

**ASSESSING THE EFFECT OF MANAGEMENT PRACTICE ON LONG TERM
VIABILITY OF REVENUE-GENERATING INITIATIVES IN MOGADISHU
CITY, SOMALIA**

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DECLARATION AND APPROVAL

This research proposal is my innovation and have not been issued in any higher earning institution.

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DEDICATION

To my brother Abdi Mohamed Gudle and my friends Aden Abdullahi Yunis and Hassan Issack Ibrahim. This project couldn't have been successful without your support.



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I am deeply grateful to the Almighty God for blessing me with peace, wisdom, and good health, which allowed me to successfully complete this research. I sincerely appreciate my supervisor for his invaluable guidance, availability, prompt responses, and professional support throughout the writing process. Lastly, I extend my heartfelt gratitude to Mount Kenya University, as well as my colleagues and friends, whose support made this journey possible. Thank you, and may God bless you all.



ABSTRACT

The major aim of this research was to assess the effect of Project management practice on long term viability of revenue-generating initiatives in Mogadishu City, Somalia with specific objectives of investigating on influence of sustainable development strategies on long term viability of revenue-generating initiatives; Investigating on the influence of operational resilience on long term viability of revenue-generating initiatives and investigating on the effect of community engagement on long term viability of revenue-generating initiatives in Mogadishu City, Somalia. The research adopted a mixed methodology with descriptive research design as a way of elaborating on occurrences that existed. The research which was done in Mogadishu targeted 18 Revenue generating projects in Mogadishu District having 5,000 employees and officials working under Mogadishu revenue generating projects. Sample size of 250 was chosen from targeted population of 5,000. from the sample size of 250 proportionate sampling and purposive sampling methods was utilized. Proportionate stratified random sampling was adopted to obtain 515 Clerical Officers, 301 Supervisors, 45 accountants and 4,104 other employees. Questionnaire, Focus group and interviews were the methods used to collect qualitative and quantitative data for the research. Questionnaire were made up of open and closed ended questions. Queries in the questionnaires were measured via a Likert scale enabling the researcher to ascertain the level of agreement among participants. The interview guide on the other hand was used to captures data from respondents and provided an in-depth information on impact of management practice on long term viability of revenue-generating initiatives to supplement the questionnaire. Interview was carried out with the officials working within revenue generating projects in Mogadishu. Researcher selected 5-10 respondents in the focus group for purpose of gathering data. To ascertain for data collection tool validity, researcher sought opinion from supervisor and as well a pilot test conducted to enhance familiarization with the process of data gathering. Test – retest was adopted to assess instrument reliability. Qualitative data that were collected via questionnaire interview and focus group were analyzed via content analysis, examined and accessed in a form that is narrative. Qualitative information were coded and edited using SPSS. Pearson correlation and the OLS techniques was used in carrying out regression analysis as part of inferential statics for purposes of examining the coexistence between the research variables. From the regression analysis Sustainable development coefficient that is not standardized stand at 0.255 and a standard error of 0.179. This shows a negative association with long term viability of revenue generating projects. Operation resilience coefficient at 0.007 and a standard error of 0.127 showing a significant positive association with long term viability of revenue generating projects while community involvement at a coefficient of 0.269 and standard error of 0.136, shows a negative association with long term viability of revenue generating project. The researcher recommended that Managers within projects ought to embrace use sustainable practices in revenue generating projects such as the use artificial intelligence and waste management through recycling, to enhance operation resilience through reduction of cost and resource optimizations and attain long term viability.

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LIST OF ABBREVIATIONS AND ACRONYMS

ICT:	Information Communication Technology
WASH:	Water Sanitation and Hygiene
SPSS:	Statistical Package for the Social Sciences



CHAPTER ONE

INTRODUCTION

1.0 Background to the study

Somalia is a country plagued by conflicts and instability for decades. This has had a devastating impact on the country's economy, infrastructure and social services. As a result, millions of Somalia lives in poverty and lack access to basic necessities. Numerous projects have been initiated for instance revenue generating projects by the Somalia government as a means of mitigating the devastating impact of conflict and instability in the regions in order to create employment, increases citizens living standard and wholesomely improve on the Somalia economy. However, there are numerous setbacks that ought to be addressed for purpose of ensuring sustainability of these projects (Webersik, Hansen & Egal, 2018).

The concept of project management practices is multifaceted and entail the use of structured techniques, instrument and methods to execute, plan and control projects to attain their goals. Different projects use different project management practices based on size and type of projects as guide from inception to completion for purposes of attain project objectives despite constrains that come. Villa (2021) asserts that project management practice globally is multifaceted across different range of industry. The role of management practice according to him is significant in enhancing efficiencies in operation while mitigating expenses and ascertaining timely completion of projects within different sectors. To enhance project success in diverse project sectors such as healthcare, manufacturing ,marketing, information technology and construction, there is need to embrace innovation due to the ever changing project environment to enhance project reliance and project viability.

In Europe Strang & Vajjhala, (2025) asserts that projects need to adopt management practice techniques based on their regions and ensuring that there is collaboration, proper communication to enhance project long term viability within the multicultural landscape of businesses. Trunk & Gačnik, (2021). Posit that despite the ever turbulent global project environment calls for the need to allot resources, restructuring project office as a management practices to enhances efficiency among project teams, minimize operational costs and enhance competitiveness globally.

In Asian countries, project management practices based on policies, economic practices have played a critical role in the development in Asian tiger economies (Lazim, Ariffin & Khair, 2025). According to them, the adoption of different management practice framework within organization and project tasks have enhance adaptability and resilience within then turbulent global economy. Shaukat, Latif, Sajjad & Eweje, (2022) in their research conducted in Pakistan revealed that sustainable project management positively impact project completion. Therefore, firms need to wholly embrace sustainable project management by adopting and practicing major sustainability aspect within the project life cycle.

In African countries, the growth of project management practices have not matured with variation and with most countries using traditional project management practices within different project sectors such as the infrastructure, development and education projects. From these variations institutions ought to invest in instruments, research and capabilities to leverage on project management practices opportunities and identify areas that require high priorities to help make informed policies, and provide important information to help African countries more projectified (Adetoba & Potluri 2025).

Management practices play a critical role in project sustainability in order enhancing project long term viability. When determine project long term viability there is need to evaluate different management practice factors within project that differ from one type of project to another (Lee, Won, Jang, Jung, Han& Kwak, 2017). According to him project cost, timelines, manpower and quality determine a project long term viability. When project value exceed costs its deemed to be viable while when its cost exceeds its budget its likely to lose its viability.

According to Rohankar, Jain, Nangia & Dwivedi (2016) management practices that do not lean towards tracking their timelines might lose its viability. In their view this might results to project delay rendering project non-viable, loose major employees within a project might result to project non-viability and thus outsourcing and or getting the right human resource for the job can result to viability. Project long term viability is broad and are linked to all aspect of project management practices. In her view long term viability of a project are linked to sustainability, operation resilience and its effect on the community. Social and economic dynamics of a viable project positively affect communities' cultures, employment, infrastructures and generally wellbeing of citizens and government.

Aga, Noorderhaven, & Vallejo, (2018) asserts that a management practices enhance project viability since it aims at improving community livelihood while delivering intended benefit to the economy. Abrahams, (2017) puts it that a viable project is that which provide resources such as food, other natural and social resources need to enhance superficially in a way that caters for the needs of current and future generation. Daly (2017), long term project viability entails to meeting present need while not compromising forthcoming needs for future generation. From most scholar, project long term viability concurrently balances the economic, social and environmental goals as the

core objective of sustainable development (Obradović, Todorović & Bushuyev, 2018). One of the major issues in 1st century is bringing about long-term viability among projects, therefore there is need to increase efforts amongst project management professional to attain this goal. According to them, the field of project management have been faced with challenges on creating value while responding to varying environment to attain sustainability and as well confront challenges requiring management practices that are agile.

Haron, Devi, Hassim, Alias, Tahir, & Harun, (2017) asserts that there have been disputes about project management practices and its influence on project operation resilience. In their study examining management practices influencing project success among revenue generating projects established that viable project results to, satisfaction among customers attributed to affective planning, adhering timelines and competency in project cost estimation

The nature of project process is linked to high risks which need more resource, better application, effective and efficient utilization of project management practices. These high risks call for the need to enhance operational resilience by looking at the methods, approaches, procedures and tools used within projects as eye openers to managers, contractors and other decision makers to enable them plan for the efforts when it comes to enhancing project viability. Tereso, Ribeiro, Fernandes, Loureiro, & Ferreira, (2019) in their research examining management practices and project operational resilience established that most project practices include kickoff meetings, progress meetings activity list, baseline plans and had positive effect on project viability and social economic impact

1.1 Statement of the problem

Somalia has been plagued by conflicts and instability for numerous decades and this has affected country economy, social services and infrastructure. Numerous projects have been initiated by the Somalia government as a means of mitigating the devastating impact of conflict and instability in the regions in order to create employment, increase citizens living standard and wholesomely improve on the Somalia economy. However, there are numerous setbacks that ought to be resolved for purpose of ensuring sustainability of these projects.

Yu, Zhu, Yang, Wang & Sun (2018) established that one of the factors that hindered long term project viability were lack of appropriate project management practices. According to them inability for projects to be resilient, lack of sustainable goals and inadequate community engagement hinders project long term viability. Orieno, Ndubuisi, Eyo-Udo, Ilojiana & Bui, (2024). In their journal project management sustainability established that what have hindered sustainable development is lack of standard sustainable guideline, hitches in measuring results of sustainability development to modern project management practices. Bento, Garotti & Mercado, (2021) asserts that operational resilience among project tend be measured by results or system capabilities instead of procedures. On the other hand Kadenic & Tambo, (2023) asserts that factors hindering operation resilience among revenue generating projects impact their ability to withstand and recover from disruptions.

Lack of community engagement, poor leadership management practices, lack of training, training, lack of monitoring and evaluation practices and poor financial management affected income generating projects Okwach (2015). According to him, to enable successful project implementation, there is need to improve project sustainability by digitizing financial systems, formation of tailor-made training, increased frequency of

monitoring to enable making informed decisions pertaining to the project. Despite recognizing the benefit of project long term viability in Somalia Gedo areas there is there are no integrated government frameworks put in place to enhance proper project implementation thus compromising effective service delivery (Anyango, 2016).

There are numerous setbacks from previous research that warrants the need of conducting research investigating the effect of project management practice on long term viability. This research therefore aims at investigating the effect of project management practice on long term viability. of revenue generating initiatives in Mogadishu. Somalia and as well propose to recommend for improvement on project sustainability.

1.2 Purpose of the study

The Objective of this research is to Assess the effect of Project management practice on long term viability of revenue-generating initiatives in Mogadishu City, Somalia

1.3 Objectives of the Study

- i. Investigate on the influence of sustainable development strategies on long term viability of revenue-generating initiatives in Mogadishu, Somalia
- ii. Investigate on the influence of operational resilience on long term viability of revenue-generating initiatives in Mogadishu, Somalia
- iii. Investigate on the effect of community engagement on long term viability of revenue-generating initiatives in Mogadishu, Somalia

1.4 Research questions

- i. How does sustainable development strategies influence long term viability of revenue-generating initiatives in Mogadishu, Somalia?
- ii. To which extent does operational resilience influence long term viability of revenue-generating initiatives in Mogadishu, Somalia?

- iii. To which extent does community engagement influence long term viability of revenue-generating initiatives in Mogadishu, Somalia?

1.5 Significance of the study

This research will contribute to the improvement of public services while enable Somali government to make informed decision when it comes to enhancing project sustainability, enhancing operation resilience and community involvement in revenue generating initiatives. This is attributed to the fact that this research will investigate on the long-term viability and socio-economic impact of revenue-generating initiatives in Mogadishu, Somalia

For decision makers within Somalia government, the research will be beneficial since it will provide recommendation as well as analysis on how revenue generating initiatives can enhance long term viability and socioeconomic growth.

Nevertheless, the study will contribute to enhancing project sustainability by providing know how on the importance of community participation, operation resilience and sustainable developed within projects thus might help in improving project management practices

Lastly, the research by be an additional to current literature pertaining to project long term viability and social economic impact by giving important academic information for researchers aiming to conducting further research.

1.6 Scope of the study

Geographically, this research Assessed the long-term viability and socio-economic impact of revenue-generating initiatives in Mogadishu, Somalia. Geographically Mogadishu is the largest city In Somalia and its positioned in coastal Banadir region of the Somali sea

This research investigated the impact of sustainable development, operation resilience and community engagement. Both primary and secondary data collection methods were used to get information on the research topic. Primary data collection included the use of questionnaire and interview guide while secondary data to include the use of journals, books and publication on research topic

The research took 4 months from August to November 2024 to collect, sort, code and analyses data and present findings from the research to enhance generalization on to long-term viability and socio-economic impact of revenue-generating initiatives in Mogadishu, Somalia.

1.7 Limitation of the study

Management practices encompass the various techniques, processes, and procedures used by managers to effectively organize, lead, and control resources within an organization to achieve specific goals. These practices involve integrating different aspects of a business, such as financial analysis, leadership strategies, and process optimization, to ensure organizational success. Within project management practices are important since they enable institutions to attain their goals effectively while optimizing on utilization of resource, enhance productivity and enhance a friendly work environment. They help organization adapt to change, helping in making sound decisions, innovate and enhance long term viability of projects.

In this study, management practices that were investigated included sustainable development, operation resilience and community engagement and how they influenced project long term viability. Sustainable development as a management practice helps to gain project viability while meeting the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development. It aims

improving living conditions through inclusivity, fairness and enhancing project success by putting into consideration social, economic and environmental benefits of a projects while considering future well being. Operation resilience as a proactive technique in mitigating, identifying and responding to possible problem before operation disruption, ascertains that the project continues its operation amidst disruption while reducing its impact on clients while upholding to institutional trust and reputation resulting to increased project performance through efficiency and effectiveness.

The significance of community engagement was not also left behind in this research. Community engagement is essential in revenue generating projects since it bring a sense of mutual responsibility and strengthens community shared value. It also empowers people to engage in the processes of making decisions resulting to responsive governance an inclusivity as well as enhancing trust, collaboration and aids in solving complex issues within the community.

Project viability is comprehensive and thus need to be assessed by evaluating risks, engaging stakeholder, analyzing decision making processes, evaluation of continuous improvement, project evaluation conducting financial analysis as well as market research. In this research project viability was assessed by analyzing how revenue generating projects management practices (community engagement, sustainable development and operation resilience) were conducted. Attaining project viability is crucial in any project since it indicates whether a project can be implemented successfully, its worthiness and feasibility. Attaining project viability is important since they help in decision making process on matters pertaining to project risk management, intiaition asn well as resource allocation

The researcher faced challenge emerging from uncooperative participants due to distrust on the research motive. To alleviate this the researcher upheld to ethical deliberations by assuring participants on information confidentiality, ensure participants remain anonymous and get authorization from relevant authority.

Participants gave information that is general thus made it hard for the researcher to gather required data. To counter this the researcher incorporated the use of different data gathering tools. Questionnaires that has both open and closed ended questions was used, also Focus group discussion and interview were used to supplement the questionnaire.

The research findings might not fit to be generalized in other areas attributed to differences within the environment and culture that affect revenue initiative projects long term viability and socioeconomic factors in numerous ways. Therefore, to alleviate this challenge theoretical and methodology supposition was embraced

1.8 Delimitation of the study

- i. This research focused on assessing the long-term viability and socio-economic impact of revenue-generating initiatives in Mogadishu, Somalia
- ii. The factors under investigation included sustainable development, operation resilience and community engagement and how they affect revenue initiative project long term viability and social economic impact in Mogadishu Somalia.
- iii. Literature review that is well researched formed the ground of this research.

1.9 Assumption of the study

- i. The researcher assumed that respondents volunteered and indulged in the study and provide honest information
- ii. That respondents understood questions posted in the questionnaire and interview and respond accordingly
- iii. The researcher assumed that information gathered from participants are authentic and facts

1.10 Operation Definition of Key Terms

Sustainable Development: is a concept that emphasizes meeting the current needs of society without jeopardizing the future generation capability in fulfilling their needs.

Sustainable Development Strategies: An iterative process that is acted upon in a participatory and coordinated manner to attain social, environmental and economic aims in an integrative and balanced way.

Long Term Viability: Projects capability to uphold its operation generate profits over an extended period of time.

Operation Resilience: refers to business continuity initiatives that expand an institutions capability to withstand and recuperate from disruptions and develop strategies to maintain critical product or service delivery to both internal and external stakeholders.

Community Engagement: involving the community into projects decision making processes to deepen relation and trust between organization, community and government to enhance project long term viability and sustainability.

Revenue Generating initiatives: any business action/process that directly contributes to generating income or sales.

Project Management practices: Execution, planning and organization of projects tasks through ideologies for purposes of delivering project objectives.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This segment reviews literature on monitoring and evaluation and sustainability of revenue generating projects. This section reviews studies done by international and national academician and points on gaps as well as weakness within the study for purposes of supporting the current research. It deliberates on the connection between independent variables which encompass sustainable development, operation resilience and community engagement and the dependent variable which is long term viability and social economic impact of revenue generating initiatives.

2.1 Theoretical Review

2.1.1 Open Systems Theory

This theory was coined by Von Bertalanffy in 1940; it provides an understanding of the importance of interaction between the organization and environment. The connection involves movement of individuals, services, capital and goods. According to Kreitner (2015), Firms are influenced by nature of their environment. According to this theory, firms are ever changing, developing and dynamic when it comes to responding to environment. Currently business environments are stormy and thus open system is important and applicable when project/ business sustainability is key. Institutions work in open system and relate with environment via a penetrable border.

Organization can reach the same outcome via differing ways. This helps managers to use resources and change projects using numerous ways to gain outputs that are satisfactory. Senge (2015) argues that to convert new concept within organization, project managers needs to resolve internal issues via experimental learning as well as experience stemming

from the organization and many more other organizations. The critics about this theory is that it focuses on the means that is used to achieve effectiveness rather than organizational effectiveness. Further it is limited to measuring organizational process which is difficult when measuring specific project goals. Open systems theory is crucial in this research since it contributes to comprehension of how income generating project can be implemented through different management practices to enhance long term viability. In this context, this theory will provide an understanding of how revenue generating projects system are open in the practice of adopting sustainability practices, community engagement and operation resilience practices towards enhancing long term viability of revenue generating projects.

2.1.2 Stakeholders Theory

This theory was formed in 1984 by Freeman, he asserts that stakeholders are crucial among institutions based on their rights and interest. Wick and Harrison (2015) in their view assert that the theory resolves issues of who counts and what matters during the process of implementing a project. The theory not only view stakeholders traditionally (based on projects owner perception) but also o other actors that are crucial within projects for instance government, clients, suppliers, community, politicians, employees among other entities who might sponsor a project. Ketokivi & Mahoney, (2016) asserts that the purpose of this theory is to give room for managers within the projects to comprehend the importance of stakeholders, their needs and strategies that might be used to manage them to enhance project success.

The relevance of stakeholders is diversified (Harrison & Wicks, 2013 and Sama-Lang & Zesung, 2016). Based on the origin of stakeholder's theory (strategic management) numerous methodology and investigation based on a criterion is used to analyze

stakeholders (Harrison & Wicks, 2015). According to Wu & Wokutch, (2015) it emphasizes on the importance of the association between stakeholders and high-level managers. As per the stakeholder's theory management ought to comprehend that project completion directly is a result of stakeholder's contribution (Moldogaziev & Resh, 2016). Further, stakeholder involvement is determined by the existing association between the high-level managers and them.

Theory of stakeholders has four major elements (Bridoux & Stoelhorst, 2016). In these tenets, first different stakeholders work on different projects and are thus affected directly by verdicts made within the process of project implementation. Secondly, projects outcomes and procedures are linked to nature and type of stakeholder's engagement. Thirdly, stakeholders' theory emphasizes on the general stakeholder's engagement without aiming at a particular group and lastly, more attention is put-on high-level managers decisions. In revenue generating initiatives, stakeholder involvement is a major element in enhancing sustainable development, enhancing operational efficiencies and community engagement. Therefore, effective communication ought to be established to ascertain that stakeholders who are directly affected by an implemented projects are involved.

Major stakeholder theory critics assert that the theory clearly do not define how managers should be engaged in a project despite the fact that an organizations interest are best on its relation with the organization. The relation between stakeholders and organizations is essential and mirrors on one another. Nevertheless, they have economic interest with organization major aim being profitability while stakeholders aim is wealth redistribution. The theory does not apprehend that stakeholder's engagement process is negotiable and therefore defining the required organizational resources is a problem. In this research stakeholder engagement is relevant in providing an understanding of the

nexus between community engagement and long term viability of revenue generating initiatives. Community forms part of stakeholders in revenue generating project. Their input and feedback is important since they help the administration in making informed decisions. This theory therefore is important in this research to help understand the nexus between community engagement and long term viability of revenue generating initiatives.

2.2 Empirical literature review

2.2.1 Sustainable Development Strategies and its impact on Revenue Generating Initiatives

Evseeva, Kalchenko & Evseeva (2018) define sustainable development as a change process that make use of resources, direct investment, is scientific, technological and involve the use of organization changes to strengthen future and current opportunities to attain human aspirations and needs. Fei, Opoku, Agyekum, Oppon, Ahmed, Chen & Lok, (2021), asserts that sustainable development has different definition based on organization and thus the concept needs to be integrated. According to them the main aim of sustainable development is to minimize human activities that negatively affects the environment while ascertaining to development socially and economically. According to them project sustainability is a continuous process and thus ought to acquire new ways for addressing the emerging global issues.

Ali, Yan, Sajjad Hussain, Irfan, Ahmad, Razzaq & Işık, (2021) on their research on adoption of green technology among solar power projects in Pakistan; exploring the mediating role of risks and cost of techniques used to enhance capital budgeting and financial performance and and which 44 participants were engaged using a questionnaire and partial least square structural equation to examine the coined theories. The research established that strategies used in green technologies has a positive impact on sustainable

development of solar power and thus call upon selection of appropriate green technology approach to enhance sustainable development.

Fu, Liu & Meadows, (2023) on their research conducted in China on sustainability and ecological restoration and which used case study as the research design, the research provided answers pertaining to what, for whom and the purpose of ecological restoration based on ecosystem trends and services for attainment of sustainable development. In their view ecology affects sustainable development of projects in China. According to research findings difference with a geographical area is an important aspect in attaining sustainability of revenue generating projects due to its interconnectedness between human and environment in supporting the process of policy making in issues related to ecology. They recommend that to enhance sustainability of projects and enhance long term viability, there is need to understand the nexus between human and their environment based on their different process, ecosystem service flow. Social and ecological benefits and as well supporting management practices to enhance sustainable development among projects. Wang, Zhao, Jiang, & Li, (2022) on their research conducted in China on solid waste management project and sustainable circular economy and which determined environmental awareness, legislation, urban concentration and population growth using descriptive research design established that to attain a circular economy within projects and reduce waste in production, there is need to focus on policies formulated by the government and public private partnership on waste recycle, reduction and reuse and improve use of natural resources to enhance project sustainability.

Carvalho & Rabechini (2017) on their research on managing project sustainability and its impact of project success with the objective of determining commitment level to environment and social aspect and which adopted a survey-based approach and structural

equation modelling to validate the research having 222 projects in eight firms among two established that there were minimal commitment social and environmental aspects among the project. The structural model indicated an important and positive link between managing project sustainability and successful project implementation by minimizing negative social and environmental impacts. Ayarkwa, Opoku, Antwi-Afari & Li, (2022) on their research analyzing sustainable development strategies among construction projects examined project management teams challenges in sustainable building adoption; strategies for enhancing project management teams readiness in the adoption of sustainable building process and relative importance and challenges.. the researched reviewed literature among 200 Ghanaian construction firms while mitigating their 16 challenges and mitigative strategies in a cross-sectional survey. Using descriptive analysis and index ranking the report showed that lack of training and education with green technologies and high costs of green construction practices and materials were the major setbacks that hindered sustainable process in construction projects

Yu, Zhu, Yang, Wang & Sun (2018) on their research on integrating sustainability into construction engineering project and which specifically explored specifically integrating project planning practices into project sustainability to enhance sustainable development among construction engineering projects and which adopted qualitative menthol based on content analysis established that to attain sustainable development among projects manages ought to improve on sustainable project planning in control management, risk response and work consensus. Kariuki (2021) asserts that Sustainability ensures that social and environmental concerns are integrated into economic progress. In their research investigating sustainable strategies and performance of public universities established strategies used to enhance sustainability had statistical importance on public university performance in Kenya. From the regression analysis of the outcome

sustainability strategies accounted 53% of the variance in public university performance ($R^2=0.53$, $t=7.68$, $p<0.05$). Individual results from regression on cost reduction was ($R^2=0.518$, $t=18.07$, $p<0.05$), collaboration at ($R^2=0.418$, $t=2.7$, $p<0.05$) and diversification at ($R^2=0.218$, $t=8.07$, $p<0.05$).

Evseeva, Kalchenko & Evseeva. (2018) on their research on project innovation and sustainable development in St. Petersburg and which used inductive and deductive research methods, system analysis synthesis, generalization, comparison and statistical analysis established that the city has used special yet official document to attain social and economic development and end all forms of poverty by providing affordable housing, achieving food security and improve nutrition through promotion of sustainable agriculture, developing social support system and ensure health lives to enhance wellbeing. Goubran & Cucuzzella (2019) on their research on integrating sustainable development goals in building project and which specifically aimed on connecting existing sustainable construction practices with Sustainable development goals; adopted a case study methodology revealed that amalgamation of the 8 sustainable development goals in the future use of technology and product production is beyond the existing standards in design creation thus results to sustainable projects in attaining SDG.

Yuan, Li, Guo, Zhao & Skibniewski (2018) on her sustainable development perspective on public private social risk issues within China transport project. The aim of the study was to investigate stakeholder engagement and social risk factors within the project. The research identifies 15 social risk issues (social, economic and environmental) and used the confirmatory factor analysis to analyze data. The research established all the 15 social risk factors were significant (>3.00) thus used to assess social risks that affect sustainable development. As a confirmation, all social risk factors dimension contributed to changes within social responsibility in public and private transport project. The research

recommended the need to categories most important social risk to avoid negative effect of social, economic and environmental factors such as construction delay, unemployment due to land acquisition, inadequate compensation, noise pollution and high prices. Nevertheless, that private sectors to achieve social responsibility they need to uphold to managing safety, manage quality, control time, treat waste water, maintain their management as well as traffic flow.

2.2.2 Operation Resilience and its Impact on Revenue Generating Initiatives

Rahi (2019). Define operation resilience as project capabilities to reestablish capacity and continue to adopt to changes and fulfill its objective to enhance continued function despite the challenging environment. Irawan, Prabowo, Kuncoro & Thoha, (2022) On their research on operation resilience as a major corporate sustainability determinant and which assessed internal aspects of corporate sustainability longevity recommended that there us need for organizations to come up with framework to attain project operation resilience based on its operations level. From their findings, the four dimension that are looked at to enhance operation resilience include"- awareness on the potential in the future and present; prediction on potential project disruptions; project management through information process to enhance decision making and response towards the disturbance.

Bulbul (2022) on their research on operational resilience via airlines disruption management and which had the objective of and whose specific objectives were to establish internal and external factors affecting airlines operation resilience. Established that asserts that working environments within airlines are turbulent, multifaceted, ever growing thus resulting to numerous setbacks in their operation such as pandemics, terrorists attack, economic recession, equipment failures, natural disasters, errors linked

to human and other minor disturbances. In their study which used case study recommended that there is needs for organization to become resilience to enhance sustainability. Bento, Garotti & Mercado, (2021) on their research on a organizational resilience within the gas and oil firms and which reviewed conceptual and empirical literature established that operational resilience among project tend be measured by results or system capabilities instead of procedures. Their research which used descriptive research design and specifically evaluate safety measure and operation resilience and strategies used to attain operation resilience established that within gas and oil projects integration of operations has brought a new paradigm shift that calls for the need to assess and elaborate on resilience of production in such projects.

Carmeli, Levi & Peccei, (2021) on their research on resilience and capacities to solve problem among teams with specific objectives of determining the link between relationship and among teams and problem solving; and resilience and determine if two way capability processes can enhance performance among project through descriptive research analysis established that that to enhance operation resilience among project there in need for teams to access knowledge and learn via experiments to enhance problem solving skill. According to them quality relation among teams enhances learning through experience and acquisition of knowledge which has a positive impact on operation resilience which is linked to project performance.

Esmalian, Yuan, Rajput, Farahmand, Dong, Li, & Mostafavi, (2022). On their research on operation resilience among transport projects and whose main objectives was to examine state of resilience incorporation in project planning and implementation established that as much as there are minimal framework tools for projects operation resilience attributed to variances among organization. They established that transportation planning projects framework tools for operation resilience that based to be

included include enough funding, proper operation resilience policies, acquisition of knowledge by employee's proper coordination with the forms and appropriate metrics and data to measure project resilience outcomes. Saikia, Beane, Garriga, Avello, Ellis, Fisher & Jiménez, (2022). In their research examining city water project resilience framework and whose specific objective was to investigate role of governance in the project established that there are varying factors determine city water project resilience in Cape Town and Greater Miami and the Beaches. According to them major resilience goals, sub goals and indicators divided into four areas (ecosystem and infrastructure; health, finance and planning and strategy and leadership) formed the water planning strategies used to enhance resilience. From the research it was recommended that there is need to create resilience to waster linked stresses and shocks to improve and safeguard city critical infrastructure and as well improve organizational governance to enhance the process of making decisions.

Xi, Liu, Fang, & Feng, (2023) on their research which tested intelligence of manufacturing projects in China using difference in difference approach by gathering 3960 observation from 1980 chines firms listed from 2019 – 2020 with specific objectives of examining how intelligence in manufacturing projects helped companies to build resilience during crisis they established that myopia weakened to positive impact of intelligence manufacturing thus limiting operational resilience. The expatiated occurrences disrupts business operation thus causing Many projects therefore ought to reassess their operation while establishing new approaches that could enhance resilience and efficiency.

Iyer (2022) on their research on operational resilience in Financial institution and which and which adopted a descriptive research design and a total of 21 participants and data analysis done through thematic analysis established that financial risks pose as a threat

to operation resilience among financial institutions and thus financial institution should acquire a wide concept of risk to enable them become competitive advantage and be fully operational resilience. Yang & Cheng (2020) on their research on organizational resilience on construction projects in China asserts that uncertainties emerging from the environment within construction project have resulted to the need to improve organization resilience which is important to enhance governance and successful construction project. In their research which adopted crisp-set Qualitative Comparative Analysis (csQCA) and fifteen organization in China attained the criteria for the research and were evaluated, analyzed and obtained two conditional configurations. The findings established that lack of timelines for monitoring situational changes, flexible organization structure, solid culture and participation of numerous subject enhanced project resilience. In their research multiple subject or participation results to inadequacy of organizational culture to some extent and that public participation for huge data application need to be given much attention to enhance organization resilience

Pettit, Simpson, Hancock, Clark, Haydel & Pierce (2016) on their research exploring operational resilience among military aviation through practice of kaizen across operational structure in Nigeria and which adopted a qualitative research approach established that executive commitment, adequate leadership support was important to achieve operational resilience. The research highlights the importance of adopting kaizen practices when adopting organizational practice for instance reward system to enhance operational resilience.

2.2.3 Community engagement and its Impact on Revenue Generating Initiatives

Community engagement refer to process of involving and working with the community for purposes of creating important relation between institutions and people it attends to. It also denotes to engaging stakeholder. Salleh, Sulaiman, Puteh & Jamaludin,. (2023) asserts that community engagement scope is wide from the collective perspective and individual view point as a means of attain long term project sustainability and results that are sustainable. According to them, community engagement citing a research from center for diseases control and prevention, it denotes to collaborative efforts entail people who have same experiences and working as one solve problems that affect their wellbeing. In their citation by United nations, they assert that community engagement refers to the process in which community involve themselves in developing policies, making decisions and implementation (Firestone, Hoen, Rand, Elliott, Hübner & Pohl, 2018). Firestone, Hoen, Rand, Elliott, Hübner & Pohl, (2018) on their research investigating the link between community engagement wind power project in United states and which adopted descriptive research design and regression analysis to examine procedural fairness in community engagement, community attitude and implementation of wind power project established that when a project developer is transparent and community are involved in the planning process, they are likely to influences project outcome. Also, that developer's transparency to the community instill a positive attitude to the community thus positively influencing project outcomes.

Ayarkwa, Opoku, Antwi-Afari & Li, (2022) in their research on strategies and setbacks of sustainability building process using index approach established that lack of stakeholders education on green building in future and engaging employee in green building setting, lack of sustainable practices priorities and setting goals during feasibility study are some of the setbacks hindering project long term viability. The

research recommended for the need to educate stakeholders and adoption of sustainable practices in the projects. This research was conducted via cross section survey where 200 construction firms we involved in Gahana and descriptive analysis and index ranking used to analyze data

Reed et al (2018) on their research on influence stakeholder and public involvement and environmental management which adopted descriptive and explanatory approach. This research specific objectives was to determine organization contextual, socioeconomic and cultural factors influencing public engagement outcomes. It was established that there are different type of individuals within the community whose interest vary in a project. In their research, firstly, numerous social, economic, institutional and cultural factor affect engagement results; secondly, numerous process design attributes can improve engagement resulting to positive outcomes within the political, economic, social cultural and biophysical settings; thirdly, effective involvement is influence power dynamism, participants vale, the manner in which the perceive knowledge and validity of the knowledge; lastly , the process of engagement which takes place in different dimension and can result to differing results depending on their operational environment.

Chan, Marzuki & Mohtar, (2021) on their research on community engagement and ecotourism revenue initiative projects in Kinabatangan acknowledges the importance of community engagement and its benefit in revenue generating project. Thes specific objective of this research was to determine attitude, perception, key issue and setbacks faced by the local communities. A case study was used using multiple methods that entailed the use of questionnaires, and focus group interview. In their research, community engagement was limited in ecotourism attributed to lack of capital and knowledge in tourism activities which posed as a threat to their participation. Therefore calls for the need to educate community and empower them

Magoola, Mwesigwa & Nabwami (2023) in their research conducted in Uganda examining community engagement in public private partnership project and which adopted a cross sectional and correlational among 47 PPP projects. The specific objective of this research was to examine community involvement trust and performance of project established engaging the community and trust has an important link with PPP project performance. Therefore calling for the need for community to be engaged in PPP projects in Uganda.

Njama (2015), on their researched-on WASH project monitoring and evaluation found out that the community are always involved in low in lower levels activities and not high-level activities thus negatively affecting project outcome. In their research they further established that leadership was integral in enhancing project success.

A research conducted in Kenya by Mulinge & Sambuo, (2024) established that community engagement in Kenya project is essential in their research which adopted a descriptive research design and 200 workers interviewed showed that community had a lot of inputs in the planning face of a project thus positively influence project sustainability. Therefore, the need to come up with community engagement strategies in the whole process of project implementation and enhance transparency as well as an effective monitoring and evaluation of development projects.

Abi (2024) on a research conducted in Somali, Baidoa on stakeholder engagement and community development and which used a descriptive survey and choose 134 participants using nonrandom and random sampling methods via interview and questionnaire established that engaging stakeholders to a great extent affected development projects in Baidoa with stakeholders engage monitoring and evaluation accounting on the largest influence. Therefore calling for the need to conduct monitoring and evaluation and as well engage stakeholders into the project

Hussein (2024) on her research on community engagement and sustainability of poverty eradication project in Mogadishu, and which used a descriptive survey and choose 150 participants using nonrandom and random sampling methods via interview and questionnaire established that there are numerous factors that hinder project sustainability and resilience in the region such as political instability, lack of resources and security risks. Therefore, calls for the need to explore other innovations for instance safety net program and investment on blue economy to enhance development and sustainable development and diversification within the economy. Also approaches which are collaborative need to embraced within the conflict prone areas and as well embrace the use of technology and increase on partnership to enhance project success.

Mourad (2020), on her research on water project management in Somali and which specifically aimed at investigating water governance, water resource management and water use and community engagement. The research established that availability of water resource, good water governance and community engagement is important to enhance sustainability of water projects. The research recommended that support water project to enable water project sustainability in Somalia. Further, stakeholders ought to be chosen depending on their power, interest in governing water use, managing water resources and resilience.

2.3 Summary of Reviewed Literature

Carvalho & Rabechini (2017) investigated on managing project sustainability and its impact of project success and which adopted a survey based approach and structural equation modelling to validate the research having 222 projects in eight firms Yu, Zhu, Yang, Wang & Sun (2018) researched on integrating sustainability into construction engineering project and which specifically explored specifically integrating project

planning practices into project sustainability to enhance sustainable development among construction engineering projects and which adopted qualitative method based on content analysis. Goubran & Cucuzzella (2019) investigated sustainable development goals in building project and which specifically aimed on connecting existing sustainable construction practices with Sustainable development goals; adopted a case study methodology. Yuan, Li, Guo, Zhao & Skibniewski (2018) investigated sustainable development perspective on public private social risk factors within transportation project in China. The research identifies 15 social risk factors (social, economic and environmental) and used the confirmatory factor analysis to analyze data.

Xi, Liu, Fang, & Feng, (2023) investigate operation resilience on establishing new approaches that could enhance resilience and efficiency. This research used observation to gather data from 3960 observation from 1980 Chinese firms listed from 2019 – 2020; Iyer (2022) investigated on operational resilience in Financial institution and which adopted a descriptive research design and a total of 21 participants and data analysis done through thematic analysis. Yang & Cheng (2020) researched on organizational resilience among construction projects in China. Crisp-set Qualitative Comparative Analysis (csQCA) was adopted. Pettit, Simpson, Hancock, Clark, Haydel & Pierce (2016) researched on operational resilience among military aviation through practice of kaizen across operational structure in Nigeria and which adopted a qualitative research approach.

, Hoen, Rand, Elliott, Hübner & Pohl, (2018) investigated on the link between community engagement wind power project in United states and which adopted descriptive research design and regression analysis to examine procedural fairness in community engagement, community attitude and implementation of wind power project. Reed, Vella, Challies, De Vente, Frewer, Hohenwallner-Ries & van Delden (2018)

researched on the influence stakeholder involvement in environmental management which adopted descriptive and explanatory approach. Magoola, Mwesigwa & Nabwami (2023) researched on community engagement in public private partnership project. And which adopted a cross sectional and correlational established engaging the community and trust has an important link with PPP project performance. Njama (2015), researched on WASH project monitoring and evaluation and Mourad (2020), researched on water project management in Somali.

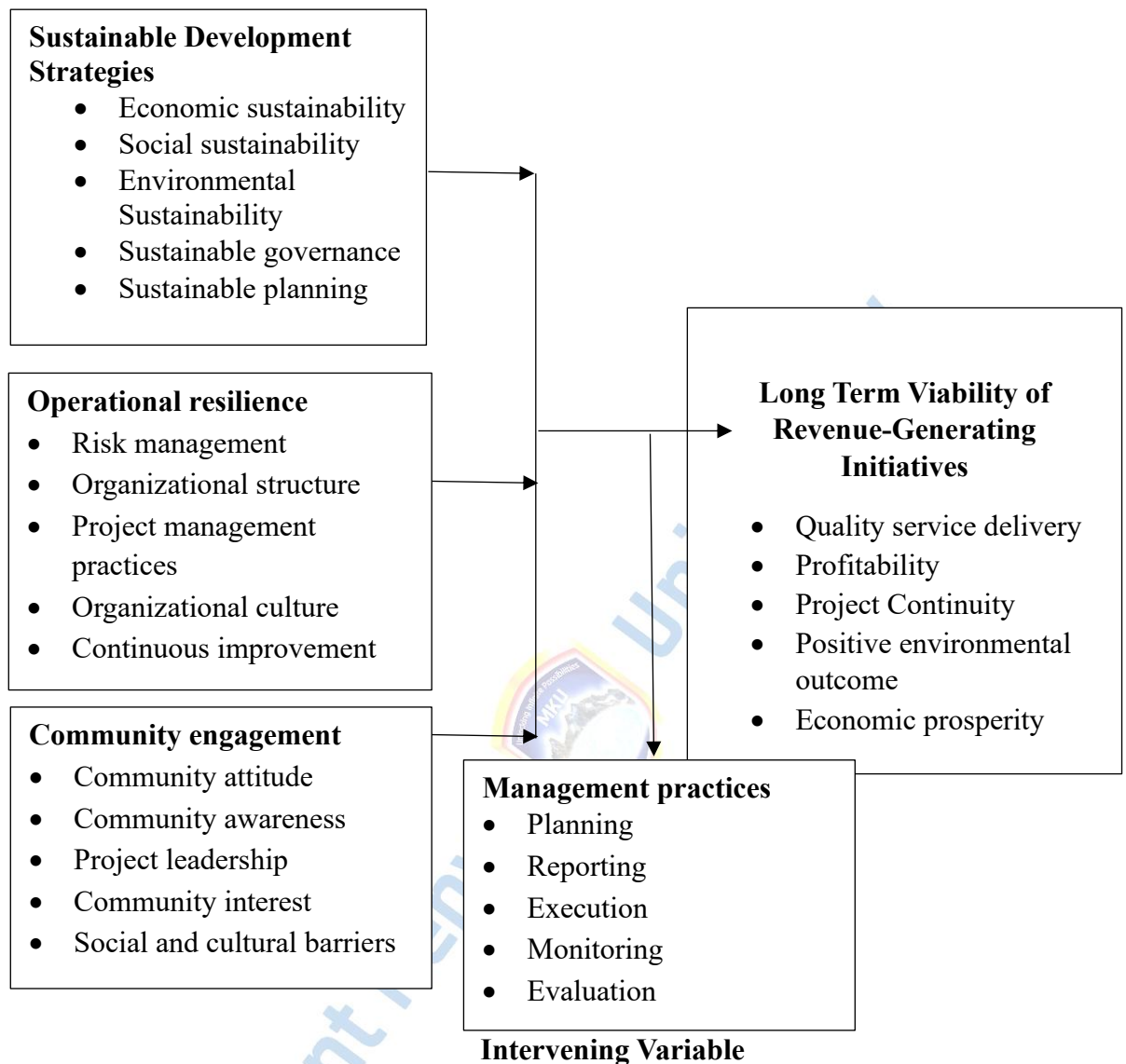
This research aims at filling the gaps presented by in the reviewed literature which include difference in research topic, objectives location of the study, research design adopted and targeted population. This research therefore, aims at investigating the impact of project management practices o long term viability of revenue generating project in Mogadishu, Somalia. This research aims at investigating the influence of sustainable development strategies, operation resilience and community engagement and their general impact of long term viability of revenue generating projects.

2.4 Conceptual framework

Conceptual framework is an image showing the connection between dependent and independent variable. It gives the researcher a bass where conclusion is drawn from the study findings

Independent Variables
Variable

Dependent



Source: Researcher, 2024

Figure 2.1: Conceptual framework

Independent variables determine the results of dependent variables in research. These independent variables are the inputs or causes that lead to changes in the dependent variable, which is the output or effect being measured. On the other hand, intervening

variables gives researchers greater insight into the underlying dynamics and processes that drive the observed effects.

From the above conceptual framework, the depend variable in this research was sustainable development strategies, operation resilience and community engagement based on the fact that they cut across varying firms and projects while the dependent variable were indications of long-term viability of revenue generating projects. Intervening variables were the management planning processes including planning, reporting,



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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Study methodology is important since it establishes results reliability and validity. It gives the techniques and procedure used to gather information and analyze. This section deliberated on methods which encompassed of research design, study location, population that is targeted, procedures for sampling, data gathering techniques, pilot study and research instrument reliability and validity. Research methodology that have been designed properly guarantees accuracy and trustworthiness of research outcomes.

3.1 Research Methodology

Cresswell (2016) asserts that research methodology elaborates on procedures used by the researcher to enhance participation. Kothari (2004) asserts that it's an inquiry on the research problem while McCusker & Gunaydin (2016) asserts it entails analysis of what is assumed in the research. This research adopted a mixed methodology having both quantitative and qualitative ways of gathering information using focus group and closed and open-ended questionnaires. Porcellato, Camichael & Hulme (2016) puts to it that this type of method helps the research to get inclusive findings through the use of a focus group and open and close ended questionnaires.

3.2 Research design

Descriptive research design was used. Avella (2016) describes descriptive research design as a way of elaborating on occurrences that exists presently. Waweru & Orodho (2014) maintains that research design entails gathering information for purposes of answering questions in the current study. It gives room to gather factual data pertaining

to the variables (Plano, 2017). This research design helped in examining targeted population and get primary issues being investigated.

3.3 Location of the study

Mogadishu is the capital city of Somalia and largest town as well. Its situated in coastal Banadir region of Somalia sea and it has an important port used by many regions and has a population of 1.5 and 1.3 million. Mogadishu has revenue generating projects emerge from business license, fines and forfeitures, public registration of NGO and companies land and building permits, plate no and riving silence, intergovernmental transfers, conditional grand and markets (Mogadishu local government archives, 2022).

3.4 Target Population

As per Kothari (2004), targeted populace denotes to people distribution or elements having same attributes important to the research. The researcher targeted 18 Revenue generating projects in Mogadishu District having 5,000 employees and officials working under Mogadishu revenue generating projects (Mogadishu Local government archives, 2022).

3.5 Sampling procedure and technique

Peck et al, (2008) a sample refers to a group within the population where data is gathered to enhance inferences and statistical analysis. Thus, sample size refers to the sum of observations selected to enhance research operations. Sample size for this research was steered by Krejcie and Morgan table that is used o determine samples. Sample size of 250 was chosen from targeted population of 5,000.

From the sample size of 5,000 proportionate sampling and purposive sampling methods was utilized. Purposive sampling was used in a case whereby the researcher decided to choose research participant based their potentials to answer specialized questions. In this case, the Executive and Middle level managers are the alternate leaders for the team involved in income generating project at Mogadishu, Somalia. Proportionate stratified random sampling was adopted to obtain 515 Clerical Officers, 301 Supervisors, 45 accountants and 4,104 other employees. The elements of the formulae entailed:- $n_h = (N_h / N) * n$, where: - n_h = sample size for stratum h, N_h = population size for stratum h, N = total population size and n = total sample size (Babbie, 2001).

Table 3.2 Sample Size.

Grouping	Sampling Technique	Sample Size
Executive Manager	Purposive	12
Middle level Manager	Purposive	23
Employees	Proportionate stratified random sampling $(N_h / N) * n$	
Accountants	$n_h = (45/5000)217= 1.95$	2
Supervisors	$n_h = (301/5000)217= 13.06$	13
Clerical	$n_h=(515/5000)217= 22.35$	22
Other employees	$n_h=(4,104/5000)217= 178.11$	178
Total		250

3.6 Pilot study

Pilot study was carried out in hamar-jajab District to examine effectiveness and research practicability in its contents, instruments and design. Sample size of 10% was used to select participants who are employees under Mogadishu revenue generating project. Primary data for pilot study was gathered via a questionnaire using a drop and pick approach thus giving room to the respondent to complete the questionnaires. Validity and reliability of the outcomes were achieved by ensuring that opinion was pursued from the supervisor as well as the use of test-retest method and Cronbach's Test – retest entailed issuance of questionnaire in two differing instances and comparing the outcomes for purposes of checking findings consistency and reliability.

Qualitative and quantitative methods were used to analyze data during the pilot study. Qualitative information was descriptively analyzed based on the characteristics of the questions under probe. Tables and frequencies were used to present quantitative data that were coded. Outcome from the pilot study were used to detect possible issues with the research tools and research design and make amendment where necessary before the main research. Also, the result from pilot study were adopted to ascertain validity and reliability of the findings. Those who engaged in pilot test were not included in the final research.

3.7 Research Instruments

Data gathering instruments are means adopted to bring data together and suggestions from the targeted populace. Researcher collected qualitative and quantitative data through closed and open-ended questions provided in the questionnaire on impact of project management practice on long term viability of revenue-generating initiatives in Mogadishu, Somalia. Questionnaires were distributed to workers working under the 18

projects in Mogadishu Somalia. Open questions gave room for the participant to provide nonstructural answers while closed questions enhanced data analysis by giving alternatives. Flick (2017) asserts that questionnaires are important since they enable researcher get numerous information in a short span of time with large participants. The use of questionnaires in data collection helps get data that cannot be seen such as attitudes, experience and emotions (Marshall & Rossman, 2014). Queries in the questionnaires were measured via a Likert scale enabling the researcher to ascertain the level of agreement among participants. The use of Likert scale helped in obtaining information regarding values, behaviors, attitude and perception (Upagade & Shende, 2012).

Questionnaire contained four parts. Section A had information on participants background data, Section B: sustainable development of revenue generating initiative, section C: operation resilience of revenue generating projects and D: community engagement of revenue generating initiatives. Questionnaire will be issued to officials and individual working with under revenue generating projects. Questionnaires will be completed and in case where time is limited, the researcher will leave the questionnaire and collect them later.

Interview guide was also used to capture data from respondents and provided an in-depth information on impact of management practice on long term viability of revenue-generating initiatives to supplement the questionnaire. Interview was carried out with the officials working within revenue generating projects in Mogadishu. The use of this approach proved to save time and gave direct answers. This data collection tool was adopted to gather information that required explanation from people having experience and information deemed confidential.

Focus group had an additional to questionnaire. Those who attended focus groups were workers working under revenue generating projects and were selected by the researcher to form audience for the forum. This method helped the researcher save money and time and as well get root information pertaining to what is to be investigated. Also, exposed happening through debates when contrasted to interview (Babbie & Mouton, 2007). Researcher selected 5-10 respondents in the focus group for purpose of gathering data.

3.8 Validity Test

Flick (2017) assert that validity is the magnitude to which a proof is supported by an implication by a researcher while gathering data. Researcher sought opinion from supervisor and as well a pilot test conducted to enhance familiarization with the process of data gathering.

3.9 Reliability Test

Research tool reliability is a gauge yielded using a research instrument in a way that is consistent after various attempts. Here test – retest was adopted to assess instrument reliability. Questionnaires were issued twice for five project managers; the second issuance of the questionnaire was done in two weeks' time. Cronbach alpha was used to test for data instrument's reliability in this research. It was used since it is used to show internal consistency and a dependability. Valencia (2015) asserts that Cronbach alpha assesses the magnitude wo which two varying groups of questions are the same.

3.10 Data collection procedures

Levi (2015), asserts that data collection is a method adopted in social sciences that are used in assessing matters via interview and getting personal views through focus group, stories and case scenarios. In this research questionnaires was adopted because it was helpful in collecting data that is not observable directly while investigating on personal feelings, values, experience, attitudes and motives.

Also, interviewer and interviewee guide were used to gather in-depth information. The researcher needs no permission from Authority but obtained authorization from respondents. Questionnaires were given out to respondents in a procedural manner and communication carried out in English. In some instance questionnaires were issued out and collected later and in cases where participants were not in a position to complete the questionnaires as they were being collected.

3.11 Data analysis techniques and procedure

Data analysis is the conversion of participant answer to statistically manipulated form for purposes of obtaining important information both qualitative and quantitative Chalterjee & Hadi, (2015). Qualitative data that were collected via questionnaire and focus group were analyzed via content analysis, examined and accessed in a form that is narrative. Content analysis as a data analysis technique was appropriate for this research since it gives room for transparency in a research in a systematic manner that can be copied by the researcher. Also, it is a non-reactive method that do not need direct interaction with participants, therefore avoiding social biasness. Nevertheless, its flexible and can be used in numerous data sources visual, oral and written. Qualitative information were coded and edited using SPSS. This is because SPSS has the ability to store huge and small data and can provide descriptive data in terms of mean, percentage,

and frequencies which measures dependent variables Donald & Kazungu & Warsanga (2021). Researcher used SPSS because it has the capability of managing huge and multifaceted data and perform advanced statistical analysis. The researcher therefore used data collection instrument to collect qualitative information which was descriptively analyzed based on research questions and quantitative data coded. Pearson correlation and the OLS techniques was used in carrying out multi linear regression analysis as part of inferential statics for purposes of examining the coexistence between the research variables and it took the below regression model: -

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

Where: Y = long term viability of revenue generating projects

X₁ = sustainable development

X₂ = operation resilience

X₃ = community involvement

β₀ = Constant. It denotes to rating exclusive of predicating variables

β₁, β₂, β₃, = Regression Co-efficients for the predictor variables.

ε = Unexplained Variation i.e. error term

3.12 Ethical Consideration

Researcher obtained consent from the University before starting the study. Permit was obtained from Respondents. A written letter issued to numerous organizations in Mogadishu for research purposes. The researcher also elaborated to respondents the aim of the study and a written letter obtained for each respondent. Ethical deliberation pertaining to personal information, confidentiality, rights to participate, consent were explained verbally and also in the consent form in the questionnaire. Respondents were guaranteed that the research won't jeopardize their lives since its only for academic

purposes. Official from government institution aided in authenticating contact to respondents from different department by updating them on the interview before it conception. This gave room for respondent to participant in the study without hesitation.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.0 Introduction

This chapter provides the results from the research on assessing the effect of management practice on long term viability of revenue generating initiatives in Mogadishu City. The objective of the study was to assess the impact of sustainable development strategies, operation resilience and community engagement on revenue generating initiatives.

4.1 Return rate

The rate of response from the respondents stood at 80%, with 200 questionnaires returned out of 250 issued. The high response shows that the findings were representative of the targeted populace and thus usable for generalization. The 20% of the questionnaires that excluded were attributed to incomplete questionnaires, completely not returned questionnaires or inappropriately answered questionnaires.

4.2 Respondents background Information

Participants background data formed part of social background analysis in the research were included education level, gender, experience and experience. This section is important since it helped in making analysis and inference.

4.2.1 Gender

From the research findings a tilted distribution of respondent by gender was shown with male being more 66.5% contrasted to the female with 33.5%. As much as these finds might show an existence of biasness in the studied population, the researched had into consideration the bias in result interpretation. It was deemed that male participant had

varying opinion based on their experiences and attitudes when contrasted to the female respondents which might influence research outcomes.

Table 4.2 Gender

Category	Frequency	Percentage
Male	133	66.5%
Female	67	33.5%
	200	100

4.2.2 Position

From the research most respondents were other employees under revenue generating project at 72.5% followed by managers (11.5%) clerks (9%), supervisors (6%) and accountants (1%). This dispersal of respondents by position indicated the category of individuals who were involves in the study and their roles within the revenue generating projects. Information provided by people from these categories is important for the research since it helped in comprehending how management practice affected long term viability of revenue generating projects in Mogadishu city based on their experiences and perspective. This information is tabulated below.

Table 4.3: Position

Category	Frequency	Percentage
Managers	23	11.5%
Accountants	2	1%
Supervisors	12	6%
Clerck	18	9%
Others	145	72.5%
	200	100

4.2.3 Experience

From the findings, most respondents were highly experience with 8 – 11 years at 38.5% followed by 5-8 years (29%), 2-5 years (22.5%) and 1-2 years (10%). This information was critical in examining a worker’s knowledge and expertise on matter linked to revenue generating projects at Mogadishu City and which had an impact on the research outcomes. Respondents having higher experience in terms of years, deeply do understand revenue project processes ad practices pertaining to the project and thus provided the researcher with deep rooted and accurate answers to questions issued. This information is tabulated in 4.4 below.

Table 4.4 Experience

Category	Frequency	Percentage
1-2	20	10%
2-5	45	22.5%
5-8	58	29%
8-11	77	38.5%
	200	100

4.2.4 Education

From the findings most of the respondents were tertiary or college holder (43.5%) followed by undergraduate (31%), postgraduate (15%) and secondary (10.5%). This dispersal by education levels of participants is crucial since it provides an individual scale of knowledge and expertise in the field of revenue generating projects which impacted the research. Individuals who are highly educated likely had deeper comprehension of processes, theories and practices linked to revenue generating project and thus the ability to provided deep rooted and correct responses. Findings from operation resilience

practices for instance might vary based on an individual's education level and thus the differences within the education level were put into consideration during analysis. The findings are tabulated in 4.5 below.

Table 4.5: Education

Category	Frequency	Percentage
Secondary	21	10.5%
Tertiary	87	43.5%
Undergraduate	62	31%
Postgraduate	30	15%
	200	100

4.3 Sustainable Development Strategies and its impact on Revenue Generating Initiatives

The first objectives of this research examined sustainable development strategies and its impact on revenue generating projects. From the findings, 34.5% and 24% of the respondents agreed that sustainable revenue generating practices have been embraced in the revenue generating projects to enhance long term viability. This is contrary to 20% and 15% who disagreed while 6.5% were undecided. When contrasted to the overall mean of 3.436 and SD of 3.2704, asserted mean and standard deviation of 3.380 and 3.235 respectively were lower an indication that sustainable development strategies had no negative effect on revenue generating initiative

The adoption of sustainable revenue generating practice enables the project to address global issues arising as a result of climate change and its impact in the society, ecosystem and environment to enable them be at a competitive advantage. It also enables projects to save on production costs, help resolve issues linked to changes in climate, enhance

innovation economically, help increase individuals standard of living, enhance supply chain resilience, enhance long term resilience and enhance shareholders relationship. These findings are same to those of Carvalho & Rabechini (2017) who established a positive link between managing project sustainability and successful project implementation by minimizing negative social and environmental impacts. Kariuki (2021), who established that the adoption of sustainable practices among universities enables cost reduction ($R^2=0.518$, $t=18.07$, $p<0.05$), collaboration at ($R^2=0.418$, $t=2.7$, $p<0.05$) and diversification at ($R^2=0.218$, $t=8.07$, $p<0.05$).

From the findings 34% and 26% of the respondents agreed that there were special reports created by revenue generating projects on social economic and environmental sustainability. This is contrary to 17.5% and 16% who disagreed while 6.5% were undecided. When contrasted to the overall mean of 3.436 and SD of 3.2704, asserted mean and standard deviation of 3.430 and 3.260 respectively were slightly higher an indication that environmental, social and economic special reports influences revenue generating initiative

It is important for the revenue generating project to adopt social, economic and environmental sustainability reporting attributed to the fact that it helps projects to improve on their risk management, enhance stakeholder enhancement by supporting project transparency through partnership, it supports decision making on matters linked to the environment and society and thus help the revenue generating project to align their environmental, social and governance goals with sustainability regulations and trend thus enhancing their reputation competitive and performance sustainability which contributes to enhancing long term project viability.

From the findings 35% and 25.5% agreed that revenue generating projects adhere to sustainable project planning when responding to risk management. This is contrary to

20% and 15% who disagreed while 4.5% were undecided. When contrasted to the overall mean of 3.436 and SD of 3.2704, asserted mean and standard deviation of 3.405 and 3.260 respectively were slightly lower an indication that adhering to sustainable project planning when responding to risk management has no negative effect on revenue generating initiative

The adoption of sustainable risk management practice is important since it aligns projects financial goals with social, environmental and governance policies. It also enables the project to identify threats and opportunities that comes with social and environmental risks by responding on risks that comes with the revenue generating projects. These findings are same to those of Yu, Zhu, Yang, Wang & Sun (2018) who established that to attain sustainable development projects managers ought to improve on sustainable project planning in control management, risk response and work consensus. Yuan, Li, Guo, Zhao & Skibniewski (2018) who established that social risk factors affects projects sustainability and thus need to be assessed.

From the findings 41.5% and 31% of the respondents agreed that revenue generating projects had project sustainable goals. This is contrary to 10% and 12.5% who disagreed while 5% who were undecided. When contrasted to the overall mean of 3.436 and SD of 3.2704, asserted mean and standard deviation of 3.815 and 3.545 respectively were higher an indication that project sustainability goals influence revenue generating initiative.

Sustainable development goals are important since they aim at bringing changes in the world through poverty alleviation, enhancing equality, protecting the earth and ascertain that all people prosper. This can only be achieved if a project achieves its sustainable development goals both long and short term thus enhancing project long term viability.

These findings are same to those of Goubran & Cucuzzella (2019) who established that the amalgamation of 8SDG goals in their project has resulted to project sustainability.

From the findings 29.5% and 23% of the respondents agreed that the revenue generating projects upheld to sustainability strategies to enhance revenue generating initiatives and long-term viability. This is contrary to 24.5% and 18% of the respondents who disagreed while 5% were undecided. From the mean of 3.150 and Standard deviation of 3.052 which are low contrasted to overall mean and standard deviation of 3.436 and 3.2704 respectively is an indication that upholding to sustainability strategies has no effect on revenue generating initiatives.

Sustainability project strategies are prioritized course of actions designed to protect the environment, society and enhancing the economy. Suitability strategies are important in revenue generating projects since they influence an organizations culture by enhancing viability, enhance innovation and encourage continued improvement. All these results to a competitive edge and enhance long term project viability. These findings are same to those of Carvalho & Rabechini (2017) who established that the adoption of sustainability strategies by a manager positively enhanced project implementation by minimizing negative social and environmental impacts.

From the focus group discussion on Sustainable Development Strategies and its impact on Revenue Generating Initiatives participants opined that:

Most Revenue generating projects had embraced sustainable revenue generating practices. *“These practices helped in mitigating environmental impact, enhanced economic growth and social responsibility. Adoption of artificial intelligence for instance in automation helped the projects in minimizing costs and helped in meeting regulatory needs while upholding so sustainable practices. Further it helped the project to adapt to*

changes within the environment and effectively use resources thus enhancing project sustainability.”

Some Revenue generating projects had special reports on social economic and environmental sustainability but some didnt have. Those who created special reports said that *“the report disclosed environmental, social, and governance (ESG) objectives, as well as communicated on the developments directed to attain projects objectives which is more than just a firm sustainability statements aspirations by proactively examining revenue generating projects implemented action plans to attain its objectives. The reports come with various numerous opportunities such as risk management strategies enhancement, savings and cost optimization, redesigning the process of making decisions and increasing firms’ reputation and trustworthiness thus enhancing project suitability.*

To achieve project success sustainable planning is important as a means of responding to risk management. Sustainable planning is mandatory amidst the changes within the business environment. Sustainable risk planning calls for the need to embrace sustainable risk management which aligns financial goals with project environmental, social and governance policies thus address risks that might arise in order to enhance project sustainability. The revenue generating projects which embraced sustainable reporting had sustainable development goals and thus had to uphold to sustainability strategies to enhance long term viability. *“The sustainable development goals are important as a means of protecting the planet, ending poverty, inequality and ensure justice, wellbeing and prosperity. Therefore, sustainable development goals ensured that project goals are accomplished and long-term impacts delivered.”*

Table 4.6: Sustainable Development Strategies and its impact on Revenue Generating Initiatives

Use: 1-strongly disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

	1	2	3	4	5	Mean	SD
Sustainable revenue generating practices have been embraced to enhance long term viability	40 20%	30 15%	13 6.5%	48 24%	69 34.5%	3.380	3.235
There are special report on social, economic and environmental sustainability	35 17.5%	32 16%	13 6.5%	52 26%	68 34%	3.430	3.260
Sustainable project planning is adhered to when responding to risk management	40 20%	30 15%	9 4.5%	51 25.5%	70 35%	3.405	3.260
The project has sustainable development goals	20 10%	25 12.5%	10 5%	62 31%	83 41.5%	3.815	3.545
The firm upholds to sustainability strategies to enhance revenue generating initiatives long-term viability	49 24.5%	36 18%	10 5%	46 23%	59 29.5%	3.150	3.052
Composite Average and Standard Deviation						3.436	3.2704

4.4 Operation Resilience and its Impact on Revenue Generating Initiatives

The second objectives were to investigate on Operation Resilience and its Impact on Revenue Generating Initiatives. From the findings, 34% and 25% of the respondents agreed that artificial intelligence has been adopted within the revenue generating initiatives at Mogadishu City. This is contrary to 20% and 14% of the respondent who disagreed and 7% who were undecided.

When contrasted to the overall mean of 3.357 and SD of 3.2024, asserted mean and standard deviation of 3.390 and 3.240 respectively were high an indication that adoption of artificial intelligence as an operation resilience strategy influenced revenue generating initiatives. The adoption is artificial intelligence is an important practice in revenue generating projects to enhance operation resilience. This is because it enables automation of repetitive tasks and enhances resource optimization as a means of adapting to changes within the project and as well fulfill project goals and enhance long term viability. These findings are same to those of Xi, Liu, Fang, & Feng, (2023) who established that the use of intelligence in manufacturing projects helped companies to build resilience during crisis. From the findings 33% and 30.5% of the respondents agreed that financial risks threatened revenue generating initiatives. This is contrary to 19% and 16% who disagreed while 1.5% were undecided.

When contrasted to the overall mean of 3.357 and SD of 3.2024, high mean and standard deviation of 3.425 and 3.266 respectively is high an indication that financial risks influenced revenue generating initiatives. Financial risks within revenue generating project negatively affect operation resilience. They hinder projects capabilities to reestablish capacity and continue to adopt to changes and fulfill its objective to enhance continued function despite the challenging environment. Financial risks negatively affect projects values, its profitability as well as cash flow. Financial risks can emerge from

suppliers, contracts, stakeholders among others. These findings are same to those of Iyer (2022), who established that financial risks pose as a threat to operation resilience among financial institutions and thus financial institution should acquire a wide concept of risk to enable them become competitive advantage and be fully operational resilience;

From the findings 32% and 31.5% of the participants were in agreement that the firm had flexible organization structure and cohesive cultures. This is contrary to 17.5 and 15.5% of the respondents who disagreed while 3.1% were undecided. When contrasted to the overall mean of 3.357 and SD of 3.2024, high mean and standard deviation of 3.450 and 3.271 respectively were high an indication that flexible organization structure and cohesive cultures influenced revenue generating initiatives.

Having flexible organization structure is important to enhance revenue generating project resilience since it creates a work environment that is positive and thus employee perceive themselves as associates. Cohesive culture enhances innovation. Decision making and problem solving thus enhancing operation resilience. These findings are same to those of Yang & Cheng (2020), who established that flexible organization structure, solid culture and participation of numerous subject enhanced project resilience thus enhancing project long term viability. From the findings 38.5% and 34.5% of participants were in agreement that high level managers are committed to the revenue generating initiatives. This is contrary to 15% and 11% who disagreed while 1% were undecided. The overall mean of 3.357 and SD of 3.2024, compared to high mean and standard deviation of 3.705 and 3.481 shows that commitment by managers influence revenue generating initiatives

Top management commitments into the revenue generating projects is important to enable the project overcome setbacks and challenges thus enhancing revenue project operation resilience. Top managers engagement helps employees understand set goals

and project expectation due top managers communication commitment. Their commitment also makes them avail needed resources for the project. These findings are same to those of Pettit, Simpson, Hancock, Clark, Haydel & Pierce (2016), who established that executive commitment among military aviation projects, adequate leadership support was important to achieve operational resilience. From the findings, 22.5% and 20% of the respondents agreed that best revenue generating initiatives practices have been adopted to enhance operation resilience. This is contrary to 29% and 25.5% who disagreed while 3% were undecided.

The overall mean of 3.357 and SD of 3.2024, compared to low mean and standard deviation of 2.815 and 2.754 respectively shows operation resilience practices has no effect on revenue generating initiatives. as much as the firm has flexible organization structure and top managers were committed to the revenue generating project, the project adopted artificial intelligence was used and the project had flexible organization structure and cohesive culture best practices were not adopted. This generally compromised attainment of revenue generating project goals and objectives across all project department thus hindering operation resilience. These findings concur with those of Tereso, Ribeiro, Fernandes, Loureiro, & Ferreira, (2019) who established that best management practice are important to enhance project operational resilience. Among the best Practices according to him included adoption of kickoff meetings, progress meetings activity list and baseline plans which positively effected project viability and social economic impact.

From the focus group discussion on Operation Resilience and its Impact on Revenue Generating Initiatives opined that:

“Artificial intelligence practice enhances operation resilience among revenue generating projects. This helped in reducing cost, increased productivity, enhanced collaboration

and accuracy within the project. Financial risk reduces revenue projects operation resilience. Among the financial risks in revenue generating projects included fraud linked to non-payment of services, indexation, financial risks linked to maintenance among other general financial risks. Managers played critical role in enhancing operation resilience by helping in developing and implementing strategic planning. They also are committed in monitoring project progress and evaluating teams and staff while informing them of strategic decision within the project to ensure that project specification and expectations are met. Within the revenue generating project best management practices were not adopted effectively. The revenue generating projects do not produce regular reports and meetings are not held regularly to identify things that are off target. Employees are not trained and thus resources are not issued in a timely manner.”



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Table 4.7: Operation Resilience and its Impact on Revenue Generating Initiatives

Use: 1-strongly disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

	1	2	3	4	5	Mean	SD
Artificial intelligence has been adopted within the revenue generating initiatives	40 20%	28 14%	14 7%	50 25%	68 34%	3.390	3.240
Financial risks threaten revenue generating initiatives	38 19%	32 16%	3 1.5%	61 30.5%	66 33%	3.425	3.266
The firm has a flexible organization structure and a cohesive culture	35 17.5%	31 15.5%	7 3.1%	63 31.5%	64 32%	3.450	3.271
Top managers are committed to the revenue generating initiative	30 15%	22 11%	2 1%	69 34.5%	77 38.5%	3.705	3.481
Best revenue generating initiative practices have been adopted to enhance operation resilience	58 29%	51 25.5%	6 3%	40 20%	45 22.5%	2.815	2.754
Composite Average and Standard Deviation						3.357	3.2024

4.5 Community engagement and its Impact on Revenue Generating Initiatives

Third research objective assessed community engagement and its impact on revenue generating initiative. From the findings 40% and 35% of participants were in agreement that community engagement resulted to long term viability of revenue generating projects, this is contrary to 13% and 11% who disagreed while 1% who were undecided.

The overall mean of 3.270 and SD of 3.129 compared to high mean and standard deviation of 3.780 and 3.532 respectively shows community engagement influenced revenue generating initiatives. These findings show that community need to be engaged in the revenue generating project to enhance long term viability. Community engagement is important in revenue generating project since it enables managers to understand community aspiration and needs and thus enable creation of project design that enhance service delivery to the community.

From the findings 28.5% and 22.5% agreed that revenue generating initiatives developers are transparent in planning project processes while 24% and 22% disagreed while 3% were undecided. The overall mean of 3.270 and SD of 3.129 compared to lower mean and standard deviation of 3.095 and 3.003 respectively shows developers transparency in project planning process had no effect on revenue generating initiatives. Developers transparency is important since it enable the project team and the manager set expectation that could help in understanding the scope and what the project is supposed to accomplish. Also it enables the developer to take into account community needs to enhance project success since the community know what they need and have the precise information needed for the project to enhance long term viability. These findings are same to those of Hoen, Rand, Elliott, Hübner & Pohl, (2018) who established that when a project developer is transparent and community are involved in the planning process, they are likely to influences project outcome. Also, that developer's transparency to the community instill a positive attitude to the community thus positively influencing project outcomes.

From the findings 20% and 19.5% disagreed that the community interest analysis was conducted before revenue generating project commenced while 30% and 29% agreed while 1.5% were undecided. The overall mean of 3.270 and SD of 3.129 compared to

low mean and standard deviation of 2.705 and 2.647 respectively. This shows that carrying our community interest analysis before project commencement had no effect on revenue generating initiatives. There is a likely hood that the developer of revenue generating projects did not obtain answer to problems the community face in order to develop revenue generating project and thus the community does not understand the role of revenue generating projects within the community thus they did not feel ownership of their own development. These findings are same to those of Reed, et al (2018) who established that social, economic, institutional and cultural factor affect engagement results; process design attributes can improve engagement resulting to positive outcomes and effective involvement influence power dynamism, participants value, the manner in which knowledge is perceived and validated.

From the findings, 29% and 31% of the respondents agreed the community were involved in low level revenue generating project initiatives while 20% and 19% disagreed while 1% were undecided. The overall mean of 3.270 and SD of 3.129 compared to a high mean and standard deviation of 3.300 and 3.155 respectively. This indicates that engagement of the community in low level activities of the project had an influence on revenue generating initiatives

The community should engage in both high- and low-level project activities since the revenue generating project directly affect their lives and as well to enable them comprehend more about the issues resolving around the revenue generating project so as the developer can get full support and trust from the community and enhance long term viability. These findings are same to those of Magoola, Mwesigwa & Nabwami (2023) who found out that engaging the community and trust has an important link with PPP project performance. Njama (2015), who found out that the community are always involved in low in lower levels activities and not high-level activities thus negatively

affecting project outcome. From the findings 35% and 30% of the respondents agreed that revenue generating project leadership enhance community engagement contrary to 19% and 15% who disagreed while 1% were undecided. The overall mean of 3.270 and SD of 3.129 compared to a higher mean and standard deviation of 3.470 and 3.310 respectively. Project leadership is key in any project since project managers as leaders play a critical role in project creation, managing and maintaining. They make decisions on projects to be worked on, commencement date and the accomplishment date; who to employ, project budget management and issuance of final project. Therefore, a good project leadership resulted to long term project viability. Their roles should aim at the bigger picture of creating value while responding to varying environment uncertainties to attain long term viability and as well confront challenges requiring management practices that are agile.

From the focus group discussion respondents opined that:

“Engaging the community is critical in revenue generating projects. Developers during the planning process shows transparency but at the end of it all do not engage the community into the whole process of revenue generating project. This is attributed to the multifaceted nature of the project which might be delayed when the community is engagement in all the process of the project and thus are only involved in low level activities. We dint carry out community interest analysis because it time consuming and the project had limited financial resources. This is detrimental to the project as it hinders gathering of factual information which is important in accessing the market strategy.”

Table 4.8: Community engagement and its Impact on Revenue Generating Initiatives

Use: 1-strongly disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

	1	2	3	4	5	Mean	SD
Community engagement results to long term viability of revenue generating project initiatives	26 13%	22 11%	2 1%	70 35%	80 40%	3.780	3.532
Revenue generating initiative developers are transparent in planning project processes	48 24%	44 22%	6 3%	45 22.5%	57 28.5%	3.095	3.003
Community interest analysis is conducted before revenue generating project commencement	60 30%	58 29%	3 1.5%	39 19.5%	40 20%	2.705	2.647
Community are involved in low level revenue generating project initiatives	40 20%	38 19%	2 1%	62 31%	58 29%	3.300	3.155
Revenue generating project leadership enhances community engagement	38 19%	30 15%	2 1%	60 30%	70 35%	3.470	3.310
Composite average and standard deviation						3.270	3.129

4.6 Inferential Statistics

4.6.1 Reliability Statistics

Table 4.9 below shows statistics reliability indicating good internal consistency among elements. A 0.720 Cronbach's alpha shows that the elements used in the research are reliable when it comes to measuring the similar constructs. Nevertheless, Cronbach's alpha standardization elements is higher at 0.832 showing very robust elements consistency in standardization. Reliability level is deemed excellent when research entails numerous measures. This research was carried out on 3 elements and the outcomes show that the elements are reliable and suitable for further analysis.

Table 4.9: Statistics Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.720	.832	3

Source: Researcher (2025)

4.6.2 ANOVA

The findings in table 4.10 indicate variance analysis outcomes in examining group differences using Friedman's tests (ANOVA) while Kendall's coefficient has been used to measure agreement among across elements ranking. Total squares among individuals is 4023.079, with 196 degrees of freedom (df), showing variance among respondents, the average squares among individuals is 20.525 indicating variance level as elaborated by respondent differences across the sample. Among respondents, the total square among 31460 with 2 degrees of freedom, gives an average square of 15730. The

value of Friedmans chi square is 0.972 and the value of p significance is 0.615. based on the fact that the value of p is bigger than 0.05, the outcome is not significant statistically indicating that there is no significance difference among elements tested in the research, residual total squares is 5408.540 with degree of freedom standing at giving an average square of 32.582. The total average for the whole analysis stands at 20.5873. Kendall's concordance coefficient (W) stands at 0.003, showing low agreement level among participants pertaining to element ranking. Low value of W is an indication of weak agreement among respondents.

Table 4.10: ANOVA

		Sum of Squares	Df	Mean Square	Friedman's Chi-Square	Sig
Between People		4023.079	196	20.525		
Within People	Between Items	31.460 ^a	2	15.730	.972	.615
	Residual	5408.540	166	32.582		
	Total	5440.000	168	32.381		
Total		9463.079	251	37.702		

Grand Mean = 20.5873

a. Kendall's coefficient of concordance $W = .003$.

4.6.3 Correlations

The table 4.11 below indicates the connection between sustainable development, operation resilience, community engagement and long-term viability of revenue generating projects. Sustainable development indicates a weak negative correlation to

long term viability of revenue generating projects with Pearson correlation standing at 0.163 which is not significant since the value of p is 0.125 showing that there is no strong connection between sustainable development and long-term viability of revenue generating projects. Sustainable development also shows a very weak insignificant connection with operation resilience and community engagement with a negative Pearson correlation of 0.048 and value of p at 0.645 and 0.045 Pearson correlation for Community engagement with value of p at 0.666.

Operation resilience showed a significance and positive correlation with community engagement having Pearson correlation coefficient of 0.350 at 0.001 showing that good operation resilience is connected to higher community engagement. However, operation resilience has an insignificant, weak and negative correlation with long term viability of revenue generating projects with a negative Pearson correlation of 0.055 with a value of p of 0.540. Community engagement indicates a negative significant correlation with long term viability of revenue generating projects having a negative Pearson correlation of 0.231 and value of p 0.033 showing that increased community engagement is linked with reduced long-term project viability. This result is unexpected and thus shows the setbacks encountered while dealing with the community in ensuring long term viability of revenue generating projects.

Table 4.11: Correlations

		Sustainable development	Operation resilience	Community involvement	Long term viability of revenue generating projects
Sustainable development	Pearson Correlation	1	-0.049	0.046	-0.164
	Sig. (2-tailed)		0.656	0.677	0.136
	N	200	200	200	200
Operation resilience	Pearson Correlation	-0.048	1	.350**	-0.055
	Sig. (2-tailed)	0.645		0.001	0.540
	N	200	200	200	200
Community engagement	Pearson Correlation	0.045	.351**	1	-.231*
	Sig. (2-tailed)	0.666	0.001		0.033
	N	200	200	200	200
Long term viability of revenue generating projects	Pearson Correlation	-0.163	-0.066	-.232*	1
	Sig. (2-tailed)	0.125	0.550	0.034	
	N	200	200	200	200
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Source: Researcher (2025)

4.6.4 Model Summary

The table showing model summary (table 4.12) elaborates on the regression analyzing assessing the connection between sustainable development, operation resilience and community involvement and long-term viability of revenue generating projects. The value for R stands at 0.277 showing a positive yet weak correlation between the independent variables (sustainable development, operation resilience and community involvement) and long-term viability of revenue generating projects. The value for R squared of 0.076 indicates that 7.6% of difference in long term viability of revenue generating projects are elaborated by the independent variable showing that minimal significance of long-term viability is influenced by factors that are not included in the model summary. On regulating the predictors, the R squared value reduces to 0.042 showing that 4.2% of the difference in long term viability of revenue generating projects is elaborated when model predictors are adjusted. Estimated standard Errors of 7.56674 indicates a mean deviation of the values observed from the values predicted, with values that are lower showing better accuracy in the model. Changes within the value of R squared (0.076) is an affirmation that independent variable inclusion had contributed to 7.6% increase in explaining the model's power. Nevertheless, the changes in F value (2.238) indicates that generally, the model is not strong when it comes to predicting the long-term viability of revenue generating projects.

Table 4.12: Model Summary

Model	R	R Squared	Adjusted R Square	Std. Error of the Estimate	Change in R Square	F Change	df1
1	.277 ^a	.076	.042	7.56674	.076	2.239	3

Source: Researcher (2025)

4.6.5 ANOVA

The result tabulated in table 4.13 shows the analysis of regression model that assessed the link between sustainable development, operation resilience, community involvements and long-term viability of revenue generating project. The total regression squares stand at 384.535 showing

Variability in long term viability of revenue generating projects elaborated by the independent variable (sustainable development, operation resilience and community involvement) the magnitude of freedom (df) stands at 3 which correspond to the three-model predictor. The average regression square stand at 128.178 which is obtained by dividing the regression total squares by degree of freedom. Sum of square residual stands at 4580.453, showing the variability in long term viability of revenue generating projects which cannot be elaborated by the model. Residual degree of freedom is 199 equal to sum of observations minus the sum of predictors minus one. Residual mean square stands at 23.369. value for F is 2.239 which is regression mean square ratio and shows the general regression model significance. However, the value of p significance stands at 0.90 a signal that the model is not significant statistically at 0.05. this shows that independent variable do not acquire general significance effect of long-term viability of revenue generating projects.

Table 1.13: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	384.535	3	128.178	2.239	.090 ^b
	Residual	4580.453	196	23.369		
	Total	4964.988	199			

a. Dependent Variable: performance

b. Predictors: (Constant),

Source: Researcher (2024)

4.6.6 Coefficients

Table 4.14 shows the regression analysis coefficient elaborating the connection between sustainable development, operation resilience and community involvement and long-term viability of revenue generating projects. Coefficients that are not standardized entail slopes and intercepts for every predictor, the value 21.827 is a constant that suggest that when all predictors are set to zero, the expected outcome from long term viability of revenue generating projects scores will be estimated to 21.827. Constant standard error of 4.913 shows estimate variability.

For sustainable development coefficient that is not standardized stand at 0.255 and a standard error of 0.179. this shows a negative association with long term viability of revenue generating projects as sustainable development increases long term viability of revenue generating projects reduces. However, the significance p value is 0.159 which shows insignificance statistically at 0.05, an indication the sustainable development does not impact significantly long-term viability of revenue generating projects.

Operation resilience coefficient stands at 0.007 and a standard error of 0.127 showing a significant positive association with long term viability of revenue generating projects. The value of p at 0.959 which is more than 0.05 is an affirmation that operation resilience does not affect long term viability of revenue generating project significantly. When compared to community involvement at a coefficient of 0.269 and standard error of 0.136, shows a negative association with long term viability of revenue generating project. This means that the higher the community engagement the lower the viability of revenue generating projects. The value of significance at 0.052 shows a statistical significance threshold indicating that community involvement has minimal significance on long term viability of revenue generating projects. The beta for suitable development shows each predictors significance while for sustainable development 0.153, and

operation resilience 0.006 and community engagement 0.227. this shows that community involvement has the strongest negative association with long term viability of revenue generating projects followed by sustainable development.

Table 4.15: Coefficients

Model		Unstandardized		Standardized	t	Sig.
		Coefficients				
		B	Std. Error	Beta		
1	(Constant)	21.827	4.913		4.443	.000
	Sustainable development	-.255	.179	-.153	-1.423	.159
	Operation resilience	.007	.127	.006	.052	.959
	Community Involvement	-.269	.136	-.227	-1.975	.052

Source: Researcher (2025)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section provided the research findings summary conclusion and recommendations.

5.1 Summary of the findings

5.1.1 Sustainable Development Strategies and its impact on Revenue Generating Initiatives

From the elements on sustainable development and long term viability of revenue generating project from mean and standard deviation, it was established that development strategies had no negative effect on revenue generating initiatives with mean of mean and standard deviation of 3.380 and 3.235. Adoption of sustainable revenue generating practice enables the project to address global issues arising as a result of climate change and its impact in the society, ecosystem and environment to enable them be at a competitive advantage.

Social, Economic and special reports had an influence on revenue generating projects with mean of 3.436 and SD of 3.2704 and adhering to sustainable project planning when responding to risk management had no negative effect on revenue generating initiatives with a mean of mean and standard deviation of 3.405 and 3.260. It is important for the revenue generating project to adopt social, economic and environmental sustainability reporting attributed to the fact that it helps projects to improve on their risk management, enhance stakeholder enhancement by supporting project transparency through partnership, it supports decision making on matters linked to the environment and society and thus help the revenue generating project to align their environmental, social and governance goals with sustainability regulations and trend thus enhancing their

reputation competitive and performance sustainability which contributes to enhancing long term project viability.

Project sustainability goals influence revenue generating project with mean and standard deviation of 3.815 and 3.545 while upholding to sustainability strategies has no effect on revenue generating initiatives. With a mean of 3.150 and Standard deviation of 3.052. Sustainability project strategies are prioritized course of actions designed to protect the environment, society and enhancing the economy. Sustainability strategies are important in revenue generating projects since they influence an organizations culture by enhancing viability, enhance innovation and encourage continued improvement

Correlation results showed that sustainable development had a weak negative correlation to long term viability of revenue generating projects with Pearson correlation standing at 0.163. From Regression analysis, Sustainable development coefficient that is not standardized stand at 0.255 and a standard error of 0.179. This shows a negative association with long term viability of revenue generating projects as sustainable development. However, the significance p value is 0.159 which shows insignificance statistically at 0.05, an indication the sustainable development does not impact significantly long-term viability of revenue generating projects.

5.1.2 Operation Resilience and its Impact on Revenue Generating Initiatives

From the element on operation resilience and long term viability of revenue generating projects adoption of artificial intelligence as an operation resilience strategy influenced revenue generating initiative with mean and standard deviation of 3.390 and 3.240. The adoption is artificial intelligence in revenue generating initiatives is an important practice in revenue generating projects to enhance operation resilience. This is because it enables automation of repetitive tasks and enhances resource optimization as a means

of adapting to changes within the project and as well fulfill project goals and enhance long term viability

Financial risks influenced revenue generating initiatives with mean and standard deviation of 3.425 and 3.266 while flexible organization structure and cohesive culture influenced revenue generating initiatives with mean and standard deviation of 3.450 and 3.271. Financial risks within revenue generating project negatively affect operation resilience. They hinder projects capabilities to reestablish capacity and continue to adopt to changes and fulfill its objective to enhance continued function despite the challenging environment. Financial risks negatively affect projects values, its profitability as well as cash flow. Financial risks can emerge from suppliers, contracts, stakeholders among others.

High level of commitment by managers influenced revenue generating initiatives at high mean and standard deviation of 3.705 and 3.481 and operation resilience practices had no effect on revenue generating initiatives with mean and standard deviation of 2.815 and 2.754 respectively. Having flexible organization structure is important to enhance revenue generating project resilience since it creates a work environment that is positive and thus employee perceive themselves as associates. Cohesive culture enhances innovation.

From the correlation operation resilience showed a significance and positive correlation with community engagement having Pearson correlation coefficient of 0.350 at 0.001 showing that good operation resilience is connected to higher community engagement. From the regression analysis, Operation resilience coefficient stands at 0.007 and a standard error of 0.127 showing a significant positive association with long term viability of revenue generating projects.

5.1.3 Community engagement and its Impact on Revenue Generating Initiatives

From the elements of community engagement, the mean and standard deviation of 3.780 and 3.532 respectively shows community engagement influenced revenue generating initiatives. Community engagement is important in revenue generating project since it enables managers to understand community aspiration and needs and thus enable creation of project design that enhance service delivery to the community.

Developers transparency in project planning process had no effect on revenue generating initiatives with a mean and standard deviation of 3.095 and 3.003 respectively. Developers transparency is important since it enable the project team and the manager set expectation that could help in understanding the scope and what the project is supposed to accomplish. Also it enables the developer to take into account community needs to enhance project success since the community know what they need and have the precise information needed for the project to enhance long term viability.

Carrying out community interest analysis before project commencement had no effect on revenue generating initiatives with a mean and standard deviation of 2.705 and 2.647 respectively. There is a likely hood that the developer of revenue generating projects did not obtain answer to problems the community face in order to develop revenue generating project and thus the community does not understand the role of revenue generating projects within the community thus they did not feel ownership of their own development. Engagement of the community in low level activities of the project had an influence on revenue generating initiatives with a high mean and standard deviation of 3.300 and 3.155 respectively while project leadership influenced revenue generating initiatives with a high mean and standard deviation of 3.470 and 3.310 respectively. The community should engage in both high- and low-level project activities since the revenue

generating project directly affect their lives and as well to enable them comprehend more about the issues resolving around the revenue generating project so as the developer Project leadership is key in any project since project managers as leaders play a critical role in project creation, managing and maintaining. They make decisions on projects to be worked on, commencement date and the accomplishment date; who to employ, project budget management and issuance of final project.

Community involvement at a coefficient of 0.269 and standard error of 0.136, shows a negative association with long term viability of revenue generating project. From the regression analysis, value of significance at 0.052 shows a statistical significance threshold indicating that community involvement has minimal significance on long term viability of revenue generating projects.

5.2 Conclusion

5.2.1 Sustainable Development Strategies and its impact on Revenue Generating Initiatives

From the first objective investigating sustainable development strategies and its impact on revenue generating initiatives, it was concluded that not all revenue generating projects in Mogadishu City has minimally embraced sustainable revenue generating practice as evident in correlation results showing that sustainable development had a weak negative correlation to long term viability of revenue generating projects with Pearson correlation standing at 0.163. This hinder project long term viability and thus could not address global issues pertaining to the society such as poverty eradication, the environment and ecosystem as well. These findings are same to those of Yu, Zhu, Yang, Wang & Sun (2018) who established that to attain sustainable development projects manages ought to improve on sustainable project planning in control management, risk

response and work consensus. Carvalho & Rabechini (2017) who established that the adoption of sustainability strategies by a manager positively enhanced project implementation by minimizing negative social and environmental impacts. Therefore there is need for revenue generating initiatives in Mogadishu to embrace sustainability practices in their management since adoption of sustainable practices enables cost reduction, collaboration and diversification (Kariuki, 2021).

5.2.2 Operation Resilience and its Impact on Revenue Generating Initiatives

From the second objective examining Operation Resilience and its Impact on Revenue Generating Initiatives, it was concluded that artificial intelligence has been used as one of the sustainability practice to enhance operation resilience among revenue generating projects in Mogadishu. Automation helped in building project resilience through reduction of cost and resource optimizations. These findings are same to those of Xi, Liu, Fang, & Feng, (2023) who established that the use of intelligence in manufacturing projects helped companies to build resilience during crisis. Financial risks negatively affected operation resilience of revenue generating projects in Mogadishu linked to fraud, maintenance, indexation and non-payment of services. These findings are same to those of Iyer (2022), who established that financial risks pose as a threat to operation resilience among financial institutions and thus financial institution should acquire a wide concept of risk to enable them become competitive advantage and be fully operational resilience. The cohesive culture and structure within revenue generating projects enhanced project resilience through innovation and creating a work environment. These findings are same to those of Yang & Cheng (2020), who established that flexible organization structure, solid culture and participation of numerous subject enhanced project resilience thus enhancing project long term viability.

Top managers were committed to revenue generating projects in Mogadishu and thus helped in mitigating setbacks and enhance operation resilience. As much as there was support from top managers Best revenue generating project practice were not adopted fully and thus compromised operation resilience calling for the need to incorporate practices that could enhance operation resilience of revenue generating projects in Mogadishu. These findings are same to those of Pettit, Simpson, Hancock, Clark, Haydel & Pierce (2016), who established that executive commitment among military aviation projects, adequate leadership support was important to achieve operational resilience. Further, Tereso, Ribeiro, Fernandes, Loureiro, & Ferreira, (2019) established that best management practice are important to enhance project operational resilience. Among the best Practices according to him included adoption of kickoff meetings, progress meetings activity list and baseline plans which positively effected project viability and social economic impact.

5.2.3 Community engagement and its Impact on Revenue Generating Initiatives

From the third objectives examining community engagement and its impact on revenue generating imitative, it was concluded that community were only engaged in low level activities within the revenue generating projects thus compromising long term viability of revenue generating initiatives. These findings are same to those of Magoola, Mwesigwa & Nabwami (2023) who found out that engaging the community and trust has an important link with PPP project performance. Njama (2015), who found out that the community are always involved in low in lower levels activities and not high-level activities thus negatively affecting project outcome.

As much as the developer had a transparent planning process, community interest analysis was not carried out thus hindered effectiveness of the transparent planning

process. These findings are same to those of Hoen, Rand, Elliott, Hübner & Pohl, (2018) who established that when a project developer is transparent and community are involved in the planning process, they are likely to influences project outcome. Also, that developer's transparency to the community instill a positive attitude to the community thus positively influencing project outcomes.

5.3 Recommendation

Below were the practice, policy and methodology recommendation based on the research.

5.3.1 Recommendation for Practice

Managers and executive managers within projects ought to embrace use sustainable practices in revenue generating projects such as the use artificial intelligence and waste management through recycling, to enhance operation resilience through reduction of cost and resource optimizations and attain long term viability.

To managers should continue to support revenue generating projects fully. This will enhance operation resilience and help in mitigating financial risks within the revenue generating projects. Not only will top managers engagement mitigate financial risk but will also help in availing needed resources, help in conducting monitoring and evaluation to enhance long term viability of the revenue generating projects.

5.3.2 Recommendation for Policy

Attributed to the climate change and the need to make a better world, there is need for policy makers to formulate strategies that could aid revenue generating projects in Mogadishu to adopt sustainable development strategies as a subject of addressing global

issues. They should ascertain that each project has sustainable goals, adhere to sustainable planning and produce special reports on revenue generating project social, environmental and economic sustainability since this will enhance long term viability of the project

There is need to engage the community into revenue generating projects. This is because they provide important information within the community that affect their daily life and which this information can be incorporated into the revenue generating project to ensure that it is usable to enhance long term viability.

5.4.3 Recommendation for Methodology

In the future the methodology used in this research needed to be embrace to provide knowledge on how variables between management practices and long-term viability of revenue generating projects interact. There is need to triangulate numerous methodologies of data gathering, analysis and results interpretation. Pertaining to sustainability practices and community engagement, its recommended that these practices ought to be done as per code of ethics to enable the community and employees and well as the shareholder to get the need information to enhance project long term viability as a means of minimizing costs.

5.5 Areas of Further Studies

The aim of this study was to assess the effect of Project management practice on long term viability of revenue-generating initiatives in Mogadishu City, Somalia. Its specific objectives included investigating the influence of sustainable development strategies on long term viability of revenue-generating initiatives; investigating the influence of operational resilience on long term viability of revenue-generating initiatives and the

effect of community engagement on long term viability of revenue-generating initiatives. Other factors affecting long term viability of revenue generating projects were not included in this study and thereby the need to carry out the same research while considering other factors affecting long term viability of revenue generating projects. The same research ought to be carried out in other parts of Somalis in order to compares and enhance generalization on management practices and long-term viability of revenue generating initiatives.



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APENDIX I: LETTER OF INTRODUCTION

FARAH ABDIKADIR

Farahgudle@gmail.com

Mogadishu-Somalia.

Date...11/12/2023.....

To whom it may concern,

RE: CONDUCTING RESEARCH PROJECT SURVEY

I am a student undertaking Master of Science Degree in Project Planning and Management at Mount Kenya University. I am, carrying out a research on “ASSESSING THE LONG-TERM VIABILITY AND SOCIO-ECONOMIC IMPACT OF REVENUE-GENERATING INITIATIVES IN MOGADISHU, SOMALIA.”

This research targets individuals directly involved in management practices of revenue generating initiatives. Thus, the findings will be important to managers in coming up with project planning practices in achieving long term viability and socio- economic impact

Therefore, you have been selected as a participant in this research. Your involvement in this research is very crucial. Put in mind that the information issues is only for academic reasons and thus are confidential. You are free to participate and also incase you opine that your rights and infringed you can withdraw

Yours Sincerely,

Farah Abdikadir

APENDIX II: QUESTIONNAIRE

PART A: DEMOGRAPHIC INFORMATION

1. **Gender:** Male [] Female []
2. **Position:** _____
3. **Years of experience:** 1-2yrs [] 2-5 yrs [] 5-8 yrs []
8-11 yrs []
4. **Education Level:** Primary [] Secondary [] [] Tertiary College []
Undergraduate [] Postgraduate []

PART B: SUSTAINABLE DEVELOPMENT

5. Do you think that sustainable development is an issue when it comes to assessing long term viability and socio economic impact of revenue generating initiatives?

Elaborate while providing an example

.....

6. What's your agreement with statements pertaining to sustainable development and long-term viability and socio-economic impact of revenue generating initiatives?

Use: 1-strongly disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

	1	2	3	4	5
Sustainable revenue generating practices have been embraced to enhance long term viability					
There are special report on social, economic and environmental sustainability					
Sustainable project planning is adhered to when responding to risk management					
The project has sustainable development goals					
the firm upholds to sustainability strategies to enhance revenue generating initiatives long-term viability					

PART B: OPERATION RESILIENCE

7. Do you think that operation resilience is an issue when it comes to assessing long term viability and socio economic impact of revenue generating initiatives?

Elaborate while providing an example

.....

8. What’s your agreement agree with statements pertaining to operation resilience and long term viability and socio economic impact of revenue generating initiatives?

Use: 1-strongly disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

	1	2	3	4	5
Artificial intelligence has been adopted within the revenue generating initiatives					
Financial risks threaten revenue generating initiatives					
The firm has a flexible organization structure and a cohesive culture					
Top managers are committed to the revenue generating initiative					
Best revenue generating initiative practices have been adopted to enhance operation resilience					

PART C: COMMUNITY ENGAGEMENT

9. Do you think that community engagement is an issue when it comes to assessing long term viability and socio economic impact of revenue generating initiatives?

Elaborate while providing an example

.....

10. What’s your level of agreement with statements pertaining to community and long term viability and socio economic impact of revenue generating initiatives?

Use: 1-strongly disagree 2-Disagree 3-Undecided 4-Agree 5-Strongly Agree

	1	2	3	4	5
Community engagement results to long term viability of revenue generating project initiatives					
Revenue generating initiative developer are transparent in planning project processes					
Community interest analysis is conducted before revenue generating project commencement					
Community are involved in low level revenue generating project initiatives					
Revenue generating project leadership enhances community engagement					



APENDIX III: FOCUS GROUP

1. Sustainable revenue generating practices have been embraced to enhance long term viability
2. There are special report on social, economic and environmental sustainability
3. Sustainable project planning is adhered to when responding to risk management
4. The project has sustainable development goals
5. the firm upholds to sustainability strategies to enhance revenue generating initiatives long-term viability
6. Artificial intelligence has been adopted within the revenue generating initiatives
7. Financial risks threaten revenue generating initiatives
8. The firm has a flexible organization structure and a cohesive culture
9. Top managers are committed to the revenue generating imitative
10. Best revenue generating initiative practices have been adopted to enhance operation resilience
11. Community engagement results to long term viability of revenue generating project initiatives
12. Revenue generating initiative developer are transparent in planning project processes
13. Community interest analysis is conducted before revenue generating project commencement
14. Community are involved in low level revenue generating project initiatives
15. Revenue generating project leadership enhances community engagement

APENDIX IV: INTERVIEW GUIDE

1. Sustainable revenue generating practices have been embraced to enhance long term viability
2. There are special report on social, economic and environmental sustainability
3. Sustainable project planning is adhered to when responding to risk management
4. The project has sustainable development goals
5. the firm upholds to sustainability strategies to enhance revenue generating initiatives long-term viability
6. Artificial intelligence has been adopted within the revenue generating initiatives
7. Financial risks threaten revenue generating initiatives
8. The firm has a flexible organization structure and a cohesive culture
9. Top managers are committed to the revenue generating imitative
10. Best revenue generating initiative practices have been adopted to enhance operation resilience
11. Community engagement results to long term viability of revenue generating project initiatives
12. Revenue generating initiative developer are transparent in planning project processes
13. Community interest analysis is conducted before revenue generating project commencement
14. Community are involved in low level revenue generating project initiatives
15. Revenue generating project leadership enhances community engagement

APENDIX V: CONSENT

1. I willingly consent to take part in this research project.
2. I acknowledge that even if I initially agree to participate, I can withdraw from the study or decline to answer any questions at any time without facing any negative repercussions."
3. I understand that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted.
4. The purpose and nature of the study have been explained to me in writing, and I have been given the chance to ask questions about the study.
5. I understand that I will not receive any direct personal benefits from taking part in this research study.
6. I understand that all the information I provide for this study will be kept confidential.
7. I understand that if I tell the researcher that I or someone else is at risk, the researcher may need to report this to the appropriate authorities. The researcher will discuss this with me first, but they may have to report it even if I do not give permission.
8. I Acknowledge that a version of the transcript from my interview, with all identifying information removed, will be kept for three years after thesis presentation for exam.
9. I understand that I have the right to access information as well provided without violating the right of the Others.
10. I Acknowledge that I am free to ask people involved in the research if I need more information or clarification.

Signature of research participant

_____ Signature of participant Date _____

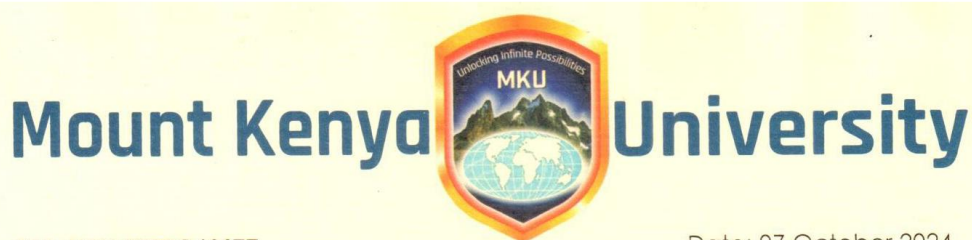
Signature of researcher

I believe the participant is providing informed consent to take part in this research study.



_____ Signature of participant Date 10-12-2024 _____

APENDIX VI: ERC Letter



REF: MKU/ISERC/4477

Date: 07 October 2024

TO: Farah Abdikadir Aden

REG: MSCPM/2022/34526

Dear Sir/Madam,

RE: ASSESSING THE EFFECT OF MANAGEMENT PRACTICE ON LONG TERM VIABILITY OF REVENUE-GENERATING INITIATIVES IN MOGADISHU CITY, SOMALIA

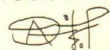
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3199**. The approval period is **07/10/2024 - 06/10/2025**.

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,



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



APENDIX VII: INTRODUCTION LETTER



DIRECTORATE OF GRADUATE STUDIES

MSCPM/2022/34526

7th October, 2024

To Whom It May Concern

Dear Sir/Madam,


RE: FARAH ABDIKADIR ADEN- REGISTRATION NO. MSCPM/2022/34526

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 "**Assessing the Effect of Management Practice on Long Term Viability of Revenue-Generating Initiatives in Mogadishu City, 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 **October, 2024 and December, 2024.**

Any assistance accorded to the student will be highly appreciated.

Thank you.


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

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

APENDIX VIII: SIMILARITY INDEX REPORT

FARAH Abdikadir Aden.docx

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APENDIX IX: MAP

