes. The stakeholders within the Self-Help

Groups (SHGs), specifically in the Hargeisa District, are directly involved in the SHG project, making them the most relevant participants for understanding these dynamics. Their involvement in the project allows them to provide firsthand insights into how these management practices influence goal fulfillment, timely execution, and overall project satisfaction.

Representative Sample: Targeting 515 stakeholders from 30 SHGs provides a robust and representative sample. Each SHG consists of 15-20 female members, allowing for a diverse but manageable cohort of participants. This population structure enables the collection of a wide range of perspectives while maintaining focus on a specific group that shares common project experiences.

Expertise and Roles in the Project: Including NAFIS project officers and Monitoring, Evaluation, Accountability, and Learning (MEAL) team members is crucial, as they hold key positions in the implementation and oversight of the SHG project. Their expertise allows them to assess how project management processes directly impact project success, including timely execution, budget management, and meeting client expectations.

Focus on Women's Empowerment: The SHG project is composed entirely of female members, which aligns with broader goals of empowering women and improving their socioeconomic conditions. The focus on female stakeholders adds an essential gender-sensitive lens to the study, ensuring that findings are reflective of women's experiences and contributions within the project.

Geographic and Contextual Relevance: Focusing on the Hargeisa District in Somaliland situates the study in a context where SHGs play a significant role in community development. This local focus ensures that findings are relevant to the specific needs and challenges faced by SHG participants in this region.

In summary, this target population is well-suited to the study's objectives, offering a comprehensive view of stakeholder engagement, project management, and their effects on the success of the SHG project.

Unit of Observation: This refers to the entities from which data is directly collected during the study. In this case, the units of observation are the individual stakeholders involved in the SHG project, including:The female members of the Self-Help Groups (SHGs).NAFIS project officers managing the SHGs.NAFIS Monitoring, Evaluation, Accountability, and Learning (MEAL) team members.These individuals are the primary sources of data regarding the project's implementation, risk management, stakeholder engagement, and the project's overall success.

Unit of Analysis: This refers to the primary entities being analyzed to draw conclusions in the study. In this case, the unit of analysis is the SHG project itself and its outcomes, as well as the effectiveness of project management processes, particularly in terms of risk management, monitoring, control, planning techniques, and stakeholder engagement. Although data is collected from individual stakeholders, the goal is to analyze the performance of the SHG project as a whole and its impact on beneficiaries in terms of project execution and satisfaction.

Table 3.1: ***Target Population***

TARGET POPULATION CATEGORY	FREQUENCY	PERCENTAGE

SHG Project Officers	**20**	**3.9%**
MEAL Officers	**10**	**1.9%**
SHG Members	**485**	**94.2%**
Total	**515**	**100%**

Source: Field (2023)

3.6 Sampling Procedures and Techniques

The sampling technique design shows how cases in the sample are chosen. The sampling process is getting a representative sample of the population under study so that the elements in the sample are without bias, their characteristics represent those of the target population. Hence, responses from the elements in the sample represent what could have been obtained from the entire population in the study (Orodho, 2002). When the population is large, a sample is used, but if the population is too small census is employed. The technique of sampling should be based on the research and has to be supported by a relevant authority who justifies its use.

In most cases, two characteristics come out distinctively: heterogeneous (not uniform) and homogenous (uniform) populations. A stratified random sampling technique was employed in this study because the target population was

heterogeneous in terms of the categories of participants selected. Data was collected from project officers, MEAL officers, and SHG members covered by SOWRAG. The stratified sampling method ensures that those smaller groups that could have been left out are included in the sample (Mugenda & Mugenda, 1999). The study preferred this technique because the population was heterogeneous. Therefore, the sample comprised project officers, MEAL officers, and SHGs members. It is a method seen to minimize bias in the sample selection.

A sampling unit is a member of the sampling population. It is from this sampling unit that the researcher will generalize. The researcher needs to select the sample carefully to ensure representativeness.

A stratified random sampling technique was used because the target population was heterogeneous and comprised project officers, MEAL officers, and SHG members. This technique is important because it minimizes the bias in the selection of the sample.

When creating strata in a research study, several key criteria must be considered to ensure that the stratified sampling method is both effective and aligned with the study's objectives. These criteria include:Homogeneity Within StrataStrata should be composed of individuals or entities that share common characteristics or traits, leading to reduced variability within each group (Ngechu, 2015). By ensuring similarity within each stratum, researchers can achieve more accurate and consistent measurements within those subgroups.Example**:** Stratifying based on education level would group individuals with similar educational backgrounds together, such as primary, secondary, or tertiary education.

Heterogeneity Between Strata-Each stratum should be distinct from others, ensuring variability between groups (Mugenda & Mugenda, 2008). This allows the study to capture the full range of diversity within the population by creating subgroups that differ based on the stratification criteria.**Example**: If stratifying based on income level, low-income, middle-income, and high-income strata should have clear differences in income levels.

3.7 Sample Size

The sample population is the whole group of people, items, events, or things that the researcher has an interest in and that he or she wishes to subject to an empirical investigation (Sekaran & Bougie, 2009). However, practically it is not possible to study the entire large population due to the resources and time that would be required to study all of them. This, therefore, calls for picking a sample that when studied responses would be assumed to represent what the entire population would have given if there was time and resources to observe, interview, or administer questionnaires to all events or items under study.

The researcher in this case derived the sample using the Rule of Thumb Formula to obtain the sample size (Grohmann, 2015). The statistical power of evaluation increases with the increase in the sample size. A large enough sample also requires that the sample size to be equal or greater than 30% of the target population. This, therefore, would be the representative of the target population. Therefore, since the target population is 515, the researcher took 30% of the target population as a sample.

Rule of Thumb:

- Equal to or less than 1,000 takes 30% of the target population.
- More than but less than or equal to 10,000 make up 23% of the target population.
- More than 10,000 but less or equal to 100,000 take 10% of the target population.
- More than 100,000 take 1% makes the sample size.

Therefore, in a target population of 515, the sample size was calculated as follows:

n=30%/N=30%/515=154.5=154

The selection of respondents from each of the strata of the target population to make up the sample size of 154 was done by applying a simple random sampling technique within a homogeneous stratum. The proportion of each stratum within the target population was the same proportion used to constitute the sample as shown the Table 3.2 below.

Table 3.1 ***Sampling Frame***

Target Population Category	**Frequency**	**Percentage**	**Sample Size**
SHG Project Officers	20	30%	6
SHG MEAL Officers	10	30%	3
SHG Members	485	30%	145
Total	**515**	**30%**	**154**

Source: Field (2023)

3.8 Data Collection Instruments

A questionnaire of 9 sets of questions was developed. The questions were in three categories: Those that sought to capture the general information that would include return rate and any research problems; those that would capture demographic data that would include education level, age, experience, or how long one has been a member of the SHG, etc. and the third category of questions addressed objectives of the study. These are the questions that solicited information about the impact of monitoring and control, risk management, planning techniques, stakeholders' engagement and management of Project goal/target achievement, Project completion on time and budget, Project burn rate (the rate at which the project is spending its predefined budget), and meeting clients'/beneficiaries expectations and satisfaction as the key indicators of a performing project. There were questions on whether the SHG project has/is performing or not. Lastly, the questionnaire comprised both open-ended and closed-ended questions. Closed-ended questions were meant to capture quantitative data while open-ended questions were meant to solicit qualitative data from the respondents. Qualitative data supplemented the quantitative data by giving more detailed explanations of what quantitative data comprises (Tubei, 2019).

Mixed methods constituting both qualitative and quantitative techniques were therefore used. Clarification of quantitative data was given by qualitative data.

Thus, both objective and subjective responses were solicited from respondents in the field. The researcher consulted his supervisor for expert advice on the construction of the questionnaire to establish its validity.

3.9 Testing for Instruments' Validity and Reliability

Pilot Study

After questionnaire development, the researcher piloted it on 10(10) respondents that comprised 1(one) project officer, 1 (one) MEAL officer, and eight SHG members. In this pilot study, respondents were selected through a purposive sampling technique, which involves intentionally choosing participants based on their relevance to the study. Specifically, the researcher chose 10 respondents who are directly involved in the Self-Help Group (SHG) project, ensuring that each category of stakeholders was represented.**1 Project Officer**: This individual was selected because of their role in overseeing the SHG project, making them crucial for providing insights into the project's overall management and execution.**1 MEAL Officer**: The Monitoring, Evaluation, Accountability, and Learning (MEAL) officer was selected to contribute their expertise on the project's evaluation processes, including the effectiveness of monitoring, risk management, and stakeholder engagement.**8 SHG Members**: These eight respondents were selected from the SHG member population because they represent the primary beneficiaries of the project. Their feedback is essential to understanding the project's impact from a participant's perspective.

The pilot study was done in Hargeisa Somaliland. The research was repeated twice at different times. The responses were the same with less variability then consistency in

the questionnaire was established. Piloting of the questionnaire was meant to test the consistency of the questionnaire's questions. The findings were the surrogate to the entire sample size on which the study was carried out.

Reliability and validity of the research tools are very important for reliable and valid data to be collected. The reduction of random errors in the instrument is an assurance that the data collected by the instrument was valid and reliable on which the decision-making process can be premised. Therefore, this section covers validity and reliability as below.

Validity

Untruth removal when it comes to inferences, propositions, and or conclusions approximation is done by validity (Cook & Campell, 1979). When a test can be able to measure what is meant to measure, then it is deemed to be valid. The validity of the questionnaire depends on, reliability. The degree to which the test is confirmed when it comes to measuring exactly what the instrument was meant to determine or measure, then is its validity (Kothari, 2004). The researcher submitted the questionnaire to the supervisor who made her judgment in regards to the questions addressing all areas of the study. After the supervisor confirmed all the questions, this was a 100% Validity Coefficient; therefore, the researcher accepted all the questions in the questionnaire as valid which enabled the study to collect valid data. Therefore, the questionnaire approval by the supervisor was enough for the researcher to confidently use it to solicit data from the respondents.

The type of validity tested in this study is **content validity**. Content validity refers to the degree to which an instrument covers all the relevant aspects of the concept it is

intended to measure (Kothari, 2004). In this case, the researcher submitted the questionnaire to a supervisor, who reviewed and made a judgment regarding whether the questions addressed all areas of the study. The supervisor's confirmation that the questions adequately covered the intended content led to the conclusion that the questionnaire was valid for collecting the necessary data. Thus, the supervisor's approval ensured that the instrument had strong content validity.

Reliability

A research instrument that can consistently give the same findings when administered to the same population sample at different times when repeated is reliable (Mugenda, 1999; Orodho, 2002). Reliability is all about the test and retest method. Thus if the researcher distributes his questionnaires to the same number of people twice or thrice and finds out that there is a big difference then the instrument has a problem that needs to be fixed before he can roll out a mass data collection using the instrument.

After questionnaire development, the researcher piloted it on 10(10) respondents that comprised 1(one) project officer, 1 (one) MEAL officer, and eight SHG members. The research was repeated twice at different times. The responses were the same with less variability then consistency in the questionnaire was established. Piloting of the questionnaire was meant to test the consistency of the questionnaire's questions. The findings were the surrogate to the entire sample size on which the study was carried out.

The **test-retest method** was used to assess the **consistency** aspect of reliability in this study. This method involves administering the same questionnaire to the same group

of respondents at two different times to determine if the instrument consistently produces the same results over time (Mugenda, 1999; Orodho, 2002).

In this case, the researcher distributed the questionnaire to 10 respondents (comprising one project officer, one MEAL officer, and eight SHG members) twice at different times. The consistency of the responses with minimal variability across both tests indicated that the questionnaire was reliable. The piloting process specifically tested the **temporal stability** of the instrument, meaning that it could consistently yield the same findings when administered to the same sample on different occasions.The period between test and retest was 3 weeks.

3.10 Data Collection Procedures

1. Preparation of the Questionnaire:

The researcher developed a structured questionnaire based on the study objectives. The questions were designed to elicit information relevant to the project, including aspects of project management, stakeholder engagement, and participant satisfaction. Prior to the main data collection, the questionnaire was piloted with a small sample of respondents (10 individuals) to assess its clarity, relevance, and overall effectiveness in capturing the necessary information.

Adjustments were made based on feedback received during the pilot phase.

2.Selection of Respondents:

The sample included three distinct groups: project officers, MEAL officers, and SHG members. This selection was intentional to gather diverse perspectives on the SHG project.Specifically, one project officer and one MEAL officer were selected for their roles in project management and evaluation, respectively. Eight SHG members were included to ensure the voices of the primary beneficiaries were represented.

3.Administration of the Questionnaire:

The questionnaires were administered in a face-to-face format to facilitate clarity and ensure that respondents understood each question. This method also allowed the researcher to provide immediate assistance if respondents had any queries or needed clarification.In some cases, the researcher might have opted for a selfadministered approach, where respondents filled out the questionnaires on their own, depending on the participants' literacy levels and comfort.

4.Data Collection Process:

The researcher scheduled visits to the project site, ensuring that the timing was convenient for the respondents. This consideration helped maximize participation rates and minimize disruptions.The researcher explained the purpose of the study to each respondent, emphasizing the importance of their honest and thoughtful responses. Informed consent was obtained from all participants, assuring them that their responses would be confidential and used solely for research purposes.

5.Follow-Up:

After the initial administration of the questionnaires, the researcher conducted follow-up visits or phone calls to ensure that any remaining questionnaires were collected. This step was critical for achieving a high response rate and ensuring the completeness of the data.

6.Data Compilation and Analysis:

Once all questionnaires were collected, the researcher compiled the data for analysis. This involved coding the responses, entering the data into statistical software, and conducting analyses based on the research objectives.

By following these detailed procedures, the researcher aimed to ensure a systematic and rigorous approach to data collection, thereby enhancing the reliability and validity of the findings.

3.11 Data Analysis and Presentation

This is a process where collected data is put orderly and the main components are written in the form that findings will be effectively communicated (Bailey, 1984). After the data had been collected, it was cleaned to differentiate between inaccurate from accurate information. Mistakes and omissions detected were corrected to enhance data quality.Quantitative data collected was analyzed by the use of descriptive statistics using SPSS Statistics 30 (2023).

The cleaned data was coded and grouped into specific units on which descriptive statistics were used to carry out quantitative data analysis. The multiple regression analysis model specification below was used;

$Y= \alpha+ \beta1X1 + \beta2X2+ \beta3X3+ \beta4X4+ \varepsilon$

Where ε=error term, β=coefficient of the independent variable (β1-4=regression coefficient) and α=constant.

Y=is the dependent variable (performance of SHG project).

X1 =Monitoring and Evaluation

X2= Project Risk Management

X3= Stakeholders Involvement

X4= Project Planning Practices

A t-test was carried out to ascertain their respective significance.

The primary reason for conducting multiple regression analysis is to understand the relationship between the dependent variable (performance of the SHG project,Y) and multiple independent variables (X1 to X4). This allows the researcher to identify which factors significantly influence the performance of the SHG project.

Ethical Considerations

To guarantee participants' confidentiality in this study the researcher kept them anonymous. The researcher sought respondents' participation in the in addition to being assured that their names would remain anonymous and that the data they would give would be used only for the study purpose. Ethically, the study took into account the dignity of the participants. The spirit of 'Do No Harm' will apply by warding off harmful or sensitive questions. It was on this basis that respondents were willing to

participate and give their honest responses to the questions and statements that were posed to them during data collection. Ethical considerations are an aspect of research that should not be ignored since it can interfere with the data collection process where participants would withdraw en-mass from the study just because they feel their rights and privacy are being infringed on.

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND PRESENTATION

4.1 Introduction

Research findings, analysis, and presentation are presented in this chapter. This is about SHG project performance as implemented in Hargeisa, Somaliland for the last ten years of its implementation. Descriptive statistics and regression analysis were carried out on the findings to give the interpretation that would be understood and used in the decision-making. The study retrieved 140 (SHG project Officers-6, SHG MEAL Officers-3, and SHG Members-131 questionnaires) from the initial 154 administered. This resulted in a response rate of 90.91%. The response rate was above 70% acceptable response rate, hence sufficient for data analysis. Therefore, data analysis was based on 140 retrieved and cleaned questionnaires. Therefore, the findings, analysis, and presentation in this chapter are based on 140 questionnaires that the researcher was able to retrieve from the field.

Table 4.1: ***Response Rate***

Category	Number Distributed	Number Returned	Response Rate (%)
SHG Project Officers	6	6	100.00
SHG MEAL Officers	3	3	100.00
SHG Members	145	131	90.34
Total	**154**	**140**	**90.91**

Source: Author (2023)

The response rate of 90.91% is considered high and exceeds the acceptable threshold of 70%, indicating that the data collected is sufficient for analysis and decision-making regarding the SHG project performance in Hargeisa, Somaliland.

Reliability Findings

Purpose of Reliability Testing:

The objective was to assess the consistency of the research instrument (questionnaire) using the test-retest method. This involved administering the same questionnaire to the same group of respondents on two separate occasions to evaluate the stability of the responses over time (Mugenda, 1999; Orodho, 2002).

Sample for Reliability Testing:

A total of **10 respondents** participated in the pilot test:

1 Project Officer

1 MEAL Officer

8 SHG Members

Test Administration:

The questionnaire was administered to the respondents **twice**, with a **3-week interval** between the first and second administration.

Findings:

The responses from the two administrations showed **minimal variability**, indicating high consistency between the two sets of responses. This suggests that

the questionnaire reliably measures the intended constructs and produces similar results when repeated.

Implications of Findings:

The consistent responses across the two tests demonstrate that the questionnaire has **good temporal stability**, meaning it is effective in yielding the same findings when administered to the same sample at different times.

Since the variability was low, the researcher concluded that the instrument is reliable and suitable for broader data collection.

Validity Findings

Out of the **45 questions/statements**, **4 questions/statements were rejected** by the supervisor. This suggests that these specific items did not meet the criteria for clarity, relevance, or appropriateness for measuring the intended constructs related to SHG project performance.

The validity of the questionnaire is established through the review process conducted by the supervisor, with a **validity coefficient of 91.11%** indicating a high level of appropriateness for measuring the intended constructs.The accepted items ensure a robust instrument for assessing Monitoring and Evaluation practices, Risk Management practices, Stakeholders' Involvement, Project Planning, and SHG Project Performance in Hargeisa District.

Summary of Validity Results

Total Questions in Questionnaire: 45

Rejected Questions: 4

Approved Questions: 41

Validity Coefficient: 91.11%

Conclusion: The questionnaire is validated for use in assessing SHG project performance, based on the approval of 41 relevant items following a review by the supervisor.

4.2 Research presentation, interpretation, and discussion

The basic features of data in any study are described by descriptive analysis (Cooper &Schindler, 2013). Therefore, as far as the project management practices were concerned a descriptive analysis was carried out to ascertain their influence on the performance of the SHG project in Hargeisa Somaliland. Statistics are used for inference that an interpretation is made based on the figure obtained that can be used in decision-making in socio-economic and political aspects.

4.2.1 Demographic Characteristics Results

Respondents' demographic characteristics are covered in this section. They include respondents' gender, education level, age, and how long they had been members of

the SHG project. Some responses on the same statement or question are respondents' socio-demographic characteristics influenced, hence the researcher is interested in why different questions but significantly different in the backgrounds of respondents' socio-demographic characteristics.

4.2.1.1 Respondents' Gender

The research's interest in the respondents' gender was meant to any presence of parity in the gender composition and position of the SHG project membership.

Understanding the respondents' gender is likely to manifest in the way they respond to similar statements and questions. Figure 4.1 illustrates the study findings regarding socio-demographic characteristics.

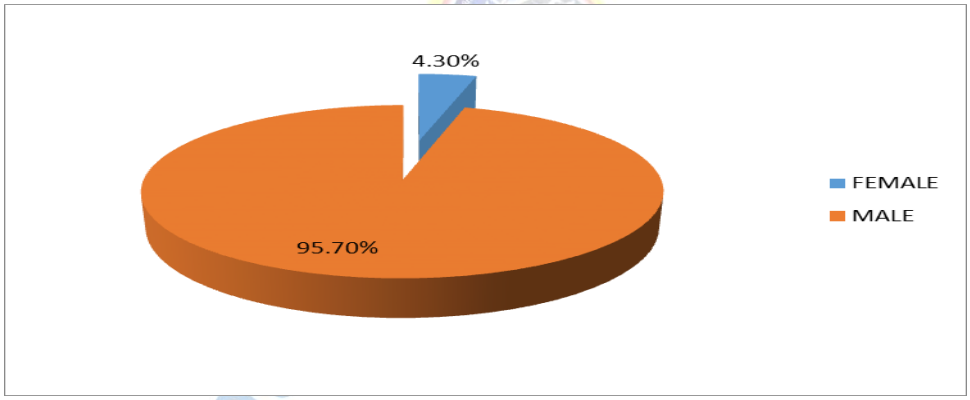

Figure 4.1 Respondents' gender

Source: Field (2023)

From the figure, most of the respondents were female represented by 95.70% while male was 4.30%. The parity is purposive because SHG projects mostly target vulnerable groups in the society of which women are an appropriate example. Acker, (2006) found that gender equality is a characteristic that can be used to improve development projects. The gender demographic characteristics in this study are

crucial to understanding the relevance and implications of the findings. With 95.70% of respondents being female and only 4.30% male, the disparity is deliberate, reflecting the focus of Self-Help Group (SHG) projects on vulnerable groups, particularly women. This is in line with the primary objective of such projects, which is to uplift marginalized populations, of which women are a significant part in Somaliland.

The predominance of female respondents underscores the project's aim to empower women, who historically have faced exclusion from economic and social opportunities. By focusing on women, the project addresses gender disparities, helping to create more inclusive development. As Acker (2006) points out, gender equality plays a pivotal role in enhancing development projects, as it ensures that both men and women are represented throughout the project cycle— from needs assessments to planning, implementation, monitoring and evaluation (M&E), and impact assessments. This equal representation brings unity and diversity of perspectives, which is essential for the success of development interventions.

The finding also highlights that the SHG project in Hargeisa is women-biased by design, a strategic decision aimed at addressing historical inequalities and pulling women to a more equitable level in society, especially in relation to men. This focus on women aligns with the broader objective of fostering gender-sensitive organizations and projects, which promote a conducive working environment for both members and management. Such an approach is likely to contribute positively to the

overall performance of the project, as gender sensitivity enhances participation, inclusivity, and sustainable outcomes.

In conclusion, the gender demographic data reveals that the project is intentionally aligned with the goal of addressing gender disparities in Somaliland, making it a critical factor in the study's findings. The overwhelming female participation reflects the project's focus on uplifting women, contributing to broader development goals by promoting gender equality and inclusion.

4.2.1.2 Respondents' age

Respondents were asked to state their ages. The age categories were as follows: Below 20, 20-30, 31-40, 41-50, and above 50 years. Table 4.1 illustrates the study findings regarding age.

Table 4.1 Respondents' age.

Age	No	Percentage
Below 20 Yrs.	14	10
21-30 Yrs.	70	50
31-40 Yrs.	42	30
41-50 Yrs.	8	6

Above 50Yrs	6	4
Total	**140**	**100**

Source: Field (2023)

As shown in table 4.1; 10% of respondents were aged below 20 years, 50% were aged 21-30 years; 30% were aged 31-40 years; 6% were aged 41-50 years, and 4% were above 50 years. In the study by Jenster and Hussey, (2001) for an organization to achieve competitive advantage it strategically invests in the age of the employees or members which is associated with the organization's member efficiency. In this study, it was established that age was positively correlated with employees' performance in the organization. They stated that the older a member or employee is in an organization or company the higher his/her performance is but to a certain age at which employee/member performance starts to decline. Most members of the SHG project were of mature age which would be a surrogate to the Self-help Group's Project Performance, Hargeisa Somaliland. The age of respondents is important in the study since it enables the researcher to determine the response that is age-twined. This is because from Psychology orientation people tend to respond to statements or questions differently along their life cycle.

4.2.1.3 Respondents' Education

This statement to the respondents was to ascertain the influence of education and qualification on the respondents' understanding and participation in the Self-help

Group's Project Performance, Hargeisa Somaliland. Figure 4.2 shows the study findings.

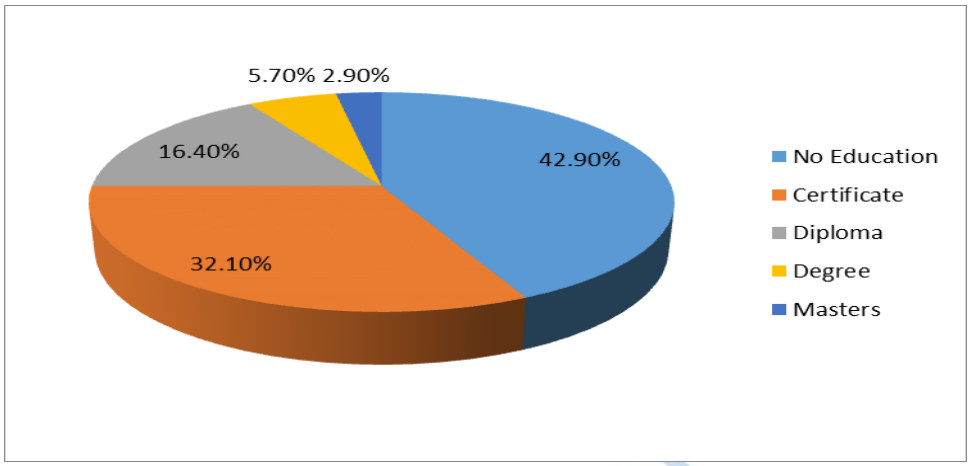

Figure 4.2 Respondents' Education

Source: Field (2023)

As shown in Figure 4.2; 42.90% of the respondents had no education, 32.1% had a certificate, 16.40% had a diploma, 5.70% had a degree, and 2.90% were postgraduates. It is, therefore, clear that most of the SHG project members had no form of education save for a handful, especially the MEAL and project officers. The Self-Help Group project was introduced to women who are academically and economically less advantaged. The education of participants is important because it guarantees their understanding of the statements or questions being posed by the study. Also, in terms of being effective in their group is dependent on their education level.

4.2.1.4 Respondents' years of membership/participation/worked in the SHG Project in Hargeisa, Somaliland.

This research sought to find out how long members have been in the project or worked for it. Figure 4.3 illustrates the study findings regarding the Respondents' years of membership/participation/work in the SHG Project in Hargeisa, Somaliland.

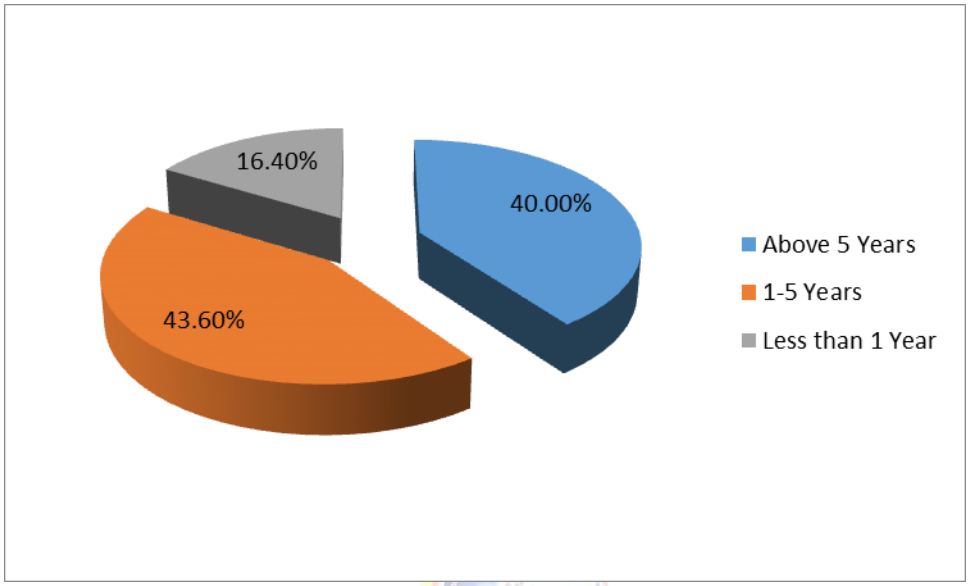

Figure 3.3 Years of respondents' participation/work in the SHG Project

Source: Field (2023)

As shown in the figure the study found that 16.40% of the respondents had been with the Self-Help Group project in Hargeisa district, Somaliland for less than one year,43.60% for 1-5 years, and 40.00% for above five years. Therefore, since the project has been in existence for ten years most of the respondents qualified to give reliable and valid data based on their experience with the Self-Help Group project in Hargeisa district, Somaliland. How long a respondent has been in a given group such as an organization or company is vital to any study. This is because the longer one has been a member the more experienced one is hence when asking about the

organization can give respondents that are more reliable down the memory line of the organization or company. In one way the respondents are termed valid and reliable.

4.2.2 Findings based on objectives of the study

This section covers findings as per each study's objectives. They include establishing the effect of Monitoring and Evaluation Practices, the Impact of involvement, the influence of Project planning, and the effect of project risk management, the impact of project planning, and determining the performance of the SHG Project.

When interpreting the results from a Likert scale that ranges from 1 to 5, the means and standard deviations provided in decimals should be linked to the categorical interpretations of agreement levels. The following scale can be used to interpret the decimals, based on the range of means:

Mean Interpretation (Based on a 5-Point Likert Scale)

1.00 - 1.49: Strongly Disagree

1.50 - 2.49: Disagree

2.50 - 3.49: Neutral/Moderately Agree
3.50 - 4.49: Agree

4.50 - 5.00: Strongly Agree

Standard Deviation Interpretation

0.0 - 0.5: Low variability (strong consensus among respondents)

0.5 - 1.0: Moderate variability (some variability in responses, but not extreme)

Above 1.0: High variability (diverse opinions, with responses spread across the scale)

4.2.2.1 Monitoring and Evaluation Practices on the Performance of SHG Project in Hargeisa in Hargeisa, Somaliland

This section is meant to establish responses on the impact of the Monitoring and Evaluation practice of management on the SHG Project performance in Hargeisa district, Somaliland for the 5-year second phase of the project. The study, therefore, provided several monitoring and evaluation component statements from which the respondents were required to state the level of agreement or disagreement based on a 5-Likert scale. Table 4.2 below illustrates the responses from the respondents as regards various statements under the Monitoring and Evaluation practice of management.

Table 2.2 Monitoring and Evaluation Practices on the Performance of SHG Project in Hargeisa in Hargeisa, Somaliland

No	Statement	Mean	Std Dev.
1	There is the existence of SHG project M&E plans and processes.	3.345	.877
2	SHG project M&E tools are in place and they are effective.	3.790	.827

3	NAFIS MEAL team regularly carries out SHG project monitoring and control.	4.100	.787
4	Change control procedures definitions are done at the initiation of the SHG project.	4.008	.863
5	Deviations and their impact analysis are documented in the SHG project scope changes.	4.325	.799
6	Monitoring status reporting and information to SHG project stakeholders is done regularly.	3.690	.822
7	In the SHG project there is project progress monitoring by making comparison between expected and actual performance.	3.823	.879
8	Deviations are well documented especially change rejection or approval decisions.	3.988	.698

	Overall Mean Score	**3.895**	**0.819**

Source: Field (2023)

The research established the impact of the Monitoring and Evaluation practice of management in the performance of the SHG Project in Hargeisa, Somaliland. The findings of this study, which demonstrate the significant role of monitoring and evaluation (M&E) in the SHG Project's performance in Hargeisa, Somaliland, are consistent with existing literature. According to Kusek and Rist (2004), M&E practices are essential in improving project efficiency and ensuring that objectives are met through effective decision-making and accountability. When monitoring tools are in place, as noted in the findings with a mean score of 3.790 and a standard deviation of 0.827, it mirrors assertions made by Crawford and Bryce (2003), who emphasize that a systematic approach to M&E enables better oversight and adjustment during project implementation.

Furthermore, the fact that the NAFIS MEAL team regularly carries out project monitoring and evaluation (mean score of 4.100, standard deviation of 0.787) aligns with the argument by Patton (2011) that frequent evaluations allow for real-time learning and adaptations, thereby enhancing project outcomes. This is crucial for projects like the SHG, where ongoing assessment helps ensure the early detection of deviations, as echoed in the findings (mean score of 4.325, standard deviation of 0.799).

The study's results also support the work of Gyorkos (2003), who points out that projects with well-defined change control procedures at the initiation phase—such as the SHG Project (mean score of 4.008, standard deviation of 0.863)—tend to perform better because they can adapt to unforeseen challenges more effectively. This adaptability, when linked to robust monitoring frameworks, fosters the achievement of project goals, as corroborated by Baker (2000), who found that organizations that streamline M&E within their projects tend to see better alignment between expected and actual performance.

In summary, these findings demonstrate that, consistent with the literature, M&E practices have a substantial impact on project success. As affirmed by Mackay (2007), organizations that institutionalize M&E processes not only improve their ability to meet objectives but also enhance accountability and learning throughout the project cycle.

4.2.2.2 Risk Management Practices and SHG Project Performance

The risk management practices section was to establish responses from participants about SHG project performance in the Hargeisa district, Somaliland for the 5-year second phase of the project since its inception. Respondents were supplied with several risk management practices component statements on which they were required to respond to according their agreement level based on the 5-Likert scale.

Table 4.3 Risk Management Practices and SHG Project Performance

NO	Statement	Mean	Std v.

1	There SHG project risk management plan in place	4.457	.877
2	There are adequate risk management framework structures for mitigating risks.	3.878	.765
3	Members of the SHG project have project risk management skills.	4.001	.800
4	Risk identification and assessment is done at the initiation of the project.	4.345	.790
5	There is no waste of time and effort on irrelevant tasks.	3.977	.787
6	During the implementation of the SHG project the management considers risk management area.	3.567	.865
7	There is a project and management techniques (PMTT) application in place.	3.765	.768
8	SHG project management always involves the members in risk management during project implementation and management.	3.556	.788
	Overall Mean Score	**3.643**	**0.805**

Source: Field (2023)

The study's findings that the SHG Project in Hargeisa, Somaliland, has established risk management plans and frameworks (mean score of 4.457, standard deviation of 0.877) are in line with the broader literature, which underscores the critical role of risk management in project performance. According to PMI (2017), having a formal risk management plan significantly enhances project success rates, as it enables the identification, assessment, and mitigation of potential risks before they impact project objectives.

The finding that risk identification and assessment were conducted at the initiation of the project (mean score of 4.345, standard deviation of 0.790) reflects the recommendations by Kerzner (2013), who stresses the importance of integrating risk management practices from the planning phase. This early engagement in risk identification helps in formulating response strategies, which improve project resilience to unforeseen challenges.

Furthermore, the presence of risk management frameworks and structures for mitigating risks in the SHG project (mean score of 3.878, standard deviation of 0.765) echoes the conclusions drawn by Hillson (2002), who argues that projects with well-established risk management frameworks are better positioned to address uncertainties and adapt to changing circumstances during project implementation. This aligns with the findings of the study, particularly in the context of SHG members possessing project risk management skills (mean score of 4.001, standard deviation of 0.800), which supports the assertion by Aven (2016) that having skilled personnel in risk management is crucial for effective risk mitigation.

The results also highlight that project management techniques (PMTT) were in place in the SHG project (mean score of 3.765, standard deviation of 0.768). This is consistent with the findings of Chapman and Ward (2003), who argue that the application of risk management techniques and tools ensures that projects can efficiently navigate uncertainties and avoid unnecessary delays. The literature also stresses the importance of involving team members in risk management activities during implementation (PMI, 2017), which is reflected in the study's results where the majority agreed that SHG project management involved members in risk management (mean score of 3.556, standard deviation of 0.788).

These findings reinforce the assertion made by Raz, Shenhar, and Dvir (2002) that organizations that systematically integrate risk management into their project lifecycle—from initiation to closure—tend to experience better project performance. By streamlining risk management activities, as the findings suggest, projects like the SHG can minimize disruptions, reduce the impact of unforeseen risks, and ensure smoother project execution.

4.2.2.3 Stakeholders' Involvement Practices and SHG Project in Hargeisa District, Somaliland

This section covers project stakeholders' engagement practice of management on the performance of the SHG Project in Hargeisa district, Somaliland for the 5-year second phase of the project since its inception. Respondents were supplied with several stakeholders' involvement practices component statements on which they

were required to respond according to their agreement level based on a 5-Likert scale. Table 4.5 shows their respective responses.

4.4 Stakeholders' Involvement Practices and SHG Project in Hargeisa District, Somaliland

No	Statement	Mean	Std ev.
1	There is SHG stakeholder management plan in place.	3.333	.722
2	SHG Project stakeholders are involved in identifying, selecting, and planning the projects.	3.743	.802
3	Stakeholders are involved in SHG project risk identification, assessment, and risk management planning.	3.932	.783
4	Stakeholders are involved in monitoring, control, and evaluation of SHG project progress.	3.877	.800
5	Stakeholders are involved in SHG project communications management planning.	4.345	.877
6	Stakeholders are fully and effectively engaged in the project.	3.674	.877
7	There is full involvement of stakeholders in the entire project management cycle.	3.879	.765

8	SHG project information is shared regularly with stakeholders.	3.768	.790
	Overall Mean Score	**3.819**	**0.802**

Source: Field (2023)

The findings of this study, which demonstrate that stakeholders' involvement had a positive impact on the SHG Project's performance in Hargeisa, Somaliland, are supported by the existing body of research. According to Bourne and Walker (2005), the creation of a stakeholder management plan, as noted by the respondents with a mean score of 3.333 and a standard deviation of 0.722, is essential for identifying and engaging key stakeholders who can influence project outcomes.

This is consistent with the study's results, which show that stakeholders were involved in the identification, selection, and planning of the SHG project (mean score of 3.743, standard deviation of 0.802), underscoring the need for early and structured stakeholder engagement as advocated by Freeman (1984).

The finding that stakeholders were engaged in risk identification, assessment, and management planning (mean score of 3.932, standard deviation of 0.783) aligns with Olander and Landin (2005), who highlight that involving stakeholders in riskrelated decisions not only mitigates potential project risks but also ensures their support in managing unforeseen challenges. Stakeholder involvement in monitoring and controlling project progress (mean score of 3.877, standard deviation of 0.877) reflects the assertions by Bryson (2004), who notes that continuous engagement with

stakeholders during project execution leads to better decision-making and project control.

Moreover, the study found that stakeholders were actively involved in SHG project communication management planning (mean score of 4.345, standard deviation of 0.877), which resonates with the argument made by Karlsen (2002) that effective communication with stakeholders is critical in ensuring that project information flows seamlessly, thereby reducing misunderstandings and enhancing project transparency. This also supports the claim by Yang, Wang, and Jin (2014), who argue that well-planned communication strategies foster better relationships and trust between stakeholders and project teams, leading to enhanced project performance.

The overall results (mean score of 3.819, standard deviation of 0.802) showing that stakeholders' involvement practices positively influenced SHG project performance are in line with the findings of Chinyio and Akintoye (2008), who demonstrate that projects with entrenched stakeholder engagement practices have higher success rates. The knowledge, skills, and experience that stakeholders bring, as mentioned in the study, are vital to project success, as noted by Reed et al. (2009), who argue that involving stakeholders throughout the project lifecycle results in better decision-making, reduced risks, and improved project performance.

Thus, as the literature confirms, stakeholder engagement is a critical factor for project success. It helps project teams identify, analyze, and manage each stakeholder's influence at various stages of the project, preventing issues such as stakeholder apathy from derailing project objectives (PMI, 2017).

4.2.2.4. Project Planning Effect on SHG Project Performance in Hargeisa District.

This section presents the Project Planning Effect on SHG project performance in Hargeisa, Somaliland for the 5-year second phase of the project since its inception. Respondents were supplied with several project planning practices component statements on which they were required to respond according to their agreement level based on the 5-Likert scale. Table 4.6 shows their respective responses.

Table 4.5 Project Planning Effect on SHG project performance in Hargeisa, Somaliland.

No	Statement	Mean	Std Dev.
1	There is SHG project plan	4.454	.769
2	SHG project risk management plan is in place.	3.577	.823
3	SHG project stakeholder management plan is in place.	3.787	.754
4	There is SHG project M&E management plan in place.	3.790	.799
5	SHG Project plan is continuously updated	4.099	.676
6	Project management plan is used during project implementation	3.788	.699

7	Project plan and documents are updated frequently as the project progresses	3.877	.765
8	The organization implements the required number of projects according to the resources available	3.943	.735
	Overall Mean Score	**3.914**	**0.753**

S

ource: Field (2023)

The study's results showing that project planning practices significantly impacted the performance of the SHG Project in Hargeisa, Somaliland (mean score of 3.914, standard deviation of 0.753), are consistent with the broader literature, which identifies project planning as the foundation for successful project execution. According to Kerzner (2013), a well-established project plan acts as a roadmap, defining the project's scope, schedule, and resources, ensuring that team members and stakeholders are aligned with the project's objectives.

The finding that the SHG Project plan was in place (mean score of 4.454, standard deviation of 0.769) supports the assertion by Turner (2009), who emphasizes that having a comprehensive project plan is vital for clarifying roles, responsibilities, and deliverables. The continuous updating of the SHG Project plan (mean score of 4.099, standard deviation of 0.676) reflects best practices identified by Dvir, Raz, and Shenhar (2003), who argue that adaptive planning, where project plans are updated to reflect new information, contributes to better project performance and allows for more flexible responses to changing project environments.

The results also show that the SHG project had a risk management plan (mean score of 3.787, standard deviation of 0.823) and a stakeholder management plan (mean score of 3.787, standard deviation of 0.754), which is in line with PMI (2017), who highlight that effective project planning must include risk and stakeholder management plans. These elements ensure that potential challenges are identified and mitigated early, while also guaranteeing that key stakeholders are engaged throughout the project lifecycle.

Furthermore, the fact that project management plans were used during implementation (mean score of 3.788, standard deviation of 0.699) aligns with research by Pinto and Slevin (1987), who identified that one of the primary reasons for project failure is the lack of adherence to the project plan during execution. By following the plan, teams are more likely to meet project goals, as noted in the findings that project documents were updated as the project progressed (mean score of 3.877, standard deviation of 0.765).

The literature also supports the notion that organizations with entrenched project planning practices, as seen with the SHG project, tend to experience greater success. As suggested by Larson and Gray (2014), detailed and well-managed project planning enables organizations to align project activities with available resources, ensuring that the project's scope, schedule, and cost objectives are met, as reflected in the study's finding that NAFIS implements the required number of projects according to available resources (mean score of 3.943, standard deviation of 0.735).

Therefore, the study's findings affirm the well-documented relationship between project planning and project success. As Posner (1987) explains, the strength of project planning lies in its ability to provide clear guidelines, reduce uncertainties, and ensure that all project activities are aligned with the overall project objectives.

4.2.2.5 SHG Project Performance In Hargeisa District.

This section sought responses on SHG Project performance in Hargeisa district, Somaliland for the last 5-year second phase of the project since its inception. Respondents were supplied with several SHG project performance component statements on which they were required to respond according to their agreement level based on the 5-Likert scale. Table 4.6 below shows their respective responses.

The study categorized components of this dependent variable (SHG Project Performance in Hargeisa District) into four major components with each component having at least two sub-component statements. Table 4.6 shows their respective responses.

Table 4.6: SHG Project Performance for the last 9-10 years in Hargeisa District

No	Statement	Mean	Std Dev.
1	**Time performance- the project is completed on time**		
	SHG project achieves time objectives	3.877	.769
	The project is completed on time	3.923	.679
	Mean Score	**3.900**	**.724**

2	**Cost performance- Project burn rate**		
	The project is implemented within the budget and resources(There was no budget overruns)	4.201	.697
	The project budget is not expended faster than planned initially.	3.688	.865
	Mean score	**3.945**	**.781**
3	**Quality performance- Clients/beneficiaries' satisfaction/needs and their expectations are met.**		
	SHG members receive loans from the groups on time	4.432	.722
	SHG members receive the exact amount of loans requested from the groups	3.445	.900
	Mean score	**3.939**	**.811**
4	**Project aims/goals are achieved**		
	Effectiveness performance- Implementation of the project is as per the objectives set.	3.814	.800
	SHG project's expected performance and actual	3.668	.767
	performance in the M&E report are the same.		

	Mean Score	**3.741**	**.7832**
	Overall Mean Score	**3.881**	**0.775**

Source: Field (2023)

The study's results indicate that the performance of the SHG Project in Hargeisa District, Somaliland, was largely successful, as evidenced by the mean scores of 3.900 for time performance, 3.945 for cost performance, and 3.939 for quality performance. These findings are consistent with the project management literature, which asserts that successful project outcomes depend on the effective management of these three dimensions—often referred to as the "triple constraint" (Atkinson, 1999; Turner, 2009). The participants' agreement on timely completion suggests effective scheduling and adherence to deadlines, a factor that is crucial for project success (Meredith & Mantel, 2012).

The high mean score of 3.945 for maintaining the project burn rate indicates strong financial management practices within the project. Cost performance is particularly critical in project management, as it directly influences the overall project feasibility and stakeholder satisfaction (Gray & Larson, 2014). This aligns with the findings of Khamis and Mahmoud (2014), who note that careful cost management allows organizations to allocate resources efficiently, ultimately leading to successful project execution.

Furthermore, the study's results reflect a strong focus on quality performance, with a mean score of 3.939 indicating that clients and beneficiaries' needs were adequately met. According to the SERVQUAL model developed by Parasuraman et al. (1985),

meeting client expectations is a fundamental aspect of service quality and project success. This is particularly relevant in community-based projects like the SHG, where stakeholder engagement and satisfaction are vital for sustainability and acceptance (Kumar & Kauffman, 2006).

The achievement of project aims and goals (mean score of 3.741) is further supported by literature suggesting that the alignment of project objectives with stakeholder expectations enhances overall project performance (Shenhar & Dvir, 2007). This is particularly significant for empowerment-focused initiatives like the SHG Project, which aim to foster gender equality and social development.

Overall, the average performance score of 3.881 highlights the SHG Project's successful implementation over the last 9-10 years, reflecting the project's effectiveness in addressing the community's needs and aspirations. These findings reinforce the notion that well-executed projects can serve as models for replication, particularly in contexts focused on women's empowerment (World Bank, 2012). Given the SHG Project's success, stakeholders such as NGOs, CBOs, FBOs, CSOs, and governmental entities are encouraged to replicate its model to foster equitable development throughout Somaliland.

4.2.3 Multiple regression analysis model

The SPSS version 28 was employed in performing the regression analysis. Multiple regression analysis predicts the dependent variable by applying independent variables whose values are known.

Assumptions of regression

Here are the key assumptions of multiple regression analysis:

Linearity: The relationship between the independent variables and the dependent variable should be linear. This can be checked using scatterplots or residual plots. If the relationship is not linear, transformations or non-linear models may be needed.

Homoscedasticity: The residuals should have constant variance at every level of the independent variables. This can be assessed with residual plots. If the variance of residuals changes (e.g., it increases or decreases with the predicted values), it indicates heteroscedasticity, which can affect the validity of the regression results.

Normality of Residuals: The residuals should be approximately normally distributed. This is important for conducting hypothesis tests and constructing confidence intervals. Normality can be assessed using Q-Q plots or statistical tests like the Shapiro-Wilk test.

No Multicollinearity: The independent variables should not be highly correlated with each other. Multicollinearity can inflate the standard errors of the coefficients, making it difficult to determine the individual effect of each independent variable.

Variance Inflation Factor (VIF) and correlation matrices can be used to detect multicollinearity.

Table 4.7 Model Summary

Model	R	R Square	Adjusted R-squared	Standard Error of Estimate
1	0.798	0.637	0.623	0.039

Source: Field (2023)

The results indicate a strong positive relationship between the independent variables—stakeholders' involvement, project planning, project risk management, and monitoring and evaluation—and the performance of the Self-help Group Project, as evidenced by the correlation coefficient R=0.798. This finding aligns with previous research suggesting that effective project management practices are critical to project success. For instance, Turner and Müller (2005) emphasize that stakeholder engagement significantly influences project outcomes by ensuring that diverse perspectives are integrated into the planning and implementation phases.

The coefficient of determination R2=0.637 reveals that approximately 63.7% of the variance in the SHG project's performance can be explained by these four project management practices. This is consistent with the findings of Kothari (2004), who argues that a higher R2 value indicates a better fit of the model and suggests that the included variables are relevant in predicting project performance. The remaining

36.3% of variance could be attributed to other factors not included in the study, highlighting the complexity of project performance evaluation (Robinson, 2010).

The strong explanatory power of the model reinforces the idea that rigorous monitoring and evaluation practices, along with effective project planning and risk management, are essential for enhancing project performance. Research by PMBOK (Project Management Institute, 2017) supports this assertion, noting that systematic monitoring and evaluation can identify potential issues early and ensure that projects stay on track to meet their objectives.

Additionally, stakeholder involvement is recognized as a vital component in project management literature. According to Bourne and Walker (2006), active stakeholder engagement fosters a sense of ownership and commitment, which can significantly improve project performance. Their findings indicate that when stakeholders are involved in the project lifecycle, it can lead to better alignment of project goals with community needs, ultimately enhancing overall effectiveness.

Therefore, the findings suggest that if the SHG Project in Hargeisa, Somaliland, adopts and effectively implements these management practices, it can significantly enhance its performance outcomes. This aligns with the broader literature on project management, which emphasizes the importance of structured approaches in achieving successful project execution (Kerzner, 2017).

Unfitted Model

Despite the strong positive relationship identified between stakeholders' involvement, project planning, project risk management, and monitoring and evaluation practices, and the performance of the SHG Project (R = 0.798), this study acknowledges the presence of significant unexplored variables that could also impact project outcomes.

Potential Variables Not Included in the Model:

- **Socioeconomic Factors**: Variables such as the socioeconomic status of beneficiaries, community engagement levels, and local governance structures may significantly influence project performance but were not measured in this study.
- **Organizational Culture**: The internal culture of the organizations involved, including leadership styles and staff commitment, could also play a critical role in project execution and success (Kerzner, 2017).
- **External Economic Conditions**: Broader economic conditions, such as inflation rates and availability of funding, could also impact project performance but were excluded from this analysis.
- **Training and Capacity Building**: The level of training and capacity of project staff and stakeholders in project management practices could significantly influence project outcomes (Bourne & Walker, 2006).

Limitations of Current Model:

The model's R2=0.637R^2 = 0.637R2=0.637 indicates that while a substantial portion of the variance in project performance can be explained by the included variables, 36.3% remains unaccounted for. This suggests that other influential factors might be at play, necessitating further investigation to create a more comprehensive understanding of project performance dynamics.

The reliance on self-reported data may introduce bias or inaccuracies in the measurement of the independent variables, impacting the overall validity of the findings (Robinson, 2010). **Future Research Directions**:

- Future studies could explore the impact of the aforementioned variables through qualitative methods, such as interviews or focus groups, to gain deeper insights into the contextual factors affecting project performance.
- Additionally, longitudinal studies could help assess how changes in the external environment or stakeholder dynamics over time influence project outcomes.

In conclusion, while the current model demonstrates a significant relationship between the identified project management practices and the performance of the SHG Project, it is essential to recognize and explore additional factors that could further enhance the understanding of project success. Expanding the model to include these variables may lead to improved strategies for implementing and managing similar projects in the future.

Table 4.8 ANOVA Results

Model	Sum of squares	Mean square	D F	F	Sig.
Regressi	55.908	4	6.477	35.477	0.00
	10.809	137	1.532		
	66.717	141			
Total					

S

o

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r ce: Field

(2023)

In determining the impact of project Risk management, monitoring and evaluation, Stakeholders' Involvement, and Project planning) on the dependent variable (SHG Project Performance, Hargeisa Somaliland) simultaneously, ANOVA was carried out. If you get a large f value (one that is bigger than the F critical value found in a table), it means something is significant, while a small p value means all your results are significant. The F statistic just compares the joint effect of all the variables together (Bryman,& Cramer,2011). Based on the study ANOVA or F-test in Table 4.8, the obtained F-calculated value was 35.477 which were greater than Fcritical (table) 12.334 with a significance of 0.001. Since the significance level of

0.001<0.05, the researcher concludes that independent variables(Monitoring and evaluation, project Risk management, Stakeholders' Involvement, and Project planning) have a significant impact on the implementation of the SHG project in Hargeisa, Somaliland(Y-dependent variable).

Table 4.9 Coefficient results

Model	**Unstandardized coefficient β**	**Std Error**	**Standardized coefficient β**		
Constant	15.98	1.859		5.908	0.001
Monitoring &Evaluation	0.554	0.119	0.443	5.000	0.015
Project Risk Management	0.723	0.156	0.569	5.008	0.000
Stakeholders Involvement	0.635	0.112	0.522	5.295	0.006
Project Planning	0.657	0.097	0560	6.406	0.001

Source:

Field (2023)

The following multiple regression analysis model specification was used;

$Y= \alpha+ \beta1\ X1+ \beta2\ X2+ \beta3\ X3+ \beta4\ X4+ \varepsilon$

E=error term, β= coefficient of Independent Variable, and α= constant Y=is the dependent variable (performance of SHG project).

X1 =Monitoring and Evaluation (M&E)

X2= Project Risk Management (PRM)
X3= Stakeholders Involvement (SI)

X4= Project Planning Practices (PPP)

The model was transformed into=15.98+0.554 (M&E) +0.723(PRM) +0.635(SI) +0.657(PPP)

The findings indicate that the p-values for the four independent variables—monitoring and evaluation, project risk management, stakeholders' involvement, and project planning practices—were all less than 0.05, signifying that these practices are statistically significant at the 5% level of significance. This statistical significance suggests that each of these project management practices positively influences the performance of the Self-help Group Project, aligning with findings in existing literature that highlight the critical role of effective project management in achieving project success.

Monitoring and evaluation (M&E) practices are widely recognized for their essential contribution to project performance. According to Lahey et al. (2016), M&E systems provide crucial feedback mechanisms that enable organizations to track progress,

assess effectiveness, and make informed decisions, which directly enhances project outcomes. This supports the notion that M&E practices significantly contribute to the success of initiatives, particularly in communityfocused projects.

Similarly, the importance of project risk management is well documented in project management literature. According to Hillson (2003), effective risk management practices lead to better project outcomes by identifying, assessing, and mitigating potential risks before they adversely affect the project. This aligns with your findings, which indicate a strong relationship between risk management practices and project performance.

Stakeholder involvement is another critical factor influencing project success. Research by Freeman (1984) emphasizes the importance of engaging stakeholders throughout the project lifecycle to ensure their needs and expectations are met. Active participation from stakeholders can lead to improved project alignment with community needs, thereby enhancing overall performance (Bourne & Walker, 2006). Your findings reinforce this view by demonstrating a positive relationship between stakeholder engagement and SHG project performance.

Furthermore, project planning is a fundamental aspect of successful project management. As noted by Turner (2009), effective planning provides a structured approach that helps project teams set clear objectives, allocate resources efficiently, and establish timelines, which are essential for achieving project goals. The significance of project planning in your study underscores its impact on the SHG Project's performance.

In conclusion, the statistically significant relationships identified between these project management practices and the SHG Project's performance reflect a growing body of literature that underscores the necessity of integrating robust project management strategies to enhance project outcomes.

4.3 Findings Discussion

Findings indicate a positive association between M&E practices and project performance (β1=0.554, p=0.015). Ahmed (2021) supports this by highlighting that effective M&E practices within NGOs lead to timely project delivery and completion. Jimale (2021) further emphasizes the necessity of M&E in education projects, underlining its role in ensuring that educational activities meet established aims and objectives. This alignment suggests that rigorous M&E not only aids in tracking progress but also facilitates early detection of issues, allowing for corrective measures before problems escalate. The literature advocates for continuous M&E, which transcends mere tracking to incorporate actionable insights that can guide project adjustments in real time (Kusek & Rist, 2004).

The strong correlation between project risk management practices and project success (β2=0.723, p=0.000) aligns with Abdirahman & Shaban (2021), who affirm that proactive risk management is essential for minimizing project disruptions. The importance of having a structured risk management framework is supported by literature, which suggests that effective risk management can enhance project performance by identifying potential risks early and implementing mitigation

strategies (Hillson, 2002). As noted, projects lacking these frameworks often face time and cost overruns, jeopardizing their success (Project Management Institute, 2017).

Your findings also indicate that stakeholder involvement positively impacts project performance ($\beta3=0.635$, $p=0.006$). This is supported by Adam (2012) and Magassouba (2019), who highlight the critical role of stakeholders at various project stages. Engaging stakeholders fosters project ownership and sustainability, which are essential indicators of success (Mitchell, 1999). By including beneficiaries in the project design process, as seen in your study, the SHG Project benefits from local knowledge and enhances the likelihood of achieving project objectives (Freeman, 1984).

Finally, the positive association between project planning practices and project performance ($\beta4=0.657$, $p=0.001$) corroborates findings from Mwanza (2020), who emphasizes the necessity of organized resource allocation for project success. Effective project planning lays a solid foundation, ensuring clarity in objectives and scope, which is crucial for successful implementation (Comminos, 2002). The literature suggests that well-defined project plans enable teams to monitor progress effectively and make informed decisions throughout the project lifecycle (Kloppenborg et al., 2019).

Overall, the alignment of your findings with existing literature highlights the essential nature of M&E, risk management, stakeholder involvement, and planning practices in the success of development projects. These practices form the backbone of effective

project management, facilitating timely interventions and fostering stakeholder engagement, ultimately leading to successful project outcomes in Hargeisa,

Somaliland, and similar contexts. By leveraging these insights, project teams can enhance their implementation strategies and increase the likelihood of achieving project goals.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion, and recommendations of the study on the project management practices influence on the performance of the SHG Project in Hargeisa, Somaliland. Recommendations given are meant to fill the gaps identified during the study. Given that this study could not cover all areas of project management practices in Hargeisa, Somaliland it provides recommendations for further research.

5.2 Summary of Findings

The findings reveal a positive association between Monitoring and Evaluation (M&E) practices and project performance (β1=0.554, p=0.015). Effective M&E within NGOs contributes to timely project delivery, as supported by Ahmed (2021). Jimale (2021) emphasizes the critical role of M&E in educational projects, highlighting its function in ensuring activities meet established aims and objectives. Continuous M&E provides actionable insights that help in real-time project adjustments (Kusek & Rist, 2004), aiding in tracking progress and early detection of issues.

A strong correlation exists between project risk management practices and project success (β2=0.723, p=0.000). Abdirahman & Shaban (2021) affirm that proactive risk

management is vital for minimizing disruptions. Effective risk management frameworks enhance project performance by early identification and mitigation of potential risks (Hillson, 2002). Projects without such frameworks often experience time and cost overruns, risking their overall success (Project Management Institute, 2017).

Stakeholder involvement significantly impacts project performance ($\beta 3=0.635$, $p=0.006$). Adam (2012) and Magassouba (2019) underscore the importance of engaging stakeholders throughout various project stages, fostering ownership and sustainability. Involving beneficiaries in the project design process, as evidenced in the SHG Project, leverages local knowledge and enhances the likelihood of meeting project objectives (Freeman, 1984).

There is a positive correlation between project planning practices and project performance ($\beta 4=0.657$, $p=0.001$). Mwanza (2020) stresses the necessity of organized resource allocation for successful project outcomes. Effective project planning establishes clarity in objectives and scope, which is critical for implementation success (Comminos, 2002). Well-defined project plans enable teams to monitor progress and make informed decisions throughout the project lifecycle (Kloppenborg et al., 2019).

The study's results indicate that the SHG Project in Hargeisa District, Somaliland, was largely successful, achieving mean scores of 3.900 for time performance, 3.945 for cost performance, and 3.939 for quality performance, aligning with the project management literature on the "triple constraint" (Atkinson, 1999; Turner, 2009).

Effective scheduling and adherence to deadlines were underscored by participants' agreement on timely completion, while strong financial management practices were evident in the high mean score for cost performance, which is critical for project feasibility and stakeholder satisfaction (Gray & Larson, 2014; Khamis & Mahmoud, 2014). Additionally, a mean score of 3.939 for quality performance highlighted that client and beneficiary needs were well met, emphasizing the importance of stakeholder engagement in community-based projects (Kumar & Kauffman, 2006). The project achieved its aims and goals with a mean score of 3.741, reinforcing that aligning objectives with stakeholder expectations enhances overall performance (Shenhar & Dvir, 2007). Overall, the average performance score of 3.881 reflects the SHG Project's effective implementation over 9-10 years, addressing community needs and serving as a potential model for replication in women's empowerment initiatives across Somaliland.

5.3 Conclusions

The study underscores the significant role of effective Monitoring and Evaluation (M&E), project risk management, stakeholder involvement, and planning practices in enhancing project performance. The positive association found between these practices and project success highlights the need for NGOs to prioritize rigorous M&E frameworks, which not only facilitate timely project delivery but also enable real-time adjustments to address challenges. Furthermore, proactive risk management is essential for minimizing disruptions, ensuring that projects remain on track regarding time and cost. Engaging stakeholders throughout the project lifecycle

fosters ownership and sustainability, ultimately leading to better alignment with community needs.

The SHG Project in Hargeisa District exemplifies successful project management, achieving impressive mean scores in time (3.900), cost (3.945), and quality performance (3.939). These results align with the concept of the “triple constraint” in project management, indicating that the project effectively adhered to established schedules and budgets while meeting quality expectations. High levels of stakeholder engagement were crucial in ensuring that client and beneficiary needs were met, emphasizing the importance of incorporating local knowledge into project design and implementation. This alignment not only enhances project feasibility but also strengthens stakeholder satisfaction, essential components for long-term success.

Overall, the findings reflect the SHG Project's effective implementation over nearly a decade, achieving its objectives and addressing the community's needs. The average performance score of 3.881 signifies a robust model for replication in women's empowerment initiatives across Somaliland. By leveraging the lessons learned from the SHG Project, other organizations can enhance their project management practices, promoting equitable development and improved outcomes for marginalized communities.

5.4 Recommendation for practice

The study established that the four project management practices (monitoring and evaluation, project risk management, stakeholders' involvement, and project planning) have an impact on the performance of the SHG Project implemented in Hargeisa, Somaliland. These project management practices accounted for 63.7% of performance variations in the Self-help Groups Project.

5.4.1The Authorities for implementation

• SOWRAG is advised to find out other management practices that influence the other 36.3% variations in the SHG Project implemented in Hargeisa District, Somaliland.

• The government of Somaliland should encourage by creating a conducive environment for this idea of a Self-help group to thrive in the whole country given that during its launch in 2013 government officials praised this idea as one that will empower women in Somaliland.

5.4.2 Service users/beneficiaries

• The beneficiaries need to be observant so that they are not passive participants but active participants so that any project implemented by implementing agencies is situational compatible.

5.4.3 Other stakeholders

- Other Non-Governmental Organizations (NGOs), Civil Society (CSOs), Community-Based organizations (CBOs), and Faith-based organizations (FBOs) should replicate these Self-help group projects in other regions in Somaliland.

5.5 Recommendation for further research

Exploration of Additional Management Practices:

While this study concentrated on monitoring and evaluation, risk management, stakeholder involvement, and project planning, future research should investigate other management practices that may influence project performance. Areas such as communication strategies, quality control, and assurance practices could be examined to provide a more comprehensive understanding of their impact on project outcomes. Additionally, studying the integration of innovative management practices, such as agile methodologies or technology adoption in project management, could yield valuable insights.

Comparative Analysis of Rural and Urban Projects:

Given that this study focused on the performance of the SHG Project in Hargeisa, which is woman-led, further research should consider conducting comparative analyses of similar projects in rural areas. This would help to identify unique challenges and success factors that may be specific to rural contexts, as well as the impact of local cultural dynamics on project management practices and outcomes.

Understanding these differences could inform tailored strategies that enhance project effectiveness in diverse settings.

Longitudinal Studies on Project Sustainability:

Future research could benefit from longitudinal studies that assess the long-term sustainability and impact of projects like the SHG initiative. By examining how the initial project management practices influence sustained success over time, researchers could provide deeper insights into the factors that contribute to lasting positive outcomes in women's empowerment and community development initiatives. This could include evaluating the resilience of these projects in changing socio-economic conditions and the role of ongoing stakeholder engagement in maintaining momentum.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

This questionnaire aims to collect information on Project Management Practices' effect on the Self-help Group's Project Performance, Hargeisa Somaliland.

PART I: BACKGROUND INFORMATION

SECTION A: SOCIODEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

1. What is your gender? F [ ] M [ ]

2. Highest level of qualification

No Education [ ] Certificate [ ] Diploma [ ] Degree [ ] Masters [ ]

3. What is the range of your age?

Below 20 [ ] 20-30 [ ] 31-40 [ ] 41-50 [ ] Above 50 [ ]

4. How long have you been a member of the SHG/worked on the SHG Project?

Less than 1 year [ ] 1-5 [ ] Above 5 [ ]

PART II: PROJECT MANAGEMENT PRACTICES
SECTION B: MONITORING AND EVALUATION PRACTICES AND SHG PROJECT PERFORMANCE

5. Indicate to what extent you agree with the statements in the table by appropriately ticking on the statement according to your level of agreement about Monitoring and evaluation techniques on SHG project performance using a 5-Likert scale: 1-Strongly Disagree; 2-Disagree;3-Moderately Agree;4-Agree;5-Strongly Agree.

There is existence of SHG project M&E plans and processes.					
SHG project M&E tools are in place and they are effective.					
NAFIS MEAL team regularly carries out SHG project monitoring and control.					
Change control procedures definitions are done at the initiation of the SHG project.					
Deviations and their impact analysis are documented in the SHG project scope changes.					
Monitoring status reporting and information to SHG project stakeholders is done regularly.					
In SHG project there is project progress monitoring by making comparison between expected and actual performance.					
Deviations are well documented especially change rejection or approval decisions.					

SECTION B: RISK MANAGEMENT PRACTICES AND SHG PROJECT PERFORMANCE

6. Indicate to what extent you agree with the statements in the table by appropriately ticking on the statement according to your level of agreement about risk management practices on SHG project performance using a 5-Likert scale: 1Strongly Disagree; 2-Disagree; 3-Moderately Agree; 4-Agree; 5-Strongly Agree.

There is an SHG project risk management plan in place.					
There are adequate risk management framework structures for mitigating risks.					
Members of SHG project have project risk management skills.					
Risk identification and assessment is done at the initiation of the project.					
There is no wastage of time and efforts on irrelevant tasks.					
During implementation of SHG project the management gives consideration to risk management area.					

There is project and management techniques (PMTT) application in place.					
SHG project management always involves the member in risk management during project implementation and management.					

SECTION C: STAKEHOLDERS' INVOLVEMENT AND SHG PROJECT PERFORMANCE IN HARGEISA DISTRICT.

7. Indicate to what extent you agree with the statements in the table by appropriately ticking on the statement according to your level of agreement about stakeholders' involvement in SHG project performance using a 5-point Likert scale:

1-strongly disagree; 2-disagree; 3-moderately agree; 4-agree; and 5-strongly agree.

There is SHG stakeholder management plan in place.					

SHG Project stakeholders are involved in identifying, selecting, and planning the projects.					
Stakeholders are involved in SHG project risk identification, assessment, and risk management planning.					
Stakeholders are involved in monitoring, control, and evaluation of SHG project progress.					
Stakeholders are involved in SHG project communications management planning.					
Stakeholders are fully and effectively engaged in the project.					
There is full involvement of stakeholders in the entire project management cycle.					
SHG project information is shared regularly with stakeholders.					

SECTION D: PROJECT PLANNING EFFECT ON SHG PROJECT PERFORMANCE IN HARGEISA DISTRICT.

8. Indicate to what extent you agree with the statements in the table by appropriately ticking on the statement according to your level of agreement about project planning

on SHG project performance using a 5-Likert scale: 1-Strongly Disagree;2-Disagree;3-Moderately Agree;4-Agree;5-Strongly Agree.

There is SHG project plan					
SHG project risk management plan is in place.					
SHG project stakeholder management plan is in place.					
There is SHG project M&E management plan in place.					
SHG Project plan is continuously updated					
Project management plan is used during project implementation					
Project plan and documents are updated frequently as the project progresses					
The organization implements the required number of projects according to the resources available					

SECTION E: SHG PROJECT PERFORMANCE IN HARGEISA DISTRICT.

9.Indicate to what extent you agree with the statements in the table by appropriately ticking on the statement according to your level of agreement about

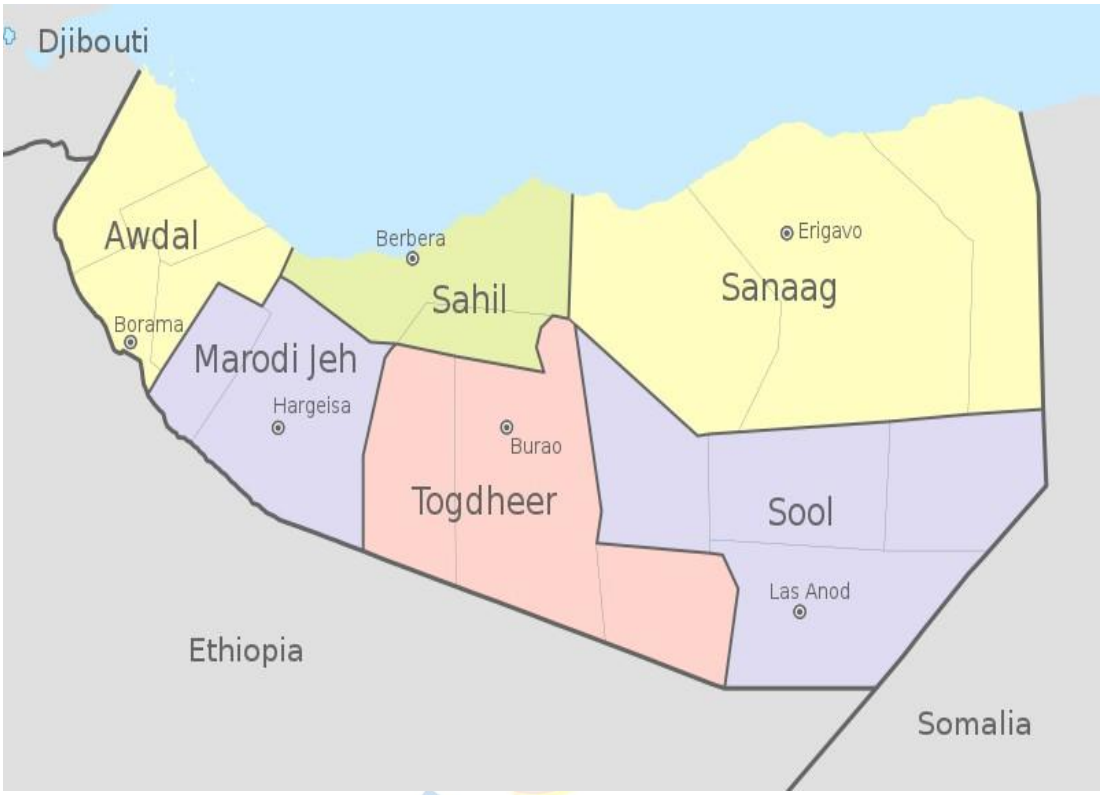
SHG project performance using a 5-Likert scale: 1-Strongly Disagree;2-Disagree;3-Moderately Agree;4-Agree;5-Strongly Agree.

Time performance- the project is completed on time					
SHG project achieves time objectives					
The project is completed on time					
Cost performance- Project burn rate					
The project is implemented within the budget and resources(There were no budget overruns)					
The project budget is not expended faster than planned initially.					
Quality performance-Clients'/beneficiaries' satisfaction/needs and their expectations are met.					
SHG members receive loans from the groups on time					
SHG members receive the exact amount of loans requested from the groups					

Project aims/goals are achieved					
Effectiveness performance- Implementation of the project is as per the objectives set.					
SHG project's expected performance and actual performance in the M&E report are the same.					

Thank you for responding to these questions

APPENDIX II: MAP OF STUDY AREA



APPENDIX III: INTRODUCTION LETTER

Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MSCPM/2021/76538

5th August, 2023

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: PHILLEMON LANDY TUBEI– REGISTRATION NO. MSCPM/2021/76538

The purpose of this letter is to introduce the above named student who is pursuing **Master of Science in Project Management and Planning** in the Department of **Management** in the school of **Business and Economics**

The title of the research is **"Project Management Practices Effect on Self- Help Groups Project Performance, Hargeisa Somaliland."** it has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **August, 2023 and October, 2023.**

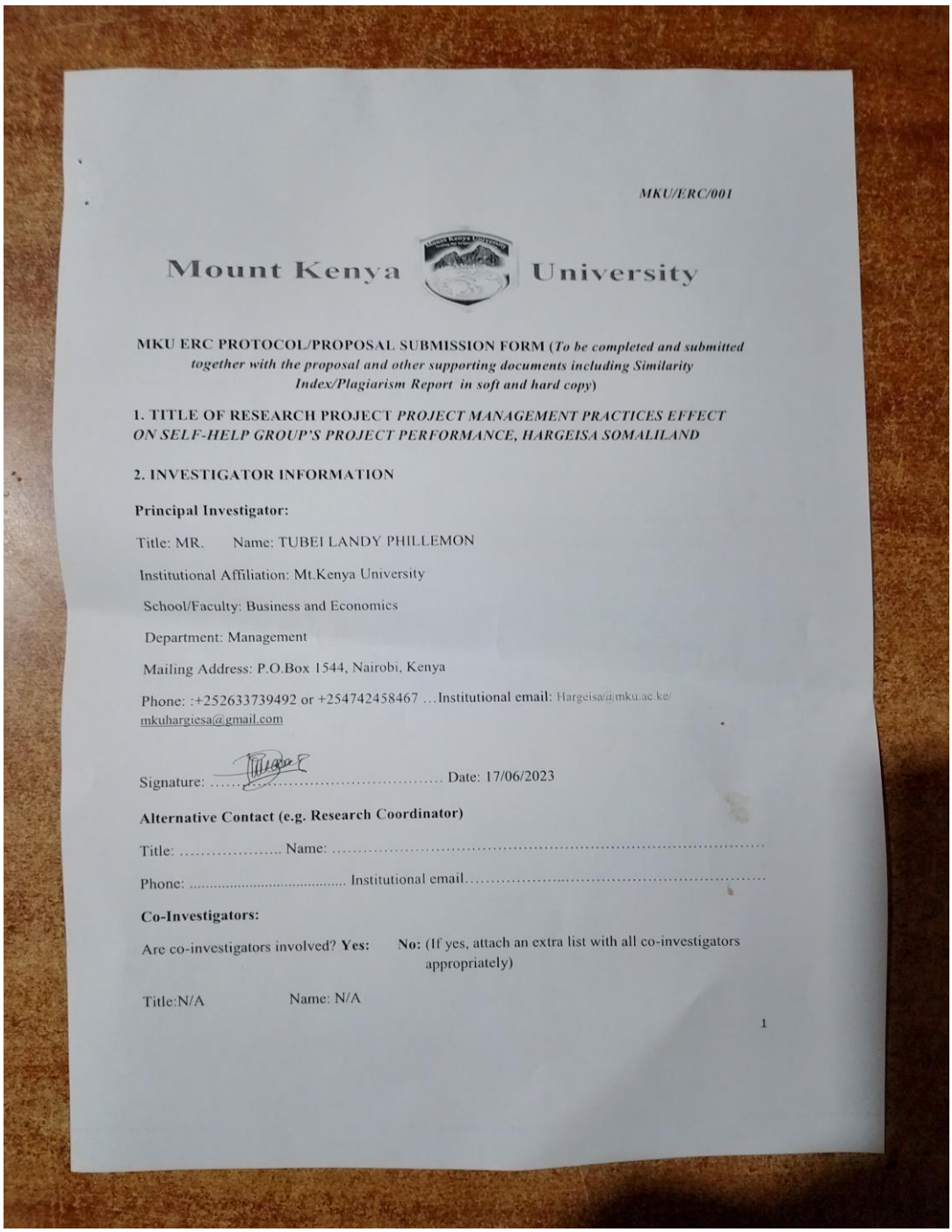
Any assistance accorded to the student will be highly appreciated.

Thank you.

Mount Kenya University
P.O. Box 342-01000, THIKA
Office of the Director
Graduate Studies

Dr. Samuel M. Kareithi Ph.D
Director, Graduate Studies
Enc.

APPENDIX IV: SIGNED ERC PROTOCAL FORM



MKU/ERC/001

Mount Kenya University

MKU ERC PROTOCOL/PROPOSAL SUBMISSION FORM (*To be completed and submitted together with the proposal and other supporting documents including Similarity Index/Plagiarism Report in soft and hard copy*)

1. TITLE OF RESEARCH PROJECT *PROJECT MANAGEMENT PRACTICES EFFECT ON SELF-HELP GROUP'S PROJECT PERFORMANCE, HARGEISA SOMALILAND*

2. INVESTIGATOR INFORMATION

Principal Investigator:

Title: MR. Name: TUBEI LANDY PHILLEMON

Institutional Affiliation: Mt.Kenya University

School/Faculty: Business and Economics

Department: Management

Mailing Address: P.O.Box 1544, Nairobi, Kenya

Phone: :+252633739492 or +254742458467 …Institutional email: Hargeisa@mku.ac.ke/ mkuhargiesa@gmail.com

Signature: ..... Date: 17/06/2023

Alternative Contact (e.g. Research Coordinator)

Title: ..... Name: .....

Phone: ..... Institutional email.....

Co-Investigators:

Are co-investigators involved? **Yes:** **No:** (If yes, attach an extra list with all co-investigators appropriately)

Title:N/A Name: N/A

1

Institutional Affiliation:N/A

School/Faculty :N/A

Department :N/A

Mailing Address: N/A

Phone:N/A Institutional email:N/A

FOR ACADEMIC PROPOSAL (SUBMITTED BY STUDENT): Give Details of the Programme and Supervisor

Name of Programme: Master of Science in Project Management and Planning

Supervisor Details

Title: Dr.Name: Dr.Mercyline Kamande

Institutional Affiliation: Mt.Kenya University

School/Faculty .....

Department .....

Mailing Address: .....

Phone: ..... Institutional email: .....

Supervisor signature: ... . Date: ...19th June 2023.....

3. LOCATION(S) WHERE THE RESEARCH WILL BE CONDUCTED

If administrative approval will be required at the study site before commencing your research, please attach all draft administrative approval letters. **Please note that should there be other administrative approvals or consent required at the study site before or during commencement of the study, it is the responsibility of the research to submit the draft letters to MKU-ERC for review and appending to this request form.**

Category of the site (e.g hospital, school): NGO- Network Against Female Genital Mutilation in Somaliland (NAFIS)

Name of study site: Hargeisa District, Somaliland

Town: Hargeisa County: Maroodi jex, Somaliland

4. OTHER ETHICS REVIEW COMMITTEE/MULTI-INSTITUTIONAL APPROVAL(S)

a) Does the research involve another institution or site? **No**

b) Has any other ERC approved this project? **No**

If **Yes**, please provide a copy of the approval letter upon submission of this application.

If **No**, will you seek approval from any other ERC?

Yes: No:

If **Yes**, please specify which ERC:

5. FUNDING OF THE PROJECT

a) Please check one:

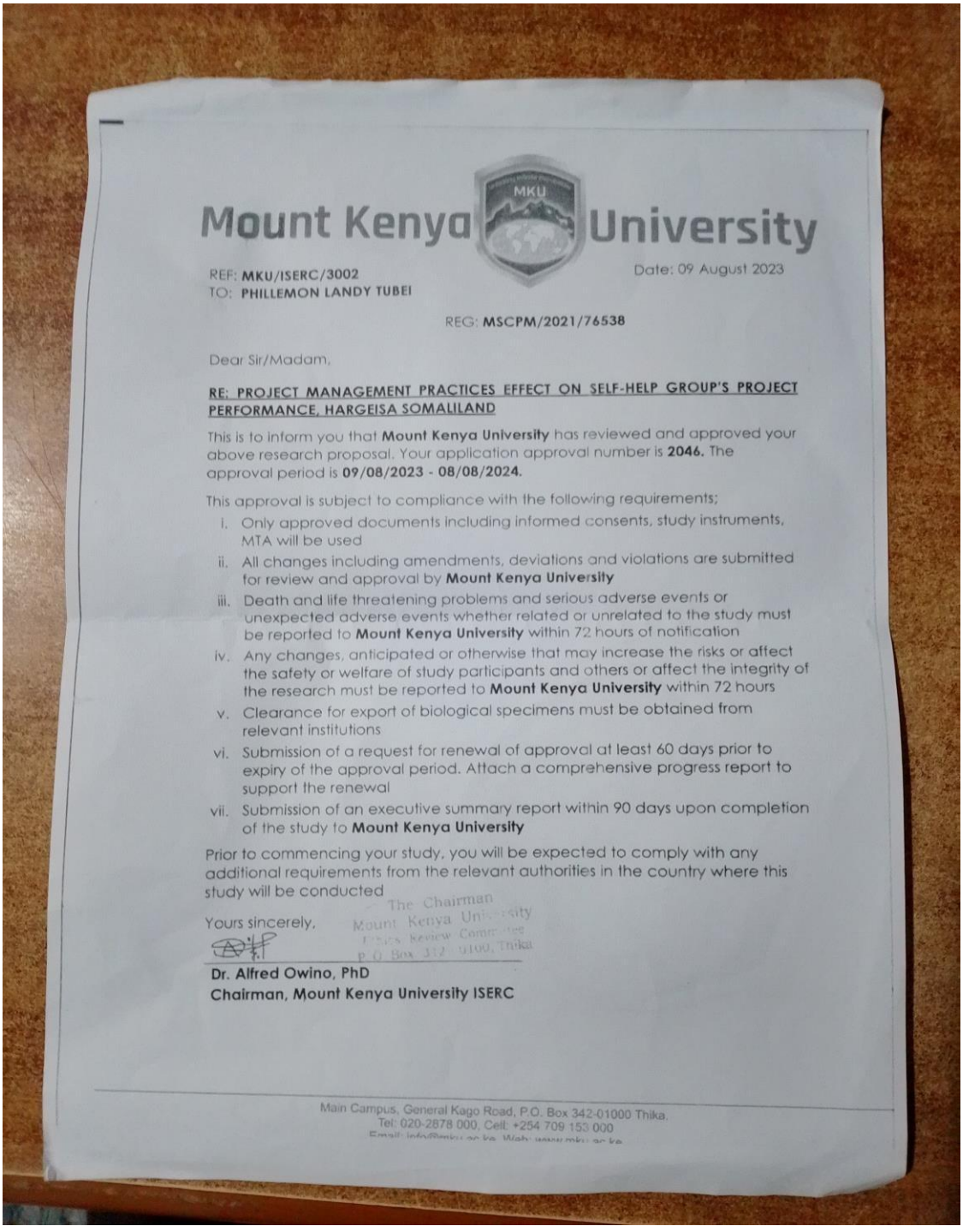
Funded: Agency: Funding Agency:

Applied for Funding: Agency: Submission date:

Unfunded: **Unfunded**

If Unfunded, please provide an explanation why no funding is needed? The student/researcher will fund it from his pocket

APPENDIX V:FIELD ENTRY AUTHORIZATION



Mount Kenya University

REF: **MKU/ISERC/3002**
TO: **PHILLEMON LANDY TUBEI**

Date: 09 August 2023

REG: **MSCPM/2021/76538**

Dear Sir/Madam,

RE: PROJECT MANAGEMENT PRACTICES EFFECT ON SELF-HELP GROUP'S PROJECT PERFORMANCE, HARGEISA SOMALILAND

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2046.** The approval period is **09/08/2023 - 08/08/2024.**

This approval is subject to compliance with the following requirements;

i. Only approved documents including informed consents, study instruments, MTA will be used
ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
iii. Death and life threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
v. Clearance for export of biological specimens must be obtained from relevant institutions
vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to comply with any additional requirements from the relevant authorities in the country where this study will be conducted

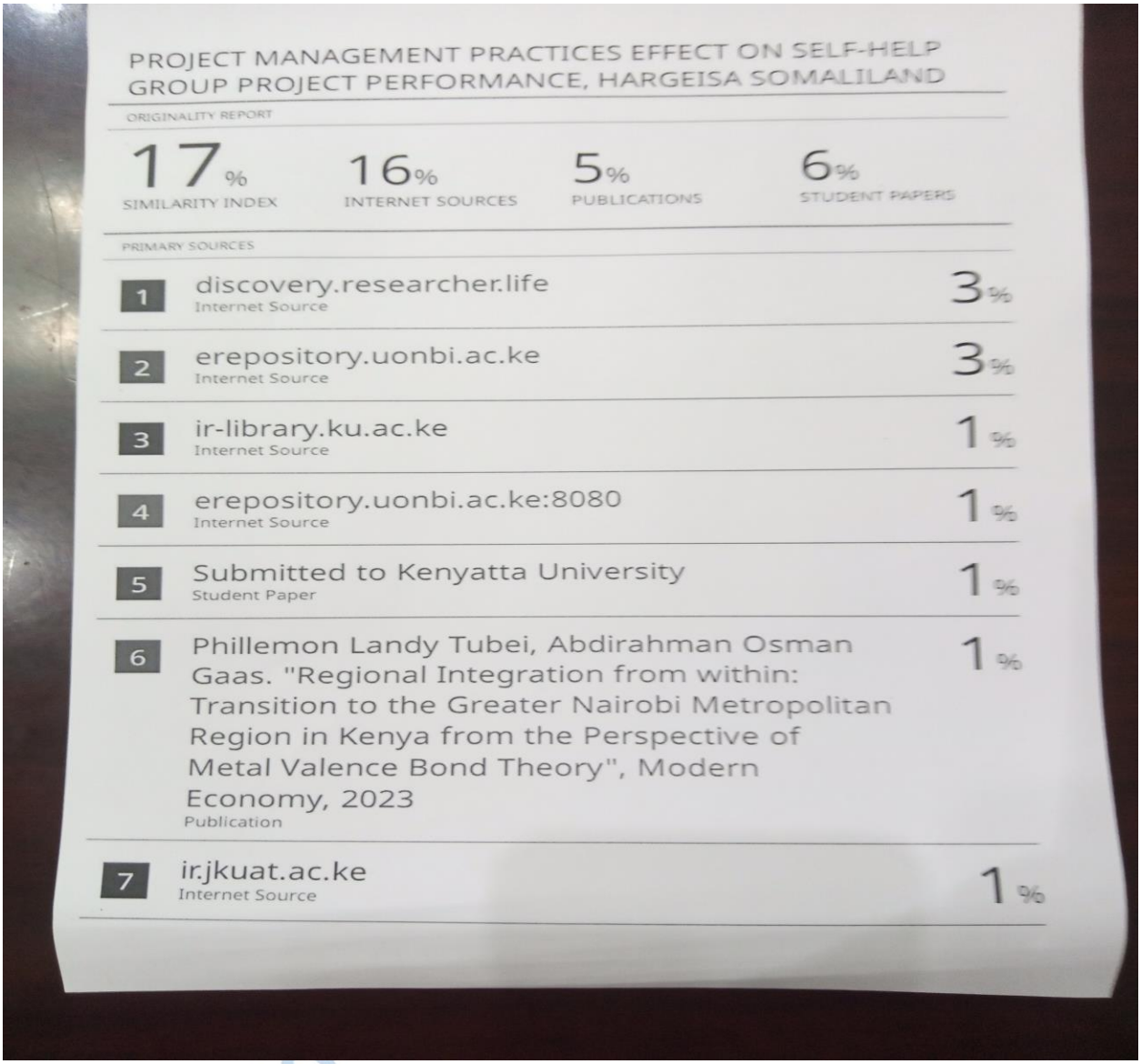
Yours sincerely,

The Chairman
Mount Kenya University
Ethics Review Committee
P.O. Box 342-01000, Thika

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Tel: 020-2878 000, Cell: +254 709 153 000

APPENDIX VI:TURNITIN REPORT



PROJECT MANAGEMENT PRACTICES EFFECT ON SELF-HELP GROUP PROJECT PERFORMANCE, HARGEISA SOMALILAND

ORIGINALITY REPORT

17%	16%	5%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	discovery.researcher.life Internet Source	3%
2	erepository.uonbi.ac.ke Internet Source	3%
3	ir-library.ku.ac.ke Internet Source	1%
4	erepository.uonbi.ac.ke:8080 Internet Source	1%
5	Submitted to Kenyatta University Student Paper	1%
6	Phillemon Landy Tubei, Abdirahman Osman Gaas. "Regional Integration from within: Transition to the Greater Nairobi Metropolitan Region in Kenya from the Perspective of Metal Valence Bond Theory", Modern Economy, 2023 Publication	1%
7	ir.jkuat.ac.ke Internet Source	1%