

**INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON
PERFORMANCE OF TELECOMMUNICATION PROJECTS A
CASE STUDY OF GOLIS TELECOMMUNICATION SOMALIA**

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DECLARATION AND APPROVAL

Declaration by the candidate

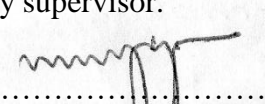
This research paper is entirely my own work and has not been published or submitted for publication anywhere, as far as I am aware.

Sign.....  Date...14-9-2023.....

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Approval by the Supervisor.

This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

I would like to express my gratitude to both my wife Mushtaq Nour Abukar and my son Ashraf Abdihakin Hassan for the support and inspiration.



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I wish to acknowledge the following persons and groups whose selfless support made this project a reality. Special appreciation goes to my supervisor, Dr. Samuel Nyambega Nyang'au, for his guidance and unrelenting advice during the entire period of this project. Also, a very special thank you to the faculty and staff of Mount Kenya University(Kenya), who continue to offer their knowledge, experiences, and resources, as well as provide intellectual feedback that is both positive and constructive, which has helped to improve the final text. Despite this, and although I do value your opinions very much, I would want to state unequivocally that I am the only one responsible for any errors.



ABSTRACT

Despite the government's best attempts to make money more readily available for development purposes, a growing number of telecommunications projects in Somalia have failed. The performance of the majority of projects in Somalia fails to fulfill the intended objectives based on the indicators of time, quality, and cost. The objective of this research is to investigate the influence of project management practices on performance of projects of telecommunications. A case study of Golis Telecommunication Somalia. The objective of this research is to evaluate the impact of stakeholder participation, project risk management, project planning and monitoring and evaluation practices on the performance of telecommunications projects. Throughout the course of this inquiry, an array of theoretical frameworks were examined, including the stakeholder theory, the prospect theory, the contingency theory, the realistic assessment theory, and the resource-based viewpoint theory. Our study area was in Somalia. The study adopted descriptive design. The target population in the research consisted of 214 staff members from Golia limited. The use of Slovene's formula was used to arrive at 139. The method of sampling that was used for the research is stratified random sampling, and participants were selected at random from each stratum. Using a method called simple random sampling, the researcher was chosen Golia restricted participants at random from among each set of employees. Construct and content validity were employed in the analysis. Cronbach's Alpha was used to show that the research instruments were consistent internally, thereby establishing their reliability. The study used semi structured questionnaires. Descriptive statistical analysis was presented in frequency, mean, percentages as well as standard deviation. It was found out that management techniques have an effect on how well projects turn out. Additionally, Golis Telecommunication Somalia's project outcomes are somewhat impacted by the company's stakeholder involvement strategies. Project risk management practices influence performance of projects at moderate extent. Project planning practices influence performance of projects at moderate extent. The impact of M&E processes on project success is around average. According to the findings, businesses should establish policies that actively include employees in project planning. There is a chance that the Goliath firm may increase its project completion rate if it adopted strategies to better organize project operations and create schedules connected to project deliverables. The study recommends that project management practices should encourage collective pride in completed work. Indirect and direct users alike should reap the benefits of the project's completion. Users should be able to do this at any point in the project's execution.

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LIST OF ABBREVIATIONS AND ACRONYMS

BPM	Building Project Management
BRD	Business Requirements Document
KNBS	Kenya National Bureau of Statistics
KPI	Key Performance Indicators
NACOSTI	National Commission for Science, Technology and Innovation
PM	Project Management
PMBOK	Project Management Body of Knowledge
PMI	Project Management Institute
ROA	Return on Assets
SPSS	Statistical Package for Social Sciences



Mount Kenya University

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter's objective was to offer an overall summary of the study endeavor. The history of the research and a concise explanation of the issue are both included in this chapter's material. The chapter includes not only the precise goals, but also the overall purpose of the research being conducted. In addition, the research question, the rationale of the investigation, the scope, the restrictions, the delimitations, and the assumptions of the study should all be included. In conclusion, the chapter contained an explanation of the practical meaning of important terminology.

1.1 Background of the Study

Government and commercial sector clients alike are invested in seeing this project through to a happy ending. Although there is much discussion on how best to manage projects, nobody can agree on how their performance should be evaluated. Successful project completion requires both the creation of a detailed timetable and an understanding of the most influential factors. It makes it easier for the project management and the stakeholders to make the appropriate choices and move in the direction of the project's success. Adan(2016). The ability to troubleshoot effectively ranks among the most crucial aspects of a project's success, alongside management's buy-in, the project's timeline, client consultation personnel, enabling technology, client acceptance monitoring, and Feedback channels(Mazur & Kulczyk, 2018).

In Real Project Situations, there is no consensus on whether the project was an overall failure or an unqualified success. It is impossible to determine whether or not a project was

successful without using subjective criteria. Nevertheless, there should be a crystal-clear explanation of what really defines success (Mazur & Kulczyk, 2018). Managed performance is crucial to a company's operations if it is to succeed in today's complicated and ever-changing business environment. There is a rising need for businesses to give top management with information and future perspectives on company trends and performance determinants. This is necessary in order to maintain the confidence of investors.

Both their contributions to the GDP of the nation, which in 2020 amounted to 7.5%, and the number of employment that they created have increased over the course of time in the Somalian telecommunications industry. However, as compared to more mature industries in more established countries, this sector is very underdeveloped and relatively small. At the moment, companies that deal in telecommunications are working on these kinds of projects. Integration, management of project scope, management of time and costs, procurement, management of risk, management of communications, management of human resources, and management of quality are the two most important processes, according to Abdiaziiz(2018), for completing telecommunications network equipment projects on time and under budget. In order to ensure a smooth rollout of communications network equipment projects, the following process areas have been prioritized.

According to Kobarg et al.,(2019), a project is considered a performance in the United Kingdom if it is successful in meeting all of the predetermined goals, quality requirements, timetables, and prices. However, academics have a unique perspective on how well a project was completed. This might be explained by the intrinsic disparities that each scholar has, not only in their academic backgrounds but also in their social backgrounds. Therefore, academics must concede that there is no universally accepted criterion for

measuring a project's success. Badiru(2012) adds support to this notion by arguing that a project's relative level of success or failure may change over time.

According to Bai and Yang(2011) in China, project management methods have emerged internationally as the best instruments for project performance in any company that pursues professionalism. This viewpoint is supported by the findings of the aforementioned authors. According to the Badiru(2012) research, the high relevance of projects is acknowledged across a variety of various businesses and different kinds of projects in India. In general, the techniques of project management may vary from one region to another. There is a huge amount of variation across countries in terms of the relevance of trust, uniformity, and support from top management. The relative significance of project management activities and actual projects may vary greatly from one area to another. This is true in practically every country. A challenge that accomplishes its objectives within the prescribed time, money, and schedule is said to have been successfully delivered as a project.

According to Chin(2016), the improper management of the project identification process causes thirty percent of all telecommunication projects to be scrapped in the middle of their execution, while more than fifty percent of finished projects end up costing up to one hundred ninety percent more than originally estimated and running two hundred twenty percent behind schedule. The project estimates that there are more than 2.2 billion internet users around the globe at the present time. Over a third of the world's population is affected by this. According to figures provided by the project, more than six billion people, or more than 87% of the world's population, are subscribers of mobile phone services.

In Africa, various studies have contributed to knowledge management on project management practices and organizational performance. Van der Merwe and Nienaber(2015) contributed to the debate on project management practices failure in South Africa by indicating that firm performance of some blue-chip organization has deteriorated over a period of time because they to implement project management practices especially market development. In light of the fact that strategy formulation and strategy execution are intimately intertwined, they suggested that strategy formulation should be reconsidered with an emphasis on the construction of a strategy that is implementable. International development initiatives in Africa often fail to get off the ground or never finish because of the myriad of management hurdles that must be cleared before the project can go ahead. Cultural traps, one-size-fits-all technology traps, a lack of project management competence, and the accountability for results are the four main pitfalls that African initiatives need to avoid, as stated by Stephen et al.(2016).

The setting for new ventures in Africa is defined by the absence of resources and the existence of pre-existing rules for the purpose of regulating battles or rivalry over these resources. This paucity of resources makes the environment difficult for new ventures to get off the ground. According to Chergui, Benjillali, and Saoudi(2016), the fact that a project achieves a high level of performance is what determines whether or not a practice is optimal. Elements that have an effect on the project's defined objectives are what ultimately decide the project's outcome, outcome performance, or performance. Project management methods are the topic of this study because of their correlation with project success. Although project performance is impacted globally by a number of variables(Blismas et al., 20017), this study's primary emphasis is on that relationship. As a result, the performance of a project has to be assessed in order to clear the way for determining which methods are the most effective overall.

The market in Africa is expanding at a rapid rate, and its customers come from metropolitan areas and middle classes. By the year 2060, it is anticipated that the market in Africa would have increased to 1.1 billion. The aforementioned factors, in conjunction with the rivalry for Africa's unexplored resources, indicate a significant need for enhanced service provision and infrastructural advancement in the region. The adoption of a project-oriented mindset is essential to achieving this objective so that Africa may move beyond the obstacles that are holding it back from the next stage of its development (Stephen et al., 2016).

Despite the absence of government control of phone or Internet connection, several telecommunications providers in Somalia are vying for customers, contributing to the rapid development of technology and people's access to it. Somalia's phone service industry is highly competitive, which has helped the country's economy recover slowly and shows that even in one of Africa's least developed markets, certain complex businesses can survive and thrive (Dahie, et. al 2016). Private firms provide minimal local fixed-line service, and private wireless companies provide coverage in most major cities at the lowest international prices on the continent after the official communications infrastructure was almost fully damaged or demolished during the civil war. Both of these services are provided by private companies.

According to Kimalu (2001), the ever-shifting social, economic, and political climate in Somalia has posed a number of obstacles for the country's telecommunications industry. These obstacles have an effect on how the telecommunications industry plans for the future. Somalia, just like a lot of other governments, has been seeking for methods to fund its many programs. According to Carrin and Chris (2005), initiatives involving telecommunications may be financially taxing and dangerous. Cost sharing is the primary

method of financing telecommunications projects in Kenya(Kimalu, Nafula, Manda, Bedi, Mwabu, and Kimenyi, 2004), as it is in the majority of nations with low incomes.

Golis Limited is a key player in the rollout of critical infrastructure for global telecommunications networks. To boost speed and capacity, many businesses are upgrading network technology, but doing so efficiently presents a unique set of challenges. Currently, these endeavors are being worked on by Golis Limited. Abdiaziiz(2018) identifies integration, project scope management, time and cost management, procurement, risk management, communications management, human resources management, and quality management as the two most important processes for completing telecommunications network equipment projects on time and under budget. In order to ensure a smooth rollout of communications network equipment projects, the following process areas have been prioritized. Because of the difficulty and expense involved in maintaining multiple technologies, as well as the necessity of freeing up valuable assets that are currently occupied by technology that is both older and less effective, operators have started making preparations for the decommissioning of their older networks.

1.2 Statement of the Problem

Numerous initiatives all around the globe continue to be unsuccessful, which costs businesses and organizations tens of millions of dollars. Experts in the area of project management have investigated the various influencing aspects that must be tackled head-on in order to obtain a beneficial conclusion in terms of project management because of the ongoing complexity of this issue(Gwadoya, 2016). According to Axson(2018), there are several hidden and obvious facets to project management methods that reflect a wide range of potential future and historical applications of technology, systems, and procedures. If we step back, though, we may observe that the project's failure is evidence

of poor choices made from the get-go(Kimoli, 2010). The correlation between a project's delayed completion rate and its actual completion time may be attributable to the project's rocky beginning(Koguty, 2016). One way to figure this out is to compare the actual project completion time to the estimated one. A project's final costs might end up being more than expected because of poor planning at the outset. As a result, putting the project's demands front and center from the very beginning is essential to ensuring its long-term success.

Despite the government's best attempts to make money more readily available for development purposes, a growing number of telecommunications projects in Somalia have failed(Gharouni Jafari & Noorzai, 2021). According to Abtidon(2014), the performance of the majority of projects in Somalia fails to fulfill the intended objectives based on the indicators of time, quality, and cost. More than 70% of the initiatives that are really carried out will almost certainly lengthen the overall duration of the project by fifty percent. Additionally, more than fifty % of the projects that are carried out will most likely result in an increase of more than twenty % in the total cost of the project. Most telecommunication projects in Somalia which are aimed at ensuring the better the community have been mentioned to have short lifespan, others have stalled and others have not impacted significantly to the community intended(United Nations Development Programme,(Ali & Ibrahim, 2014).

In addition, the topic has not been well explored and clearly described in Somalia, where the majority of study has been concentrated on determining the factors that contribute to schedule and budget overruns. According to Muhammad(2019), project teams and supervisors lack soft skills. Soft skills in project performance have not been examined in the Somali telecommunications business. It is not entirely obvious if the successful completion of projects in the telecommunications industry in Somalia is influenced in any

measurable way by the use of certain "soft skills" possessed by project managers. It was noted that top management should try to incorporate the organization's plans in their activities. However, there exists a notable gap in the research landscape, as none of these studies have been extended to encompass performance of projects of telecommunications. A case study of Golis Telecommunication Somalia.

1.3 Purpose of the Study

The purpose of this study was to examine influence of project management practices on performance of projects of telecommunications. A case study of Golis Telecommunication Somalia

1.4 Objectives of the study

This research aimed to determine;

- i. To investigate the influence of stakeholder engagement on performance of projects of telecommunications. A case study of Golis Telecommunication Somalia.
- ii. To assess the effect that project risk management practices have on performance of projects of telecommunications. A case study of Golis Telecommunication Somalia.
- iii. To determine the extent to which project planning practices on performance of projects of telecommunications. A case study of Golis Telecommunication Somalia.
- iv. To investigate the influence of monitoring and evaluation on performance of projects of telecommunications. A case study of Golis Telecommunication Somalia.

1.5 Research Questions

The research questions of the study included;

- i. How does the stakeholder engagement influence performance at Golis Telecommunication Somalia's project?
- ii. How does the project risk management practices influence performance at Golis Telecommunication Somalia's project?
- iii. How does the project planning practices influence performance at Golis Telecommunication Somalia's project?
- iv. How does the monitoring and evaluation practices influence performance at Golis Telecommunication Somalia's project?

1.6 Justification of the study

If this research helps us better understand how to apply project management approaches to the execution of projects in Somalia's telecommunications industry, it might be highly valuable to the Somalia government. The government might utilize this study's results to learn more about telecommunications firms' roles in project success, the importance of monitoring and assessment, and the significance of include scope in project success.

The findings of this research may provide academics, students, and professionals working in the subject with a platform from which to launch further investigation and investigation into the topic. Researchers and scholars was used the results to map out promising new areas of study. To identify the gaps in our knowledge, researcher reviewed the existing literature. It is possible that future researchers may be utilized their work to compare the results of their own studies carried out in the same area of inquiry over a period of time.

It is anticipated that the management practice benefited from an enhanced knowledge of how to improve business, which may lead to higher project performance as a result of this research. The conclusions of this research assisted managers in better focused their attention on essential success elements for development inside their companies, hence increasing the project performance of their respective institutions. Given that project management practices contribute more to performance, managers need to concentrate more on these practices if they want to increase the performance of their projects.

1.7 Scope of the study

This research looked at how different methods of project management affected the success of initiatives carried out by Golis Telecommunications in Somalia. On the conceptual gap, the discussion revolved on several approaches to project management, including project management competencies, planning, monitoring, evaluation, and scope management. The assessment of project performance was conducted based on criteria such as quality, timeliness, cost, and end-user satisfaction. On contextual gap, the study Golis Telecommunication. On geographical gap, was based on Somalia. On methodological gap, the study was based on descriptive design.

1.8 Study Limitations

A constraint inside an investigation that can make the conclusions of the research less credible and less applicable to other situations is referred to as a limitation. To begin, the subjectivity of the researcher had an effect on the results in some way. In order to reduce the amount of subjectivity in their findings, the researcher compared personal perspectives with those found in literary sources. Another limitation of this study is the paucity of prior empirical research on the topic of performance in the telecom industry. Previous studies,

from both developed and less-developed countries, was consulted by the researcher to help flesh out their own findings.

During the time that we are out in the field collecting data, it is quite possible that the participants will be very preoccupied with their regular activities. This makes it very unlikely that data can be collected in a single day. This implies that the surveys were sent to the participants through a "drop-and-pick-up" system. After researchers have given out surveys and recorded participants' responses, they tallied up each participant's contract details. In order to address any issues or barriers that participants may have encountered while completing the surveys, it was crucial to have this data on hand for any follow-up.

1.9 Delimitations

Project management, planning, monitoring, and assessment skills, as well as an awareness of how the project's scale affects its ultimate success, are all necessary to answer this question. Because doing so allowed for adequate data gathering, which in turn allowed for the drawing of crucial conclusions while reducing the amount of resource waste, the researcher devised a detailed questionnaire in order to collect complete data. In addition, to save time and make sure the data collection goes well, the researcher wanted to have two field assistants help him distribute and collect questionnaires from the respondents.

1.10 Assumptions of the study

Assuming individuals completed the questionnaires of their own will and were completely truthful in their replies, the researchers analyzed the data. Furthermore, these practices included stakeholder involvement practices, project risk management practices, project planning practices and monitoring and evaluation. As a result, the replies were able to

provide information by virtue of their understanding of what occurs on a regular basis inside the projects in Golis Telecommunication Somalia.

1.11 Operational Definition of Key Terms

Project Management Practices: These are the methods that management has implemented to guarantee that operations in the project or organizations function efficiently and effectively.

Stakeholder Involvement Practices: The participation of all persons who have an interest in a certain endeavor is referred to as this. The participation of many stakeholders is really necessary to guarantee the accomplishment of one's objectives.

Project Risk Management Practices: is the constant process of identifying, analyzing, evaluating, and treating potential exposures to losses, as well as monitoring risk control and financial outcomes.

Project planning Practices: According to the findings of this investigation, project planning refers to the process of considering and arranging the steps necessary to reach a certain objective.

Monitoring and Evaluation Practices: The practice of monitoring and evaluating performance and outcomes is central to this research.

Project performance: This term describes how well the project is on track to complete its objectives within the allowed time and financial constraint.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The review of the relevant literature for this topic may be found in this chapter. It is made up of the concepts that the goals of this research intended to reach in order to accomplish. The section included theoretical review, theoretical framework, empirical review, conceptual framework and research gaps. A description of the necessary research procedures and a review of the relevant literature round out this chapter.

2.2 Theoretical Review

The theoretical review in regard to this study will be adopted from various studies relating stakeholder theory, prospect theory, contingency theory, realistic evaluation theory and resource based view theory.

2.2.1 Stakeholder Theory

Freeman, Wicks, and Parmar(2004) that developed the concept of stakeholders. Humans and the natural world are two examples of possible contexts for applying the idea. Project managers, according to stakeholder theory, should think about everyone who might be affected by their decisions. Representatives, customers, networks, and governing authorities may also be engaged in the process(Gareis et al., 2009), in addition to those who submit funding requests. Stakeholder theory rejects the premise that investors' interests are authoritative and instead proposes that programs be governed by reasonable concern for all of their stakeholders. According to this idea, values are both an inherent and an explicit component of a project, and it is the responsibility of the project directors

to convey to the various key stakeholders a sense of the shared significance of the contributions they have made to the endeavor.

Maintaining positive ties with these constituencies is crucial to a company's success. In order for an organization to be successful, it must take into account and engage not just investors, representatives, and consumers, but all of the included groups. Therefore, the links between stakeholders need to be the guiding premise behind management's decision-making. The generation of substantial value for a single set of stakeholders is insufficient for determining a company's degree of success (Clarkson, 1995). The health of an organization's stakeholder relationships as a whole is essential to its continued existence and growth. Instead of providing a framework that allows managers to reach consensus on meaningful choices, proponents of the stakeholder theory provide a framework that makes it hard for managers to make the necessary compromises between these opposing interests (Freeman, 2015). According to Donaldson and Preston's (1995) stakeholder theory, a company's success depends on its ability to establish and sustain mutually beneficial relationships with the many groups of individuals that make up its various stakeholder systems. Management's primary responsibility is the care of these connections, which in turn provide a significant portion of the business's revenue.

The theory of stakeholders, which asserts that businesses should prioritize the wants and requirements of their most important constituents, will provide the broad theoretical foundation for this investigation. Despite the fact that stakeholders continue to be an organization's primary source of motivation, it is important to strike a balance between satisfying all parties involved and ensuring that the company's objectives, purpose, and vision stay intact. Therefore, this theory will be crucial in laying the groundwork for evaluating how stakeholder involvement affects the success of telecommunications initiatives in Somalia.

2.2.2 Prospect Theory

Tversky and Kahneman(1979) were the pioneers in proposing this hypothesis. It may help you figure out what to do when options are limited. Value-trading disputes on the home front also factor into decision-making. In a world full of unpredictability, the goal of this theory is to help people and organizations better comprehend what happened, retell what happened, and make predictions. In the process of deciding what to do, the theory explains how these many possibilities came to be and how those options are evaluated. Both descriptive and empirical research are included into the theory of prospect. This concentrates on two different aspects: the phase of assessment, as well as the structural process(Bernheim & Sprenger, 2019). The framing process illustrates how the manner in which a decision-maker is depicted may influence the final outcome of a choice. The values function and the weighing functions are both necessary for this kind of measurement to take place. Gains and losses may be used to describe the value function with regard to the starting position.

To make a decision, the prospect theory multiplies the importance of each finding by the number of available options(Pachur, Schulte-Mecklenbeck, Murphy, & Hertwig, 2018). Decisions are made using this technique. A risk is the potential for adverse outcomes, such as financial loss, gain, or delay, as a result of doing an unknown action. Risk may also refer to the potential for a delay. When estimating the risks associated with a project, the essential data must be made accessible in order to ease statistical analysis. If this is not done, the experience of decision-makers and their level of understanding are used to estimate the possibility of a negative event occurring. According to Bernheim and Sprenger(2019), risks have a significant influence on programs because they influence planned investments, job quality, and projected program success. Administration of high-

risk projects requires risk management to ensure that objectives will be met without compromising safety. This theory is the basis for the project risk management procedures that are used to evaluate the performance of communications projects in Somalia.

2.2.3 Contingency Theory

Donaldson and Preston's(1995) contingency theory of organizational structure is a central tenet of the research project's structural blueprint. According to Otley(2016), the Contingency method is the most well-known theoretical, logical, open-system model that may be used for the research of organizational theory at the structural level. The Conceptual Structural Model of Contingencies is the model that the majority of people agree represents the most viable choice among the three. Complexity of the systems necessitates the use of a variety of management approaches; the contingency plan necessitates the utilization of traditional management theoretical and modeling procedures(Joslin, 2019).

This is used by organizations for the purposes of control and evaluation depending on the setup of their systems. In many different ways, managers are able to monitor and react by employing feedback methods that are both bottom-up and top-down in nature. M&E could be computerized in certain businesses and organizations. Organizations use a wide variety of M&E methods throughout the project's life cycle(Otley, 2016).

The way in which programs are administered is determined by the conditions of the stakeholders and the activities that they take. The degree to which a program is able to properly manage its relationships with significant parties, such as customers, workers, suppliers, families, and donors, is one of the primary factors that determines the degree to which the program is successful. Recent research has utilized this concept to examine the

impact of various project management strategies on the final outcomes of telecommunications projects in Somalia (Joslin, 2019).

2.2.4 Realistic Evaluation Theory

This theory, first proposed by Pawson in a 1997 paper (Pawson & Tilley, 2004), serves as a framework for defining the outcomes, the process by which they are generated, and the relevance of the many contexts in which involvements are established. A comprehensive analysis answers the questions of what typically works and for whom. This was published in 2004 by Tilley and Pawson. According to Cohen, Manion, and Morison (2008), the model provides the evaluator with assistance in thinking about the components of an intervention that were effective or failed, as well as the contextual reasons that are necessary to reproduce the interference in other areas.

Value maximization must be used as the scorecard for the program, and great management techniques must be used in conjunction with the program's vision, methodology, and tactics if it is to achieve its objective of dominance in a highly competitive environment. If management fails to take into account the interest of a program's many stakeholders during the course of its implementation, the program will not be able to provide its maximum potential value. A state of confusion and ambiguity among the company's constituents. The many stakeholder teams will have a hard time evaluating and appreciating the company's sustainability efforts if it does not apply an effective and clear method to monitor, review, and report on its own execution (Pawson and Tilley, 2004).

The goal of the realistic evaluation is to specify the conditions in which an intervention may acquire knowledge about its effects. When it comes to monitoring and evaluating the system's outputs, this kind of review may provide invaluable insight. This theory will shed

light on the M&E variable and how it influences the success of telecommunications initiatives in Somalia.

2.2.5 Resource Based View Theory(RBV)

The Resource Based View hypothesis is one of the several approaches to strategic management that Wernerfelt and Rumelt suggested in the 1980s. It's the basis for allocating and managing an organization's internal resources to gain and maintain a competitive edge over time(Barney, 1986). The idea behind this hypothesis originates from the observation that highly competitive and high-performing businesses tend to draw their power from a large reservoir of resources. The success of a project manager depends on how well they make use of the resources at their disposal, no matter how little the majority of them may be. Managers who don't have to worry about the project going over budget are free to take more initiative and perform more work, which often leads to better outcomes(William & Dettmer, 2010). Material items like machinery sit with intangibles like experience and a name brand in the broad category of "resources." Resources can even be a combination of the two.

The amount of available resources has a direct bearing on how quickly a company can complete a project. Since the RBV theory exemplifies how cost may be a success element in the performance of payment systems, it is of great significance to this study. According to Rumelt(1984) and Wernerfelt(1984), the RBV theory's progenitors, the management environment's availability of technical, financial, and physical resources determines whether or not a payment solution will be successful. Performance is critical to financial compensation since there is a clear link between financial success and achievement of the project's commercial aim. This concept is significant to the research because it sheds light

on a critical element of the effectiveness of projects in Somalia's telecommunications industry.

2.3 Theoretical Framework

According to the findings of this research, the project performance of telecommunication companies is defined as the achievement of a certain project as compared to recognized criteria of cost, speed, accuracy, and completeness that have been established beforehand. The execution of a project is considered to constitute the fulfillment of an obligation under a contract, and as such, the performer is absolved of all responsibilities and obligations arising from the terms of the contract. In point of fact, projects are characterized by having both a beginning and a conclusion by their very nature. The reason why we take on projects is to make a difference, and the change that we are often attempting to make is for the results, particularly in business (Costello & Al, 2008). Accordingly, project performance, the dependent variable, is comprised of the following factors: the number of beneficiaries, the success in achieving project goals, and the amount of time needed to finish the projects. Depending on the lens through which each stakeholder examines the results of the project, the performance characteristics that one stakeholder uses to determine whether or not the project was successful may vary from those used by another stakeholder.

One set of stakeholders may see a company as successful if it is able to make a large profit, while another set of stakeholders may view customer satisfaction as a more important performance metric. As a consequence of this, there is little importance in describing performance in terms of success or failure without outlining the relevant stakeholders and numerous criteria for measuring performance (Kariuki, 2018). Various aspects influence whether a project succeeds or fails and altering these components at the right moment increases the likelihood of success (Savolainen, 2019). One of the advantages of project

performance, according to Baily(2012), is that it ensures that project funds are used as intended to fulfill project objectives and targets. Despite this, the majority of initiatives fail to meet their objectives. As a result, there have been cost overruns and project delays. From the foregoing review of literature, project performance is influenced by project management practices, a core component of project management through four main factors, namely: stakeholder participation practices, risk management practices, cost management practices and monitoring and evaluation.

2.4 Empirical Review

2.4.1 Stakeholders Participation Practices and Performance of Projects

Adan(2019) studied the Isiolo North Constituency to see how voters affect the success of development funds. This study used a descriptive approach. This study demonstrates the importance of project managers and government officials in a project's final outcome. The key concerns of the research were the roles played by different parties and suggestions for bolstering electoral progress. Research is now being performed with the goal of better understanding how stakeholders in Somalia's telecommunications projects are involved in the implementation process.

In their research, Nyandika and Ngugi(2018) investigated how the engagement of stakeholders affected the efficiency of road construction projects carried out by the Kenya National Highways Authority(KeNHA). In order to obtain quantitative as well as qualitative information, the research included interview schedules and questionnaires. A stratified random sample approach was used to choose 251 participants from the prequalified contractor population, KeNHA top management(Job group 7-10), and prequalified consultant populations for this research. All of the participants worked for

legitimate companies. The research found that seminars and conferences, as well as open lines of communication between all parties involved, were essential to the success of road construction projects. Nyandika and Ngugi(2014) at Nairobi's KeNHA looked at how including the community impacted the final outcome of road construction projects. Descriptive methods were employed for this investigation. The success of road projects was shown to be enhanced through project engagement, feasibility studies, seminars, and conferences. The research will focus mostly on the success of several telecommunications initiatives in Somalia.

Wamugu and Ogollah(2017) looked on how involved different groups were in carrying out the CDF project in Kenya's Mathira East constituency. Since stakeholders may have the largest effect on the results of CDF initiatives, the findings suggest that their involvement in the project's preliminary stages, including identification, screening, and selection, is crucial. Only CDF projects were included in the study, whereas the current examination is narrowing down on the effectiveness of telecoms initiatives in Somalia.

Mandala's (2018) research examined how include locals in project management improved the success of building roads in Bondo subcounty, which is part of the Siaya region of Kenya. Recent research shows that public participation in the design of construction projects in Bondo Sub County has a major impact on those projects. The technique of a cross-sectional survey and the research strategy of descriptive research were used in the gathering of the data for this study. This inquiry used a descriptive approach to its methodology. Nyabera(2017) conducted an investigation into how the engagement of stakeholders impacted the successful completion of projects in Kenya. For her research, she used the instance of projects that were funded by Compassion International in the Mwingi Sub-County. In addition, the research used methods from both qualitative and

quantitative lines of inquiry in its methodology. For the four different initiatives that Compassion International funded, the target population consisted of 391 different people. Results showed that stakeholder participation throughout a project's formative stages was significantly correlated with the project's final quality.

Kadurenge(2017) carried out a study in the Kenyan county of Vihiga to investigate the connection between various stakeholder engagement models and the actual construction of a number of rural market stall projects. The idea of conducting a survey as descriptive research was chosen. Samples will be selected from the population at large using both simple random sampling and more complex stratified random sampling. In order to assess the data and form inferences regarding the relationships between the relevant variables, descriptive and inferential statistics were used. Positive correlations are found between project management approach and stakeholder engagement strategies.

Ontiri(2019) used the case of Coast Clay Works Ltd. in Mombasa County, Kenya as an illustration of the significance of stakeholder engagement in the efficient and effective completion of projects. The research for this project used an exploratory approach. The study's overarching goal was to identify the functions played by stakeholders throughout the projects' lifecycles. The number of participants in our study's sample was determined by a straightforward random sampling procedure. This investigation's data collection included the use of questionnaires as well as interviews with real people. Researchers concluded that including project stakeholders in the quest for funding was crucial to ensuring a successful project's completion. The influence of stakeholder participation on the Nema Automobile Emission Control Project in Nairobi County was analyzed by Njogu(2018). This study used descriptive research techniques. Project monitors had a significant influence on the evolution of pollution reduction programs for automobiles, the

research revealed. This study will primarily examine the importance of stakeholders in shaping successful telecommunications efforts in Somalia.

2.4.2 Project Risk Management Practices and Performance of Projects

Studying how project risk affects the final outcome of projects in manufacturing organizations, Takim(2019) conducted research in India. The study was conducted using descriptive methods using questionnaires as the major source of primary and secondary data. The study was performed using SPSS 21, a statistical software program for the social sciences. According to the study's findings, construction projects' risk management strategies can be defined as any action taken to reduce the likelihood of undesirable outcomes that could compromise the project's timeline, budget, or overall success. The studies did not address the project risk on a telecommunications project, which is a gap in the variable of project risk on performance projects that is meant to be addressed by this research.

Nyabera(2019) investigated the impact of project risks on project delivery in Kenya. Research was conducted on Compassion International's Mwingi sub-county project funding. It was discovered that development projects will fulfill their intended goals if sufficient accountability and transparency are exercised in the process of resource mobilization, and that involvement of project stakeholders leads to projects that are demand driven, which in turn leads to projects that reach their intended results. Stakeholder analysis and stakeholder interaction were also highlighted as areas where project teams may benefit from training. The research sought to hear from 391 interested parties and heard from 191 of them. The major methods of data gathering for this descriptive research were interview schedules and questionnaires. By examining how project risk affects the

successful conclusion of telecommunications projects, this research hopes to fill a need in the existing literature.

In their study in Mombasa, Okeyo et al.(2019) employed a causal-comparative research strategy to demonstrate that a project risk must be taken. This study used a descriptive research technique for its data collection and analysis. However, none of them used the aim of how the risk linked with the project affects the execution of the initiatives that were being undertaken. Similarly, existing literature reveals that no studies have integrated issues of resource mobilization, identification of stakeholders who may offer resources, and method of interaction. By focusing on the efficacy of telecommunications project performance rather than the impact of project risk on various economic sectors, this study hopes to fill a need in the existing literature. Maghanga(2019) looked on how cement manufacturing companies in Nairobi County, Kenya, handled project risk and how it affected final results. All of the data in this research came from a systematic sampling process. Aspects of project risk management that have been found to effect project results include risk avoidance, risk retention, risk transfer, and risk control. Additionally, there is a considerable link between the factors, both independent and dependent on one another. The research will concentrate on initiatives related to telecommunications in Somalia.

Matta and Ashkenas(2018) investigated the relationship between the risks associated with a project and its planning in Dubai. It was discovered that faults in linkages to the project occurred during unprepared implementation. The author found that typical project planning has three potential dangers. One of them is called "White Space," and it describes what happens when planners and administrators of projects don't account for some necessary but unanticipated aspect of the project or group of people working on it. The second kind of risk is involved with the Execution phase of the project and happens when team members are unable to complete project-related tasks effectively. Finally, there's the

potential for horizontal and vertical integration throughout the whole of the project's work. Their advice is to put more effort into carrying out the tasks after they have been planned. One of the problems that has been identified all through the process of adding new features is integration risks, where one part of the project is not compatible with the other, leading to malfunction and a lack of component interoperability. To rephrase, even if everyone in the team completes their work on time and on budget, the project may still fail if its many components are not well-suited to one another.

Mbeche and Mwandali(2019) conducted research in Tanzania to investigate the impact that project risk has on performance. The data was analyzed using SPSS Version 16.0 and content analysis after being obtained using a cross-sectional descriptive study methodology. Seventy people made up the study's sample size. The results of the study indicate that costs, both time and money, are greatly impacted. More than half of the started work has been delayed by more than 50%, while the cost of the other half has increased by more than 20%. Risk management entails not only the discovery, analysis, and construction of risk management systems, but also their monitoring and control. Team members, especially those interacting with customers, consultants, and contractors, should do their best to reduce delays to a minimal while they go about their work on the project. This is because doubts over risk management are impacting the project's aims. Other empirical investigations have shown a correlation between risk management and a greater frequency of past project delays. The study did not investigate how project risk affects performance, thus this investigation will try to fill that void.

Shair(2019) conducted research in Kibera, Kenya, based on the Kazi Kwa Vijana Initiative to investigate how the project management abilities of personnel impact the overall success

of government-funded projects. The study's results show that a number of risk recognition checklists have been built making use of existing data. The key concern of the inquiry was the staff's ability to handle projects effectively. Examining the effects of various project management approaches on the success of telecommunications-related initiatives is the focus of this research. The National Hospital Insurance Fund(NHIF) in Nairobi County, Kenya, was the subject of a research by Aduma and Kimutai(2018), who looked at the NHIF's risk management measures and overall project success. Risk transfer was shown to have the least impact on NHIF project success when compared to risk reduction, risk management, and risk tolerance. The NHIF was the basis for this research. The purpose of this research is to ascertain whether there is a link between effective risk management and a greater success rate for completing telecommunications projects.

2.4.3 Project Planning Practices and Performance of Projects

Githenya and Ngugi(2018) investigated whether factors affect the construction of new homes in Nairobi County, Kenya. Housing project completion rates in Kenya were shown to be highly correlated with planning quality. The study's scope was narrow since it solely examined housing developments and attempted to identify factors that affect actual implementation. This research will examine the effectiveness of telecommunications project management. Nzioka(2018) investigated the positive outcomes of careful project management planning in Kenya's capital city, Nairobi. All aspects of the research were anchored in the context of the Kenya Power Infrastructure Development Projects. In order to collect information for this research, a Census Survey was sent to all project managers. The study mapped out the various planning tasks and identified the various planning approaches. This study aims to answer the question of whether or not effective project planning improves the speed with which telecommunications projects are finished.

To ascertain the significance of planning for projects, Naeem, Khanzada, Mubashir, and Sohails(2018) conducted research. They thought about how risk management may act as a moderator and how cultural norms can serve as a buffer. It was shown that the quality of a project's early planning significantly affects the project's outcome. Researchers deduced from this that success rates for projects were higher when more time was spent on preparation. This study's findings suggest that project managers need to put in sufficient effort during the planning phase of their endeavors. This successfully places the emphasis on the role that risk management plays throughout the planning phase of the project.

Project management was studied by Mkutano and Sang(2018) to see how it contributed to the success of non-governmental organizations (NGOs) in Nairobi County, Kenya. This research used a descriptive approach to data collecting and analysis. The report has 201 nongovernmental organizations(NGOs) active in Nairobi County as its target population. In order to identify fifty % of the people at the destination, or one hundred nongovernmental organizations(NGOs), we employed stratified random sampling in the County of Nairobi. The findings suggest that one strategy to increase a project's overall efficiency is to increase the amount of time spent planning and organizing it. The study will concentrate on the effects of Somalia's various communications initiatives on the country's overall performance. Simiyu's(2018) research sought to understand how various management project approaches influenced the success or failure of CBOs' ability to carry out agricultural projects in Bungoma County. This thesis investigated using a descriptive research strategy. CBOs operating in Bungoma County reached out to 138 separate community-based project groups. Whereas a previous research examined the effects of agricultural initiatives on Somalia's performance, this one will concentrate on the effects of communications projects.

Similar conclusions were reached by Umulisa, Mbabazize, and Shukla(2019) in their analysis of the Agaseke Project in Kigali, which focused on the importance of strategic project planning. The study's overarching question was, "How useful is strategic planning in seeing a project through to completion?" The research showed that the project's success or failure was heavily dependent on the human capital planning tactics used. It should come as no surprise that the quality of the instruction offered to the persons who participated in the effort and the amount of participation demonstrated by the individuals who were a part of the initiative were directly related to the project's success. The financial planning tasks of budgeting, forecasting, and money generation have been found to positively affect project success. Material and time planning procedures, such as order placement, order tracking, and project scheduling, also had a role in determining the project's ultimate success. The research shed light on the several aspects of planning that, when combined, have the potential to greatly impact the accomplishment of building endeavors.

Mavuti, Kising' u, and Oyoo(2019) conducted a study to determine whether proper project management leads to the timely completion of grant-funded projects. Several distinct factors, including M&E methodologies, stakeholder engagement, risk management, project planning, and design strategies, were connected to the successful completion of KPA-funded projects. The research confirms the importance of planning steps for a good project outcome. While current research is mostly focused with project performance, this study will instead examine the implementation aspect.

2.4.4 Monitoring and Evaluation Practices and Performance of Projects

Project management approaches were very helpful for local businesses in the Lake Basin Region's road building projects, as stated by Ocheng(2018). Findings suggest that the success of road infrastructure programs is significantly affected by the degree to which their progress is monitored and assessed. The Lake Basin Region served as the study's location, and it used both descriptive and explanatory research approaches into its overall methodology. This research is going to be carried out in Somalia. Wambua(2019) investigated how M&E affects county-funded education initiatives. Makueni was studied descriptively. The county M&E unit and sub-county M&E teams, all of whom got M&E training and engaged in public participation-oriented baseline surveys, structured the M&E process, the data showed. This research examines how M&E affects Somalia's several telecommunications initiatives.

In the setting of Makueni County, Muindi(2018) conducted research on the impact of M&E on county-funded programs for social betterment. They reasoned that M&E has to be present at every stage of the production cycle. Data from 45 participants were collected using a descriptive research approach that referenced to the county government census protocol. All 45 workers were located by a census, and 60 members of the project management committee were randomly chosen for the research. The study's results informed recommendations for how Kibwezi Sub County should better coordinate its assets to ensure that the administrative personnel and financial means needed to oversee county-funded initiatives were readily available. The M&E was the primary focus of the research, however performance initiatives were not discussed.

Using Mombasa county as an example, Maalim and Kisimbii's(2019) research on the Influence of M&E Practices on Project Performance in Counties revealed that many projects failed to meet their objectives. The research says this happened because there wasn't enough checking in and assessing going on. A questionnaire was utilized to gather information using a descriptive research approach. This study used a convenience sample of 271 participants using a descriptive research strategy. Data analysis was performed using SPSS version 22. Research shows that these things are necessary for activities to take place: participant involvement, capacity building, and appropriate funding. Investors are deterred from pursuing public funding because of the added expenses associated with higher project monitoring criteria. However, there are also some beneficial outcomes, such as greater quality projects thanks to public backing and larger profits for private investors because to public subsidies. Due to the fact that there was no previous study that looked at the influence of M&E on project outcomes during telecommunications projects, this new research will fill the void left by the absence of such research.

Assessing the Effectiveness of M&E Systems in County Government Project Implementation: A Case Study of Kirinyaga County in Kenya was the title of a piece of research that was published in 2017 by Onyango. The research reveals that excellent management and evaluation describe the M&E system's ability to ensure project goals are met. He also shows how early project planning that involves participants is crucial to the project's success, as it provides a basis for integrating the various components of monitoring and assessment. A questionnaire was utilized to gather information for a descriptive research. Data was analyzed using SPSS Version 20.0 and a stratified random sample was taken. Given the importance of M&E data in the strategic planning of regional development initiatives, the literature proposes that the M&E program be created with stakeholder input right from the start of the endeavor.

Njiru(2018) investigated manufacturing company project management methods and execution in Nairobi, Kenya. Using questionnaires and a descriptive research approach, the researchers were able to collect data from 294 participants, with 49 industrial businesses serving as the population of interest. Stratified random sampling was used to guarantee that every case was covered in the study. It was found out that project monitoring should be a constant and ongoing project review and surveillance to verify that the deliveries, schedules of work, goal outputs and other necessary actions are implemented in accordance with the plan. Hence M&E should be regarded as a key element of management that monitors calendars and exercises to achieve institutional objectives and mandates. Project M&E must be distinguished from expectations and agreements established with funders or sponsors while working on sponsored projects. Research on M&E in telecommunication firms in Somalia neglected to include the context of project success, which is a void that this research intends to fill.

Waithera and Wanyoike(2020) looked at how M&E influenced the results of youth-funded agribusiness projects in Kenya's Bahati Sub-County, part of Nakuru County. Project management and assessment performance was shown to be the only factor significantly influencing staff training in youth-funded agro-business enterprises. This research looked specifically at the ways in which young people finance agricultural businesses. The objective of this study was to investigate the connection that exists between M&E processes and the completed tasks associated with Somalia's various communications endeavors. Ngatia(2021) investigated the impact that participatory M&E mechanisms had on community-based development initiatives that were carried out in the Kibera Slum of Kenya. According to the results, the performance of the government's M&E programs in Kenya is dependent on a number of parameters that are readily modifiable. This study focused mostly on the implementation stage, however it did do research on institutional

variables. The study's overarching goal is to learn how M&E affect the effectiveness of Somalia's telecommunications projects.

Phiri(2020) looked at how AVU program success in Nairobi, Kenya was affected by monitoring and assessment. Two completed AVU projects were employed in an ex post facto analysis and a survey to test for a correlation: the MNP and the VUCCnet mixed research design. Quantitative and qualitative methods assessed this data. Spearman found that M&E boosted both programs. The first study was done at a university, whereas this one was in Kiambu and Nairobi. This research also examines how management and assessment affect telecommunications efforts in Somalia.

2.5 Conceptual Framework

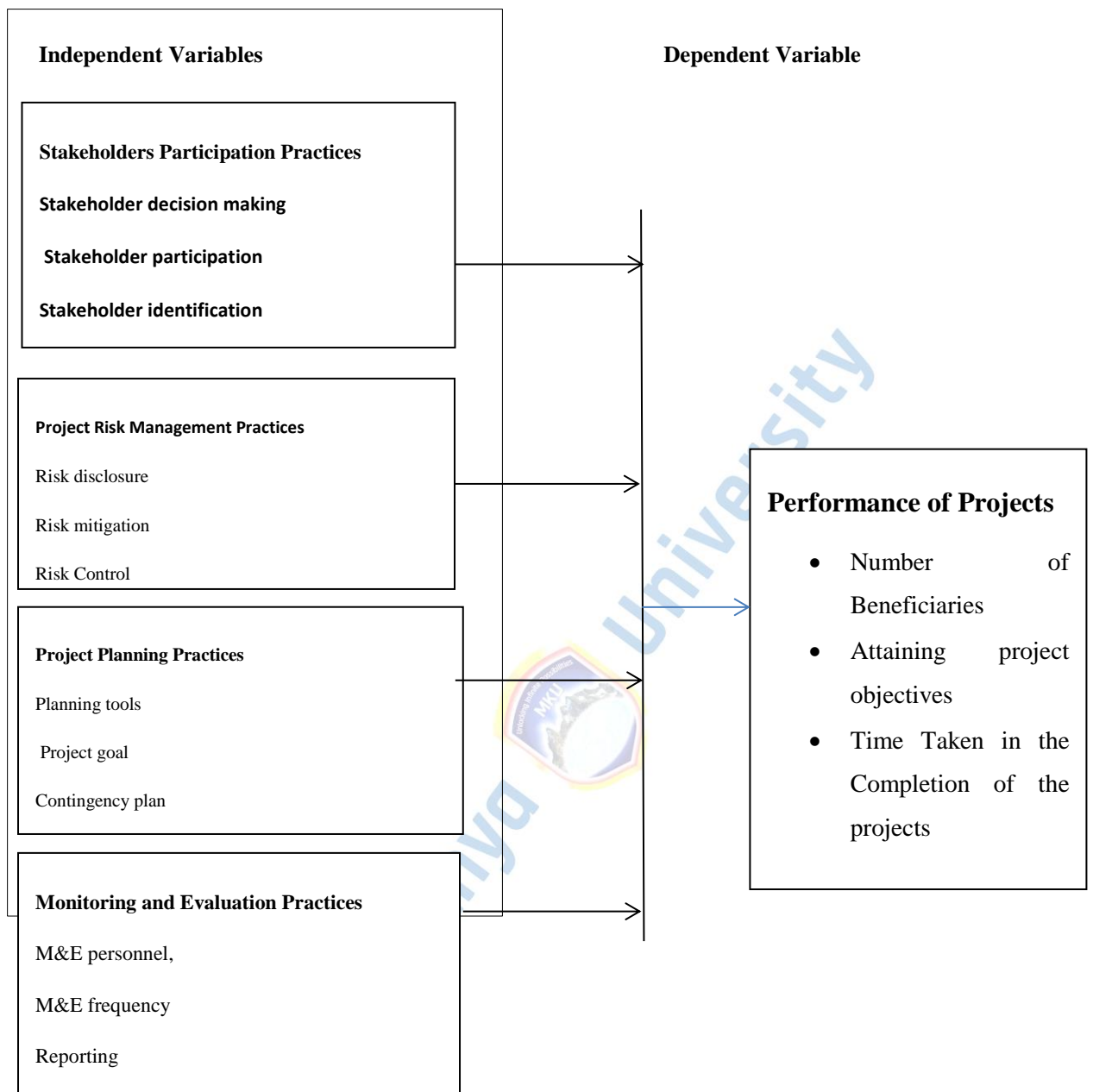


Figure 1: Conceptual Framework

Source: Researcher (2024)

In spite of the significance that businesses and academic institutions place on projects and the management techniques associated with them, a significant number of the projects that are put into action are judged to be unsuccessful. The majority of studies examining this issue have zeroed in on the results of a single method of project management. Project

management methods have been linked to project failure (Idoro & Patunula-ajayi, 2009), but Somalia has not conducted extensive studies on how they effect project success (Al-Hajji & Zrauning, 2018). This is because there is a lack of studies on effective methods for managing projects in Somalia. Unconventional and project-specific project management approaches may be necessary to provide a feasible solution to a failed project in a developing nation. As strong project performance is necessary for the progress of the nation, Somalia is likely to have poor development if there are any ongoing projects that have failed. To learn more about the connection between these two aspects, researchers need to look at typical project management procedures. The findings of this study on PM methods help to close that knowledge gap. Best practices for telecommunications projects include methods for include stakeholders in the process, minimizing risks, developing a detailed strategy, and regularly evaluating the project's success. Focusing on Golia telecommunications projects in Somalia, this research hopes to analyze how different project management techniques affected their results.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This section summarizes the various research methods used throughout the rest of the study. It included things like the study concept, the population being studied, the size of the sample, and the most suitable method of sampling. Additionally, it included the data collection methods and procedure, data analysis techniques and procedures and ethical considerations.

3.2 Research design

This study was used a descriptive study design. This descriptive format allows one to express information about the nature and state of an event more clearly(Creswell, 2012). This descriptive study design was relevant for this analysis as it helped to characterize the state of activities as they appear without the study's aim of manipulating variables. As a result, measurements, categorization, analysis, comparison, and interpretation of the data that will be obtained will be subjected to a descriptive research. According to Omona(2013), a descriptive research design presents all of the characteristics of a population. It assisted in investigating the possibilities of relationships and assesses the influence of the explanatory factors on the variables that are being explained.

3.3 The Study Area

The Horn of Africa is home to the nation of Somalia, which is formally known as the Federal Republic of Somalia. Kenya is geographically situated in the southern region, bordered by the Indian Ocean to the east, the Gulf of Aden to the north, and Ethiopia to

the west. Somalia has the most extensive coastal stretch among all African nations. The latitude of Somalia is 10.00000000, and the longitude is 49.00000000. Its primary topographical features include plateaux, lowlands, and uplands. The climate is consistently warm throughout the year, with occasional monsoon winds and unpredictable precipitation. Mogadishu, the country's capital and biggest city, is home to more than 2 million people, making Somalia one of the most culturally consistent countries in Africa. The country's population is believed to be somewhere around 15 million people(Kouroutakis, 2014). Approximately 85 % of its inhabitants are people of Somali ethnicity, who have traditionally lived in the northern part of the nation. The south is home to a disproportionately high number of the country's ethnic minorities. Both Somali and Arabic are recognized as the country's official languages. The great majority of people in this country are Muslims, and the vast majority of those Muslims subscribe to the Sunni branch of Islam(Marais, & Fennessy, 2013).

3.4 Target Population

The term "population" is used to describe a large group of people who all have certain similar traits(Cooper & Schindler, 2014). Employees who work for Golis Telecommunications in Somalia were the primary subjects of this research. The company's headquarters are home to approximately 214 workers(Golis Telecommunication Human resource records, 2022). Workers are classified as either upper-level managers, middle-level managers, or entry-level workers. The layers were put into action. Table 3.1 displays the demographics of the survey's representative sample.

Table 3.2: Distribution of the Target Population

category	Population	percentage
Senior level management	29	14%
Middle level management	83	39%
Bottom level employees	102	48%
Total	214	100%

Source: Golis Telecommunication HR records(2022)

3.5 Sample Size and Sampling Techniques

A sample is a group of people chosen from a larger group in order to estimate demographic characteristics(Kothari, 2014). It may be shown either as a share of the whole population or as a sample carefully chosen to be representative of the entire population.

3.5.1 Sample Size

A representative group of persons is selected from a wider population to serve as a basis for making estimates about certain demographic factors(Kothari, 2004). Typical of a sample size chosen so as to be a true representation of the whole population or a fixed fraction of it. These two meanings are not mutually exclusive. The suitable size of the sample that will be used in the research is going to be determined with the help of Slovene's formula(1978). Estimating the fixed sample size needed from a total population of 139 was done using the formula developed by Slovene(1978). The steps to calculate the Slovene are listed down below;

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

N = Population

e = Acceptable margin of error

n = Sample

The study made use of a confidence interval that was 95%, and it allowed for a 5% margin of error. The use of Slovene's formula resulted in a fixed(total) sample size;

$$n = \frac{214}{1 + 214(0.05)^2}$$

$$n = \frac{214}{1 + 214(0.0025)}$$

$$n = 139$$

The determined sample size was distributed across all of the different categories in the appropriate proportions, as shown in Table 3.3.

Table 3.3: Sample Size

Category	Number of population per category	Proportionate sample size (x/214*139)
Senior level management	29	19
Middle level management	83	54
Bottom level employees	102	66
Total	214	139

3.5.2 Sampling Procedure

To ensure a big enough sample size and a sample that is representative of all groups, the researchers utilized a mixture of stratified and proportional sampling. Each project manager and project team manager had the same chance of being included in our final sample thanks to stratified random sampling. To ensure that everyone gets a fair shot at finishing the survey, we'll also employed the standard random sampling approach out in the field.

3.6 Data Collection Instruments

The majority of the data was gathered via the completion of a survey. The questionnaire contained closed questions. Because they may be utilized right now, closed-ended questions will be developed to help save time and money while also making it easier to conduct analysis. The questionnaire was issued to middle level managers and bottom level employees. The secondary data was used to obtain data of telecommunication performance.

3.7 Pilot of the Study

Cooper and Schindler(2006) argue that pilot testing may increase face validity by demonstrating the validity and dependability of the research tools. The total number of participants in the research was 88; however, only eight persons from that group will take part in the pilot study that will evaluate the survey's validity and reliability. The telecommunications firm Vizocom played an important role as the primary location for the pilot research. The Vizcom Telecommunication Company was not take part in the data collecting activity that is being carried out. The pilot research is going to be done so that the questionnaire may be improved, so that any flaws in the questionnaire can be found, and so that any potential logistical issues during the real survey can be anticipated. This was accomplished by giving the surveys to the pilot units that have been designated. After

that, adjustments that are necessary were made in accordance with the findings of the pilot research.

3.7.1 Reliability Tests

A research instrument's consistency in producing the same findings is an indication of reliability (Cooper & Schindler, 2014). The dependability of research instruments may be evaluated with the use of Cronbach's alpha, which demonstrates whether or not the instruments display internal consistency. Cronbach's Alpha is an example of a reliability measure. This metric offers a true 'base' score that demonstrates how trustworthy the data is. Even if questions are switched out with others that are quite similar, it is essential for a researcher to calculate Cronbach's Alpha in order to retain consistency and dependability. According to Valencia-GO's (2015) explanation, this is due to the fact that Cronbach's Alpha evaluates the degree to which two different sets of questions are similar. The following equation served as the foundation for your Alpha Cronbach computation.

$$\alpha = \frac{rk}{(I + (K-1)r)}$$

Where;

k is the number of variables in the analysis

r is the mean of the inter-item correlation.

The rule of thumb presented in Table 3.2 applies to the majority of situations. It is common practice to consider reliability in the range of 0.7 to be good, whereas reliability over 0.8 is exceptional.

Table 3.1: Chronbach's Rule on Internal Consistency

Chronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: (Sekaran, 2003)

3.7.2 Validity Tests

Validity refers to the degree to which an instrument gives estimates that are both reasonable and accurate of the phenomena that it is intended to measure and really accomplishes the outcomes that it is intended to produce. Thanasegaran,(2009) characterizes legitimacy to refer to the integrity, exactness, pertinence, and wealth of information. To guarantee the legitimacy of the investigation, the analyst utilized content legitimacy through master and administrator's feeling in checking for consistency. The research will look at both the content validity and the construct validity. In terms of the validity of the content, the supervisor provided a hand in examining the questions on the questionnaire in light of the goals that were developed. The study consisted of two parts: a pilot survey and a follow-up survey of respondents' responses to the evaluation instruments.

3.8 Data Collection Procedures

The researcher is responsible for developing the structured questionnaire to address the study's hypotheses. The study's primary focuses were senior executives, middle managers, and those in the S-suite. When the study project at Mount Kenya University has been

accepted and authorized, data collection may commence. The researcher moved on to the next stage, which was to submit an application for a license to the Somalian authorities. The researcher used the permission letter issued by Mount Kenya University to begin collecting data.

For this reason, the researcher will be hiring two assistants to aid him in his data collection efforts. Because of this, we can be certain that our data collecting will be both efficient and precise. Training was provided to the research assistants well in advance of the study so that they are acquainted with the research techniques, the project's aims, and the ethical problems that are relevant to the study. After distributing the surveys, the researcher and her team of four assistants visited with each respondent individually to go over the questions and make sure they were clear. Participants were handed the questionnaires to retain for two weeks, during which time they may take their time reading it, comprehending it, and filling in the necessary information at their convenience.

3.9 Data Analysis Techniques and Procedures

Descriptive statistics in SPSS 24 were used to assess the study's quantitative data. Mean, frequency, standard deviation, and percentages are all examples of descriptive statistics that may be used to characterize a sample and highlight key trends in the data. Tabulation included not just central tendency measurements but also dispersion measures and visual representations.

Using a correlation statistic called the product-moment correlation coefficient that Pearson devised, the researcher assessed the significance of the associations between the variables. Multiple linear regression analysis was used to look for correlations and establish causation. This research investigated how different approaches to project management

might impact the efficiency of an organization. The information obtained over the course of this research will be analyzed using SPSS version 22, which will be provided by IBM.

The regression model will consist of the following:

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

Where;

Y = Performance of Projects

α - Is the regression constant or intercept,

$\beta_1, \beta_2, \beta_3$ and β_4 - Are regression coefficients or change induced in Y by each X_1, X_2, X_3 and X_4 that are predictor variables,

X_1 = Stakeholder Participation Practices

X_2 = Project Risk Management Practices

X_3 = Project planning Practices

X_4 - Monitoring & Evaluation Practices

ϵ (Extraneous) - Error term that accounts for the variability in Y which cannot be expounded by the linear impact of the predictor variables.

The relevance of the general model and the variables was established via the use of parametric tests. ANOVA was used to assess whether or not the model is relevant, and the F-test was used to establish whether or not the model is relevant. In addition, a t-test was used to determine whether or not each variable is relevant.

3.10 Ethical considerations

The data collected remained private and was used only for academic research. This shields your personal information from prying eyes. Participants were informed that their responses was used in academic research and that the questionnaire had password-protected to prevent access by anybody who is not a part of the research. The following are all things that won't be done as part of the data gathering for this study: asking leading questions, showing surprise or displeasure, threatening responses, coercing answers to queries, or creating anxiety.

The research aims to lay bare the obvious facts of the situation. Participants' desires for anonymity respected. Since respondents' first and last names aren't collected in any way, shape, or form during the survey, no one ever know who they are. Participants were requested to voluntarily take part in the study by sending them an introduction letter about the research topic and having them fill out an information consent form. Communication of outcomes shall be based on actual findings, not on speculation or speculation intended to sway results. In order to meet ethical requirements, the University's is required.



CHAPTER FOUR

RESEARCH FINDINGS/RESULTS AND DISCUSSIONS

4.1 Introduction

Results and inferences drawn from empirical research using the variables and methods discussed in the previous chapter are discussed. The methods described in the preceding chapter were used to compile these findings and outcomes. The chapter contained demographic of respondents, descriptive analysis of the variables, multivariate regression and discussion of the findings.

4.2 Questionnaire Return rate

After sending out 138 surveys and receiving back responses from all of them, we found a response rate of 99.2 percent. It was decided that this number of participants was enough for the study's purpose. According to Soludo(2010), a response rate of fifty percent or above is considered to be adequate, whilst a response rate of less than seventy percent is considered to be poor. Accordingly, considering the claims, the level of involvement in this study was enough.

Table 4. 1: Distribution of Questionnaire

Response Rate	Frequency	Percentage
Returned Questionnaires	138	99.3
Not Returned Questionnaires	1	0.7
Total	139	100

4.3 Demographic of Participants by Gender, Age and Education

Those who participated were prompted to declare their gender. The responses they provided are shown in Table 4.2.

Table 4.2: Gender of the Respondent

Gender	Frequency	Percentage
Male	76	55.08
Female	62	44.92
Total	138	100.0

Table 4.2 shows that men accounted for 55.08% of responses while females made up 44.92%. Although there are more men than women working at Golis Telecommunications, the gender ratio was found to be about same. This shows that the researcher evaluated male and female participants in the study similarly to ensure accurate results.

Participants were prompted to provide their ages. Table 4.3 displays their actual responses.

Table 4.3: Distribution of the Participants by the Age

Age	Frequency	Percentage
Below 30 yrs.	65	47.10
31-40yrs	47	34.06
41yrs and above	26	18.84
Total	138	100.0

According to the findings in Table 4.3, 47.10% of the participants were under the age of 30, 34.06 % were between the ages of 31 and 40, and 18.84% were beyond the age of 41. This suggests that Golis Telecommunication firm often employs young individuals who are creative and have new ideas.

Participants were asked to disclose their highest level of schooling in one survey question. Table 4.4 shows the total replies from everyone who filled out the survey.

Table 4. 4: Participants Academic Qualifications

Academic Qualifications	Frequency	Percent
Diploma	31	22.46
Degree	87	63.04
Post Graduate Degree	20	14.50
Total	138	100.0

The results are shown in Table 4.4, where 64.4% of participants had a bachelor's degree or above and 14.5% held a graduate or professional degree. The percentage of responders with a high school education or above was 22.46%. This demonstrates that the sample of

participants included people with sufficient education to understand the study question and provide reliable answers. Furthermore, the results show that most of the participants are qualified for management roles within the Golis Telecommunications company. This indicates that most employees realized the importance of the survey instrument and provided truthful responses.

4.4 Stakeholders Participation Practices and Performance of Projects

The primary goal is to analyze the effects of Golis Telecommunications of Somalia's stakeholder involvement policies on the success of their initiatives. The study employed a 5-point Likert scale to compile data, which is shown in table 4.5.

Table 4.5: Stakeholders Participation Practices and Performance of Projects in Financial Technology Firms

Assertion	5	4	3	2	1	Mean	SD
The management engages stakeholders in decision making and planning	23 (16.7%)	61 (44.2%)	37 (26.8%)	16 (11.6%)	1 (0.7%)	3.642	0.923
Training for the various stakeholders enhances their capacity to make choices, which in turn leads to	49 (35.5%)	58 (42%)	27 (19.6%)	3 (2.2%)	1 (0.7%)	4.094	0.844

improved performance of the projects								
Participation of project stakeholders in the administration of money enables efficient operation of the initiatives.	22 (15.9%)	53 (38.4%)	41 (29.7%)	15 (10.9%)	7 (5.1%)	3.492	1.053	
During the course of the project, our firm engages with the many stakeholders.	21 (15.2%)	60 (43.5%)	44 (31.9%)	9 (6.5%)	4 (2.9%)	3.622	0.924	
At the beginning of a project, our company takes on the responsibility of early stakeholder identification and management.	22 (15.9%)	65 (47.1%)	31 (22.5%)	15 (10.9%)	5 (3.6%)	3.613	1.000	
Composite								
Average and						3.692	0.954	

Standard**Deviation**

Table 4.4 shows that out of 138 participants to the survey, 23 of them(16.7%) highly agree that the management engages stakeholders in decision making and planning, 61 of them(44.2%) agreed, 37 of them(26.8%) were neutral, 16 of them(11.6%) disagreed, and 1 of them(0.7%) disagreed strongly. When compared to the overall average of 3.69 and the composite SD of 0.954, this assertion's average of 3.642 and SD of 0.923 were lower. This data demonstrates that the preceding assertion has no negative effect on stakeholder involvement. Therefore, this is an area for investigation or enhancement.

In light of the claim that educating a wide range of interested parties enhances their capacity to make choices, which in turn boosts the efficiency with which projects are completed, with an average of 4.094 and its SD was 0.844, both of which were above the average and SD of 3.69 and 0.954, respectively. The remaining percentages of responders were as follows: 49(35.5%) agree strongly , 58(42%), agreed, 27(19.6%) were neutral, 3(2.2%) disagreed, and 1(0.7%) disagree strongly with the assertion. This lends credence to the premise that the aforementioned assertion influences stakeholder involvement for the better.

Based on the proposition that involving project stakeholders in financial management enhances the operational efficiency of initiatives, it was found that 22 individuals(15.9%) agree strongly with the assertion , 53 individuals(38.4%) agreed, 41 individuals(29.7%) remained neutral, 15 individuals(10.9%) disagreed, and 7 individuals(5.1%) disagree strongly d. Similarly, the observed average was 3.492 with a corresponding SD of 1.053,

both of which exceeded the composite average of 3.69 and the SD of 0.954. It may be inferred from this assertion that the previous comment has a negative effect on stakeholder participation. As a consequence of the aforementioned factors, there exists ample opportunity for further development.

A total of 21(15.2%) participants highly agree with the assertion, 60(43.5%), agreed, 44(31.9%), were neutral, 9(6.5%) disagreed, and 4(2.9%) disagree strongly with the assertion. Since the average and SD for this claim were below the composite average and SD of 3.69 and 0.954 respectively, it encourages stakeholder disengagement.

On the other hand, when a project is first started, our organization takes on the duty of early stakeholder identification and management. The average and SD for this part of the project were 4.094 and 0.844, respectively; these numbers are above the composite average and SD of 3.613 and 1.00. It follows that the above assertion has a negative effect on stakeholder participation. Because of this, development is possible.

4.5 Project Risk Management Practices and Performance of Projects

The second objective is to analyze the results of Golis Telecommunication Somalia's project risk management practices. Table 4.6 displays the results of a 5-point Likert scale survey and discusses the survey's reliability and validity.

Table 4.6: Project Risk Management Practices and Performance of Projects

Assertion	5	4	3	2	1	Mean	SD
Effective project management tools and	17 (12.3%)	77 (55.8%)	29 (21%)	13 (9.4%)	2 (1.4%)	3.68	0.86

procedures are crucial to the completion of any given project.								
Failure to successfully execute projects has been attributed to the absence of suitable frameworks for risk management.	24 (17.4%)	76 (55.1%)	32 (23.2%)	3 (2.2%)	3 (2.2%)	3.83	0.82	
The inability to effectively manage project risks has been a contributing factor in the project's late completion and overall failure.	35 (25.4%)	73 (52.9%)	8 (5.8%)	20 (14.5%)	2 (1.4%)	3.86	1.01	
The project's	22	78	18	15	5	3.70	0.98	

management	(15.9%)	(56.5%)	(13%)	(10.9%)	(3.6%)		
team has paid special attention to the risk management aspect as it has carried out the project's execution.							
From the very beginning, every single one of the team's resources was completely committed to the project.	15 (10.9%)	80 (58%)	20 (14.5%)	19 (13.8%)	4 (2.9%)	3.60	0.96
Composite Average and Standard Deviation						3.74	0.93

There were 138 participants in the study, and table 4.6 shows that 17(12.3%) of them agree strongly that successful project execution is mostly attributable to the use of good project management tools and procedures. There were 77 people who agree (55.8%), 29 people who were indifferent, 13 people who disagree (9.4%), and 2 people who disagree strongly

(1.4%). The assertion's average of 3.68 and SD of 0.86 were below the composite average of 3.74 and SD of 0.93, respectively, indicating a negative impact on project risk. Consequently, there is still opportunity for development.

On the assertion that failure to successfully execute projects has been attributed to the absence of suitable frameworks for risk management mechanisms designed to mitigate hazards, 24(17.4%) agree strongly with the assertion, 76(55.1%) agreed, 32(23.2%) were neutral, 3(2.2%) disagreed, and 3(2.2%) disagree strongly with the assertion with an average of 3.83 and a SD of 0.82, which was above the composite average of 3.74 and a SD of 0.93. This indicates that the previous assertion had a positive effect on the project's preparations.

Thirty-five people(25.4%) agree strongly with the assertion, 73 people(52.9%) agreed, 8 people(5.8%) were neutral, 20 people(14.5%) disagreed, and 2 people(1.4%) disagree strongly with the assertion. This resulted in a average of 3.86 and a SD of 1.01, which was above the composite average of 3.74 and a SD of 0.93. This provides support for the hypothesis that the prior remark reduces the project's inherent risk.

According to the assertion that the inability to properly manage project risks has been a significant factor in the late completion of the project and the failure of the project as a whole, With an average of 3.70 and SD that is below the composite average of 3.74 and SD of 0.93, 22(15.9%) participants highly agree with the assertion, 78(56.5%) participants agree with the assertion, 18(13%) participants were neutral, 15(10.9%) participants disagree with the assertion, and 5(3.6%) participants disagree strongly with the assertion. This suggests the comment made above has a negative impact on the risk of the project. As a result, there is a need for either an improvement or a review.

On the assertion that during the execution of the project, the management team has focused a significant amount of emphasis on the risk management sector, 15(10.9%) participants agree strongly with the assertion, 80(58%) agreed, 20(14.5%) were neutral, 19(13.8%) disagreed, and 4(2.9%) disagree strongly. This resulted in an average of 3.60 and a SD of 0.96, which was above the composite average of 3.74 and a SD of 0.93. This indicates that the economic status has a beneficial impact on the risk of the enterprise.

The responses indicate that realistic schedules and budgets, as well as the successful completion of the project in accordance with predetermined quality criteria, design criteria, project resources, health and safety standards, and the expectations of project stakeholders, are among the most important outcomes that can be expected from effective risk management.

4.6 Project Planning Practices and Performance of Projects

The third aim is to evaluate the impact of Golis Telecommunication Somalia's project planning processes on the success of their various initiatives. The results of the survey, conducted on a five-point Likert scale, are shown and discussed in table 4.7.

Table 4.7: Project Planning Practices and Performance of Projects

	5	4	3	2	1	Mean	SD
The planning and designing of the project will result in effectiveness.	20(14.5%)	102(73.9%)	10(7.2%)	4(2.9%)	2(1.4%)	3.97	0.68

The planning process is impacted when there is insufficient financial support.	25(18.1%)	66(47.8%)	39(28.3%)	4(2.9%)	4(2.9%)	3.75	0.89
Risk planning invigorates members of a project and contributes to the successful completion of project objectives.	20(14.5%)	100(72.5%)	13(9.4%)	4(2.9%)	1(0.7%)	3.97	0.65
In the planning stage, it is essential to think about the project's budget, location, and timeline	19(13.8%)	91(65.9%)	22(15.9%)	3(2.2%)	3(2.2%)	3.87	0.75

Allocating resources sensibly during a project's planning phase is crucial.	27(19.6%)	61(44.2%)	34(24.6%)	13(9.4%)	3(2.2%)	3.70	0.96
Composite							
Average and Standard Deviation						3.85	0.79

Table 4.7 shows that 20 respondents(14.5%) strongly agree that the project's planning and design would lead to successful results out of a total of 138 respondents. There were 102 people who agree (73.9%), 10 people who were indifferent, 4 people who disagree (2.9%), and 2 people who disagree strongly (1.4%) that appropriate provision was made. The average for this assertion was 3.97, with a SD of 0.68; this is above the overall average of 3.85 and the SD of 0.79, suggesting that it does have a positive impact on project planning.

On the assertion that the planning process is impacted when there is insufficient financial support, 25(18.1%) participants agree strongly with the assertion , 66(47.8%) agreed, 39(28.3%) were neutral, 4(2.9%) disagreed, while 4(2.9%) disagree strongly. Having an average and SD of 3.75 and 0.89, respectively, which are both below the composite average and standard deviation of 3.85 and 0.79, respectively, suggests that the claim does effect M&E negatively.

Regarding the assertion that risk planning invigorates members of a project and helps to the effective achievement of project goals, 20(14.5%) of participants agree strongly with the assertion, whilst the remaining participants disagree with the assertion. With a average of 3.97 and SD of 1.01, which was above the composite average of 3.74 and SD of 0.65, there were 100(72.5%) people who agreed, 13(9.4%) people who were indifferent, 4(2.9%) people who disagreed, and 1(0.7%) people who disagree strongly. This provides support for the assertion's beneficial effect on the project's preparations.

Regarding the assertion that it is necessary to give consideration to the project's finances, its location, and its schedule during the planning stage, With a average of 3.87 and SD that is above the composite score of 3.74 and SD of 0.93, there were 19(13.8%) participants who highly agree with the assertion, 91(65.9%) participants who agree with the assertion, 22(15.9%) participants who were neutral, 3(2.2%) participants who disagreed, and 3(2.2%) participants who disagree strongly. This provides support for the assertion's beneficial effect on the project's preparations.

An assertion that it is critical to allocate resources in a reasonable manner during the planning phase of a project. 19% of respondents, or 27 people, agree strongly with the assertion. With a average of 3.70 and SD of 0.96, which was below the composite average of 3.74 and SD of 0.93, there were 61(44.2%) people who agreed, 34(24.6%) people who were neutral, 13(9.4%) people who disagreed, and 3(2.2%) people who disagree strongly. This indicates that the claim has an undesirable effect on the project's schedule.

4.7 Monitoring and Evaluation Practices and Evaluation and Performance of Projects

The fourth goal is to evaluate the effectiveness of M&E practices used to the execution of projects carried out by Golis Telecommunication Somalia. Table 4.8 displays the findings of the study, which were gathered with the use of a five-point Likert scale.

Table 4.8: Monitoring and Evaluation Practices and Evaluation and Performance of Projects

Assertion	5	4	3	2	1	Mean	SD
Monitoring is carried out on a consistent basis by specialists.	20 (14.5%)	68 (49.3%)	33 (23.9%)	13 (9.4%)	4 (2.9%)	3.63	0.94
There are strategies, tools, and procedures in place for efficient project monitoring.	28 (20.3%)	94 (68.1%)	4 (2.9%)	8 (5.8%)	4 (2.9%)	3.97	0.85
The instruments for monitoring the	10 (7.2%)	104 (75.4%)	8 (5.8%)	12 (8.7%)	4 (2.9%)	3.75	0.83

project are efficient.

There is regular tracking of the progress of the project, as well as comparison

with the requirements of the projects.

23	84	23	4	4		
(16.7%)	(60.9%)	(16.7%)	(2.9%)	(2.9%)	3.86	0.83

There is consistent communication of updates and information to the relevant parties.

18	87	15	16	2		
(13%)	(63%)	(10.9%)	(11.6%)	(1.4%)	3.75	0.88

Composite

Average and

Standard

Deviation

3.79 0.87

According to table 4.8, out of the 138 participants who took part in the survey, 20(14.5%) agree strongly that monitoring is carried out on a consistent basis by professionals,

13(9.4%) disagreed, and 4(2.9%) extremely disagreed. In comparison to the overall average of 3.79 and the composite SD of 0.87, this assertion's average was 3.63 and its SD was 0.94. This suggests that there is a negative effect on M&E due to the assertion. Therefore, this requires either additional honing or investigation.

Taking into account the claim that the systems for monitoring the project are efficient, The assertion favorably affects monitoring and assessment, as seen by its average of 3.97 and SD of 0.85, which is above the composite average of 3.79 and SD of 0.87. With 28(20.3%) strongly agreeing with the assertion, 94(68.1%) agreeing with the assertion, 4(2.9%) being neutral, 8(5.8%) disagreeing with the assertion, and 4(2.9%) disagree strongly with the assertion.

On the assertion that there is regular tracking of the progress of the project as well as comparison with the requirements of the projects, 104(75.4%) agreed, 8(5.8%) were neutral, 12(8.7%) disagreed, and 4(2.9%) disagree strongly with a average of 3.75 and SD of 0.83, which was below the composite average of 3.79 and SD of 0.87. This indicates that the assertion has an adverse effect on the evaluations and checks being performed. Therefore, this requires either additional honing or investigation.

On the basis of the assertion that the appropriate parties are kept informed of all relevant developments and information in a timely manner, With a average of 3.86 and SD of 0.83, which is above the composite score of 3.79 and SD of 0.87, there were 23(16.7%) participants who agree strongly with the assertion, 84(60.9%) participants who agree with the assertion, 23(16.7%) participants who were neutral, 4(2.9%) participants who disagreed, and 4(2.9%) participants who disagree strongly with the assertion. This indicates that the assertion has a positive effect on the assessment and monitoring processes.

Taking into consideration the assertion that the definition of the change control processes occurs right at the start of the project, With a average of 3.75 and SD of 0.88, which was below the composite average of 3.79 and SD of 0.87, 18(13%) highly agree with the assertion , 87(63%) agreed, 15(10.1%) were neutral, 16(11.6%) disagreed, and 2(1.4%) disagree strongly d. Given this, it may be deduced that the assertion has a detrimental impact on monitoring and assessment.

4.8 Performance of Projects

The degree to which projects were successful served as the dependent variable. The responses were to specify the length of time that the project has been running, as shown in Table 4.9.

Table 4.9: Performance of Projects

Assertion	5	4	3	2	1	Mean	SD
Telecommunication projects are completed within the projected timeframe	20 (22.7%)	36 (40.9%)	14 (15.9%)	15 (17%)	3 (3.4%)	3.63	1.12
The cost of implementing telecommunication	13 (14.8%)	49 (55.7%)	10 (11.4%)	9 (10.2%)	7 (8%)	3.59	1.11

cation							
projects is							
within the							
range							
The number							
of							
beneficiaries							
of							
telecommuni							
cation							
projects have							
increased	5	51	19	11	2		
over the	(5.7%)	(58%)	(21.6%)	(12.5%)	(2.3%)	3.52	0.87
years							
All projects							
are delivered							
on schedule	5	47	18	17	1		
and under	(5.7%)	(53.4%)	(20.5%)	(19.3%)	(1.1%)	3.43	0.91
budget							
Successfully							
completed							
projects that							
have been	22	37	17	7	5		
billed	(25%)	(42%)	(19.3%)	(8%)	(5.7%)	3.73	1.10

Composite		
Average and		
Standard		
Deviation	3.58	1.02

According to table 4.8, out of a total of 138 participants who took part in the survey, 20(22.7%) highly agree that telecommunication projects are finished within the planned period, 36(40.9%) agreed, 14(15.9%) were neutral, 15(17%) disagreed, and 3(3.4%) disagree strongly. This assertion received a average of 3.63 and a SD of 0.94, which was above the composite average of 3.58 and a SD of 1.12, which indicates that it was done within the expected timeline.

On the assertion that the cost of implementing telecommunication projects is within the range, 13(14.8%) participants agree strongly with the assertion, 49(55.7%) agreed, 10(11.4%) were neutral, 9(10.2%) disagreed, and 7(8%) participants disagree strongly. This resulted in a average of 3.59 and a SD of 1.11, which was above the composite average of 3.58 and a SD of 1.02; this indicates that the cost influences the performance of projects. On the assertion that the number of people who have benefited from telecommunications projects has increased over the years, 5(5.7%) participants agree strongly with the assertion, 51(58%) agreed, 19(21.6%) were neutral, 11(12.5%) disagreed, and 2(2.3%) disagree strongly. This yielded a average of 3.52 and a SD of 0.87, which was below the composite average of 3.58 and a SD of 1.02. This indicates that the assertion's effect has expanded the number of people who benefit.

On the basis of the assertion that all projects are completed on time and without exceeding their budgets, With a average of 3.43 and SD of 0.91, which was below the composite average of 3.58 and SD of 1.02, 5(5.7%) people highly agree with the assertion , 47(53.4%) agreed, 18(20.5%) were neutral, 17(19.3%) disagreed, and 1(1.1%) people disagree strongly.

On the assertion that successfully completed projects that have been invoiced for, 22(25%) of participants highly agree with the assertion , 37(42%) of participants agreed, 17(19.3%) were neutral, 7(8%), disagreed, and 5(5.7%) disagree strongly d. This particular assertion had a average of 3.73 and a SD of 1.10, which was above the composite average of the composite mean, which was 3.58 and had a SD of 1.02. This suggests that projects will continue running in the very near future, which will impact the performance of projects.

4.9 Multivariate regression

In this study, multivariate regression analysis was employed to ascertain the correlation between the dependent variable, namely the performance of telecommunications projects, and a set of independent variables, including stakeholder participation practices, project risk management practices, project planning practices and M&E practices.

The multiple regression models were as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby;

Y was performance of projects of telecommunications,

B0 was a Constant,

β_1 - β_4 were Coefficients of determination

X1 was stakeholder participation practices

X2 was project risk management practices

X3 was project planning practices

X4 was monitoring and evaluation practices and ε was Error term

Table 4.10: Model summary for combined Performance of projects

Model	R	R Square	Adjusted R square	Std. Error of the estimate
1	.861a	.742	.730	.35548

Constant predictors include stakeholder engagement, risk management, planning, and M&E procedures. Table 4.10 displays the findings, revealing a R Square statistic of 0.742. According to these results, about 74.2 % of the observed variation in project outcomes can be explained. Therefore, it can be deduced that factors not included or analyzed in the current study may account for 25.8% of the observed variations in project success. As can be seen in Table 4.10, the outcomes of an ANOVA were calculated and presented in a clear and plain format.

Table 4.11: ANOVA for combined determinants and performance of projects

Model	Sum of squares	df	Mean square	F	Sig.
1 Regression	31.187	4	7.797	61.702	.000b
Residual	10.867	133	.126		
Total	42.055	137			

a. Dependent variable: Performance of projects

Predictors:(constant), Stakeholder participation practices, project risk management practices, project planning practices and M&E

As shown in Table 4.11, the value of $F=61.702$ with $p=0.000<0.05$, this means that project management practices significantly predicts performance of projects. The results of the regression beta coefficients with the p-values are as indicated in 4.12

Table 4.12: Model coefficients for combined determinants and performance of project

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	-.609	.265		-2.300	.024
Stakeholder Participation Practices					
Project risk management	.240	.068	.245	3.559	.001
Project Planning Practices	.174	.077	.173	2.259	.026
Monitoring and Evaluation	.493	.089	.400	5.556	.000

From the findings in Table 4.11, the following model is predicted between project management practices and performance of projects:

$$Y=0.609+.235X1 +.240X2 +.174X3 +.493X4$$

Where

Y is Performance of projects.

X1 is Stakeholder Participation Practices

X2 is Project Risk Management

X3 is Project Planning Practices

X4 is Monitoring and Evaluation

As a result, strategies for project management account for -.609 of the variation in project outcomes. For each unit increase in stakeholder involvement practices, project success rises by 0.235 units, assuming all other factors remain unchanged. The same holds true for project risk management; every unit of improvement there is associated with a 0.24% rise in project success. Project performance also varies by 0.174 units for every unit variation in planning approaches. In conclusion, there is a positive correlation between a one-unit increase in M&E and a 0.49-unit improvement in project performance.

4.10 Discussion of findings

The goal of this research was to examine how different project management approaches affected the successful conclusion of IT and telecoms projects. The case of Golis Telecommunications in Somalia. Purposefully, this study set out to examine how various approaches to include affected parties in telecommunications projects affected their ultimate success. The outcomes of several risk management tactics on the finalization of a telecommunications project are the topic of this analysis. Golis Telecommunications in Somalia is the focus of this study because it may be used as a case study for analysis and assessment. This study examines how different project planning techniques affect the final results of telecommunications projects, with a special emphasis on the case of Golis

Telecommunication in Somalia. This case study looks at Golis Telecommunication in Somalia in particular to see how M&E processes affect the success of telecommunications projects there. In this research, we take a close look into Golis Telecommunications in Somalia. In light of these goals, the discussion that follows will provide an evaluation of the investigation's results.

4.10.1 Stakeholders Participation Practices and Performance of Projects

According to the study's key assertions, most participants(4.09 on average) agree that providing stakeholders with training increases their ability to make decisions, which in turn boosts project performance, and that having an experienced and competent team on hand also helps. In sum, 3.64 out of 5 agree strongly that stakeholder involvement approaches significantly impacted project outcomes.

Some of the evaluated papers provide empirical evidence for this conclusion. Ngugi and Nyandika(2014) Seminars and conferences, as well as clear channels of communication between all stakeholders, were determined to be particularly important to the success of road building projects. Participation in the project, feasibility studies, seminars, and conferences all showed promise in improving the likelihood of a road project's ultimate success. Based on what we know now, the research by Wamugu and Ogollah(2017) suggests that their participation in the project's early phases is essential, particularly in the areas of identification, screening, and selection. Only CDF projects were included in the study, whereas the current examination is narrowing down on the effectiveness of telecoms initiatives in Somalia.

4.10.2 Project Risk Management Practices and Performance of Projects

Supported by the study's central assertions, the survey's findings showed that a large majority of respondents, with a average of 3.86, agree that inadequate risk management contributed significantly to the project's late completion and its overall failure, which

received an average of 3.83. The average of the 3.74 approved risk management approaches for projects had a significant impact on project performance.

The finding is consistent with Takim(2019) construction projects' risk management strategies can be defined as any action taken to reduce the likelihood of undesirable outcomes that could compromise the project's timeline, budget, or overall success. The findings disagree with Nyabera(2015) that development projects will fulfill their intended goals if sufficient accountability and transparency are exercised in the process of resource mobilization, and that involvement of project stakeholders leads to projects that are demand driven, which in turn leads to projects that reach their intended results.

4.10.3 Project Planning Practices and Performance of Projects

Supported by the study's central claims, the survey results showed that, on average, participants gave the project's planning and design a positive rating of 3.97 stars, indicating their agreement that it would be beneficial. In general, a composite average of 3.85 agree project planning methods may provide some insight into how far they have come in terms of fulfilling their objectives and how far they have gone in terms of making use of the money that has been provided to them. There was a substantial correlation between the project planning techniques and the performance of the projects.

This finding is in line with Naeem, Khanzada, Mubashir, and Sohails(2018) that project managers need to put in sufficient effort during the planning phase of their endeavors. This successfully places the emphasis on the role that risk management plays throughout the planning phase of the project. Mkutano and Sang(2018) increasing the level of preparation and organization that goes into a project is one way to boost its overall efficiency.

4.10.4 Monitoring and Evaluation Practices and Performance of Projects

The study's key findings indicate that a majority of the respondents, with an average of 3.75, expressed agreement regarding the efficiency of the project monitoring instruments. Additionally, the study revealed that there is regular tracking of the project's progress, along with a comparison to the project requirements, as indicated by an average of 3.86. The average score of 3.79 suggests that participants agree that M&E methods are useful for evaluating projects. Project outcomes were significantly improved when M&E processes were put into place.

Consistent with this finding, Wambua(2019) the county M&E unit and sub-county M&E teams, all of whom got M&E training and engaged in public participation-oriented baseline surveys, structured the M&E process, the data showed. Muindi(2018) the study's results informed recommendations for how Kibwezi Sub County should better coordinate its assets to ensure that the administrative personnel and financial means needed to oversee county-funded initiatives were readily available.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The section contains the summary of the research findings for the prior chapters, discusses the findings, derive conclusions, and offers recommendations under the area for further study. The conclusions, as well as recommendations derived were motivated on giving an address to the purpose of the study.

5.2 Summary of the findings

Results summaries for each goal were presented below.

5.2.1 Stakeholders Participation Practices and Performance of Projects

The initial goal was to analyze the effects of Golis Telecommunication Somalia's stakeholder involvement methods on the success of their initiatives. The results of descriptive statistics indicate that the overall average was 3.69 and the SD of 0.95 which infers that participant agree that stakeholder's participation practices was practiced to a moderate extent as far as the performance of projects. In light of the measures of stakeholders participation practices in were concerned, it can be inferred that stakeholders participation practices influences performance of projects.

The first objective was accomplished by a regression analysis, which looked at how different methods of stakeholder participation impacted project outcomes. According to the findings of the research, institutional structure($\beta=0.235$, $p=0.000<0.05$), and therefore, stakeholder involvement methods, had a substantial effect on the outcome of projects.

5.2.2 Project Risk Management Practices and Performance of Projects

The second objective was to analyze the effects of different methods of project risk management on the final results of Golis Telecommunications's operations in Somalia. Using descriptive statistics, we can learn that the average was 3.74 and the SD was 0.93. This indicates that participants thought project risk management was utilized to a very little level in regards to the success of projects.

The second objective was accomplished by a regression analysis, which looked at the relationship between project risk management techniques and output. The results indicated that techniques for managing projects' risks significantly impacted their outcomes ($\beta=0.240$, $p=0.001<0.05$). As a consequence, the research concluded that project risk management practices should be implemented.

5.2.3 Project Planning Practices and Performance of Projects

Third, we wanted to examine how Golis Telecommunication Somalia's project planning procedures affected the outcomes of their various initiatives. The research found a correlation between project planning methodologies and project success, with an average effect size of 3.85 and a SD of 0.79. Participants' positive perceptions of the distribution of resources augur well for the projects' eventual success.

The third objective was investigated using regression analysis; its focus was on discovering the impact of different project planning approaches on final results. This study was carried out in order to accomplish this purpose. According to the findings of the research, project planning techniques had a substantial effect on the performance of projects. Specifically, resource allocation had a significant impact ($\beta=0.174$, $p=0.026<0.05$).

5.2.4 Monitoring and Evaluation Practices and Performance of Projects

The fourth objective looked at how M&E practices impacted the success of initiatives run by Golis Telecommunications in Somalia. The study indicated that scope management affects project performance, with a average impact of 3.79 and a SD of 0.87. This indicates that participants generally believed that Golis Telecommunication Somalia monitored and evaluated the execution of their projects to a fair degree.

The fourth objective was met by conducting a regression analysis to ascertain the impact of M&E on project outcomes. The results showed that Golis Telecommunication Somalia's project success was significantly influenced by the quality of the M&E procedures($\beta=0.493$, $p=0.000<0.05$). As a consequence, the research M&E was important.

5.3 Conclusion

The results of the research are analyzed and interpreted in this part.

5.3.1 Stakeholders Participation Practices and Performance of Projects

Researchers concluded that Golia company participated in stakeholder participation activities to a limited extent, based on descriptive statistical analysis of the data. The study also concludes that stakeholder engagement techniques were the fourth most influential factor in determining project success. The execution of the projects took care of the needs of the users as the system grew. Customers were given the opportunity to take some level of responsibility throughout the design and implementation phases of the project.

5.3.2 Project Risk Management Practices and Performance of Projects

Descriptive statistics were used to arrive at the conclusion that Goliath used only minimal project risk management approaches, which corroborated the results of the study. When it comes to tackling legal, financial, and technological risks, Goliath company has a number

of obstacles. These risks induce cost and schedule overruns, which in turn affect poor performance of the projects they are attached to.

5.3.3 Project Planning Practices and Performance of Projects

Researchers concluded that Goliath used just minimal project planning approaches, based on descriptive statistical analysis of their data. Based on the significance levels and regression beta coefficients found in the study, the researchers concluded that project planning strategies had a large effect on project outcomes. The results also suggest that the project team effectively coordinated their efforts to achieve the project's goal, which was directly related to the organization's overall objective.

5.3.4 Monitoring and Evaluation Practices and Performance of Projects

The researchers used a combination of p-values and beta coefficients from a regression analysis to find that M&E methods had a substantial impact on project results, making them the study's runner-up. The studies conclude the importance of M&E in determining performance since these processes assist maintain track of actions and provide solutions when things aren't going as planned. Since M&E provides information that helps support decision-making, it plays a role in supporting good management choices, which is one of its many benefits.

5.4 Recommendations for practice

According to the findings and aims of this research, there are some recommendations,

- i. The findings suggest that project management practices should encourage collective pride in completed work. Indirect and direct users alike should reap the

benefits of the project's completion. Users should be able to do this at any point in the project's execution.

- ii. The report recommends that Goliath develop and follow best practices in time management related to projects since time is a crucial resource that leads to a 65% failure rate for initiatives.
- iii. The projects should be seen as investments that will provide for current and future generations, thus all parties involved should make every effort to work together.
- iv. Since M&E of the projects is the best approach to improve the projects' outcomes, they should be encouraged. More people need to be involved in monitoring activities for there to be a meaningful flow of information and lessons learned.

5.5 Recommendations for further research

- i. More research is needed to determine why project risk management is seldom used in the management of projects, however this is a strong recommendation.
- ii. Primary sources were employed to collect information for the research, while secondary sources might also be used. This data might either support or cast doubt on the findings of the current study.
- iii. Research of a similar kind is needed in other Somalian counties so that findings may be compared with those of the original study and so that empirical data can be acquired to improve the efficacy of initiatives.
- iv. Future research may benefit from the use of additional analytic approaches than multiple linear regression and correlation analysis, including component analysis, granger causality, cluster analysis, and discriminant analysis.

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APPENDICES

Appendix I: Questionnaire

As a master's degree candidate in project planning and management at Mount Kenya University, I humbly ask for your assistance in conducting this interview, which is essential to the successful completion of my capstone project. The people that answered your poll questions with "no" and "yes," respectively, have my respect. Those who respond may be certain that their information will be kept private.

Section A: Demographic Information

Please provide the following identifying data:(Mark the boxes that apply)

1. Please indicate your Gender?
Female Male
2. How many years have you being working with the firm ?
Below 3 years 2--5years More than 5 years
3. What is your Highest academic qualification attained?
Certificate Diploma First Degree Masters Degree PHD

SECTION B: STAKEHOLDERS PARTICIPATION PRACTICES

Please mark the extent to which you agree or disagree with the following assertions on the impact of Stakeholders Participation Practices on your company. Please check the box corresponding to the right response in each of the following questions. **Scale: Disagree strongly = 1: Disagree= 2: Neutral = 3: Agree = 4: Agree strongly = 5**

Assertion s	1	2	3	4	5
The management engages stakeholders in decision making and planning					

Training for the various stakeholders enhances their capacity to make choices, which in turn leads to improved performance of the projects.					
Participation of project stakeholders in the administration of money enables efficient operation of the initiatives.					
During the course of the project, our firm engages with the many stakeholders.					
At the beginning of a project, our company takes on the responsibility of early stakeholder identification and management.					

SECTION C: PROJECT RISK MANAGEMENT PRACTICES

Please select your degree of agreement or disagreement with the following assertions on project risk management practices impact on your company. Please check the box corresponding to the right response in each of the following questions. **Scale: Disagree strongly = 1: Disagree= 2: Neutral = 3: Agree = 4: Agree strongly = 5**

Assertion s	1	2	3	4	5
The use of successful project management tools and techniques(PMTT) is a major factor in the achievement of successful project execution.					
Failure to successfully execute projects has been attributed to the absence of suitable frameworks for risk management mechanisms designed to mitigate hazards.					
There is an appropriate strategy in place for dealing with risks or minimizing their effects.					

The inability to effectively manage project risks has been a contributing factor in the project's late completion and overall failure.					
During the execution of the project, the management team has focused a significant amount of emphasis on the risk management sector.					
From the very beginning, every single one of the team's resources was completely committed to the project.					

SECTION D: PROJECT PLANNING PRACTICES

Please mark the extent to which you agree or disagree with the following assertions on the effect of project planning practices in your company. Please check the box corresponding to the right response in each of the following questions. **Scale: Disagree strongly = 1: Disagree = 2: Neutral = 3: Agree = 4: Agree strongly = 5**

Assertion s	1	2	3	4	5
The planning and designing of the project will result in effectiveness.					
The planning process is impacted when there is insufficient financial support.					
Risk planning invigorates members of a project and contributes to the successful completion of project objectives.					
In the planning stage, it is essential to think about the project's budget, location, and timeline.					
Allocating resources sensibly during a project's planning phase is crucial.					

SECTION E: MONITORING AND EVALUATION PRACTICES

Please mark your degree of agreement or disagreement with the following assertions pertaining to the impact of M&E practices in your company. Please check the box next to each right answer in the following questions. Scale: Disagree strongly = 1: Disagree= 2: Neutral = 3: Agree = 4: Agree strongly = 5

Assertion s	1	2	3	4	5
Monitoring is carried out on a consistent basis by specialists.					
There are strategies, tools, and procedures in place for efficient project monitoring.					
The instruments for monitoring the project are efficient.					
There is regular tracking of the progress of the project, as well as comparison with the requirements of the projects.					
There is consistent communication of updates and information to the relevant parties.					
The definition of the change control procedures takes place at the very beginning of the project.					

SECTION E: PERFORMANCE OF PROJECTS

Please mark the extent to which you agree or disagree with the following assertions about project performance. Please check the box corresponding to the right response in each of the following questions.

Assertion s	1	2	3	4	5

Telecommunication projects are completed within the projected timeframe					
The cost of implementing telecommunication projects is within the range					
The number of beneficiaries of telecommunication projects have increased over the years					
All projects are delivered on schedule and under budget.					
Successfully completed projects that have been billed					

Thank you



Appendix II: Letters of introduction

Somalia

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: REQUEST FOR PARTICIPATION IN A RESEARCH STUDY

In the moment, I am enrolled at Mount Kenya University as a master's student, where I am working for a degree in Master of Science with a concentration in project Project Planning and Management. I am in the process of doing research on the effect of project management strategies on the execution of projects pertaining to telecommunications right now. An examination of Golis Telecommunications in Somalia as a case study Therefore, the purpose of the questionnaire that has been included to this email is to solicit your feedback about different areas of stakeholder involvement and the viability of donor-funded initiatives. Kindly fill it up with all the sincerity and honesty you possibly can. All of the information you provide will be kept strictly secret and used exclusively for academic purposes.


Abdihakim Hassan kalif,

Student (Masters) – MSCPM/2020/65732

Mount Kenya University

Kenya.

Appendix III: ERC



Mount Kenya University

REF: MKU/ISERC/3023
TO: ABDIHAKIN HASSAN KALIF

Date: 14 August 2023

REG: MSCPM/2020/45732

Dear Sir/Madam,

RE: INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF TELECOMMUNICATION PROJECTS. A CASE STUDY OF GOLIS TELECOMMUNICATION SOMALIA


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2067**. The approval period is **14/08/2023 - 13/08/2024**.

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 Commission
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: 020-2678 000, Cell: +254 709 153 000
Email: info@mku.ac.ke, MKU@mku.ac.ke

Appendix IV : Introduction Letter



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2020/65732

21st August, 2023

TO WHOM IT MAY CONCERN,

Dear Sir/Madam,

RE: ABDIHAKIN HASSAN KALIF - REGISTRATION NO. MSCPM/2020/65732

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

The title of the research is "**Influence of Project Management Practices on Performance of Telecommunication Projects; A Case Study of Golis Telecommunication Somalia.**" 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.


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



**INFLUENCE OF PROJECT
MANAGEMENT PRACTICES ON
PERFORMANCE OF
TELECOMMUNICATION
PROJECTS A CASE STUDY OF
GOLIS TELECOMMUNICATION
SOMALIA**

by Abdihakim Hassan Kalif

Submission date: 25-Sep-2023 01:01PM (UTC+0300)

Submission ID: 2002014613

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INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON PERFORMANCE OF TELECOMMUNICATION PROJECTS A CASE STUDY OF GOLIS TELECOMMUNICATION SOMALIA

ORIGINALITY REPORT

19% SIMILARITY INDEX	19% INTERNET SOURCES	4% PUBLICATIONS	10% STUDENT PAPERS
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Appendix: Map of Somalia



Mount Kenya