

**ETHICAL PRACTICE AND THE SUCCESS OF NATIONAL AGRICULTURAL
ADVISORY SERVICES (NAADS) PROJECT IN MOGADISHU, SOMALIA**

BY:

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**A THESIS REPORT SUBMITTED TO THE COLLEGE OF HIGHER DEGREES AND
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UNIVERSITY**

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DECLARATION

I MOHAMOUD NADIF SULEIMAN Registration Number **MPP/46315/151/DF**, declare that, this thesis report is my original work. It has not been submitted to any University, College or School for the award of a degree or diploma

Signature: Date:

APPROVAL

This Thesis report has been under my supervision as an Academic Supervisor and is now forwarded to the director of higher degrees and research of Kampala International University for examination.

Signature:..... Date:

Name: DR. WANDIBA AUGUSTINE

DEDICATION

I dedicate this work to my beloved parents, who inculcated in me values that have led me to success. They gave me a reason to further my studies.

ACKNOWLEDGMENTS

I thank the Almighty God for the grace that has enabled me reach this far.

I extend my sincere appreciation to my academic supervisor Dr. Wandiba Augustine for his professional guidance and devotion towards my completion of my Master's degree thesis.

The completion of my study would not have been achieved without the understanding and encouragement of my entire family especially my parents.

Finally I pay tribute to my colleagues on the MPP of Kampala International University, all facilitators and Friends for assistance rendered to me in the completion of this study, thank you very much for your contribution

TABLE OF CONTENTS

DECLARATION.....	i
APPROVAL	ii
Name: DR. WANDIBA AUGUSTINE.....	ii
DEDICATION.....	iii
ACKNOWLEDGMENTS.....	iv
LIST OF TABLES	ix
LIST OF ACRONYMS.....	xi
UNCDF: United Nations Capital Development Fund	xi
ABSTRACT	xii
CHAPTER ONE.....	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background to the Study.....	1
1.1.1 Historical Perspective	1
1.2 Theoretical Perspective	3
1.3 Conceptual Perspective	4
1.4 Contextual perspective.....	7
1.2 Statement of the Problem	8
1.3 Purpose of the Study.	9
1.4 Objectives of the Study	9
1.5 Research Questions	9
1.6 Hypothesis	9
1.7 Scope of the Study	9

1.7.1 Geographical Scope:	9
1.7.2 Content Scope.....	10
1.7.3 Time frame.....	10
1.7.4 Theoretical scope	10
1.8 Significance of the Study	11
1.9 Definition of operational terms.....	11
CHAPTER TWO.....	13
LITERATURE REVIEW.....	13
2.0 Introduction.....	13
2.1. Theoretical Perspective	13
2.2 Conceptual Framework	16
2.3 RELATED STUDIES.....	17
2.3.1 Effect of Stakeholder Involvement to the ethical practice of the success of NAADS Project.....	17
2.3.2 Activity planning and the success of projects performance	18
2.3.3 Effect of Ethical conducts on NAADS Project.	20
2.3.4 The different levels of stakeholder involvement in NAADS project.....	22
2.3.5 The strategies of improving Ethical conducts and performance of NAADs project.	27
2.4 Gaps in literature review	29
CHAPTER THREE	30
RESEARCH METHODOLOGY	30
3.1 Introduction	30
3.2 Research Design	30
3.3 Study Population.....	30

3.4 sample size	31
3.5 Sampling Technique	31
3.6 Data Sources	32
b) Secondary Data	32
3.7 Data Collection Methods.....	32
3.7.1 Questionnaire survey	32
3.7.2 Direct observation:	33
3.7.3 Interview guide.....	33
3.8 Reliability and validity of the research instrument.....	33
3.8.1 Reliability of Data	33
3.8.2 Validity of Data	33
3.9 Data Analysis.....	34
3.10. Ethical considerations.....	34
CHAPTER FOUR.....	35
DATA PRESENTATION ANALYSIS AND INTERPRETATION.....	35
4.0 Introduction	35
4.1 Demographic Characteristics of Respondents	35
4.2 Assessing the ethical practice on success of NAADS projects	38
4.3 Assessing level of stakeholder Involvement	43
4.3.5.1 Project Setting.....	47
4.4 The strategies of improving Ethical practice and performance of NAADs project.	53
CHAPTER FIVE	60
DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS	60
5.0 Introduction	60

5.1. Discussion.....	60
5.1.1 Magnitude of ethical practice and the success of NAADS projects	60
5.1.2 Level of stakeholder Involvement.....	61
5.1.3 Strategies of improving Ethical practice and the success of NAADs Project in Mogadishu Somalia	63
5.2 Conclusion.....	64
5.3 Recommendation	65
5.4 Other areas of research	65
REFERENCES.....	66
APPENDICES.....	71
APPENDIX 1: QUESTIONNAIRE TO THE RESPONDENTS.....	71
Introduction	71
Dear Respondent,	71
BACKGROUND INFORMATION (Please tick as appropriate)	72
B) Age:.....	72
C) Gender:	72
E) Period for which the project has been running:	72
f) Highest education attained:	73
SECTIONS: B – D.....	73
END APPENDIX V1	78
APPENDIX 2: PROPOSED BUDGET	79
APPENDIX 3: TIME FRAME.....	80

LIST OF TABLES

Table 4.1 Bio-data of the respondents.....	35
Table 4.2 This projects takes center stage than other activities that I do	38
Table 4.3: have been able to bring other people to get involved in the project	39
Table 4.4: Working in the project has helped me make partnerships.....	40
Table 4.5: I feel being part of the team to make NAADS project a success	41
Table 4.6: work environment really inspires the very best in me.....	42
Table 4.7: Working in a project setting should only be a small part of one’s life.	43
Table 4. 8: I feel happy getting support for the projects I undertake	44
Table 4. 9: this project takes center stage than other activities that I do	45
Table 4.10: Working in the project has helped me make partnerships.	46
Table 4.11: feel being part of the team to make NAADS project a success	47
Table 4.12: this work environment really inspires the very best in me.	48
Table 4.13: I am willing to put in effort in order to success with NAADS project.	49
Table 4. 14: I am extremely glad that I chose to work with NAADS.	50
Table 4. 15: my views are respected by officials from NAADS.....	51
Table 4. 16: I am very much involved in what goes on with other stakeholders.....	52
Table 4. 17: Everybody is informed of new ideas about NAADS.	53
Table 4.18: Clear stakeholder involvement guidelines will improve.....	54
Table 4.19: Demonstrating good leadership, clear vision and direction is important	55
Table 4.20: Sustainable structures can help NAADS project in involvement process. ...	56
Table 4.21: Capacity building of stakeholders is very important.	57
Table 4. 22: Information and advice from Project coordinators is important.....	58

LIST OF FIGURES

Figure 1: conceptual framework	16
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LIST OF ACRONYMS

ACCA: Association of Chartered Certified Accountants

DDP: District Development Program

IDA: International Development Association

NAADS: National Agricultural Advisory Services

PMI: Project Management Institute

SPSS: Statistical Package for Social Scientists

UNCDF: United Nations Capital Development Fund

ABSTRACT

The study aimed at establishing relationship between Ethical conducts and the success of NAADs Project in Mogadishu Somalia. The objectives of the study were to assess the effect of Ethical conducts on the success of NAADS Projects in Somalia, to assess level of stakeholder involvement in NAADS project in Somalia and to suggest strategies of improving Ethical conducts and the success of NAADs Project in Somalia.

The study used a cross section survey which was carried out with the aim of identifying whether ethical practice in success of NAADS project while looking at the Ethical Practice in the projects being undertaken. The study looked at data since the inception of NAADS in 2001 because it helped to elaborate and develop analysis, providing richer detail; and to initiate new lines of thinking through attention to surprises or paradoxes. Target population of 256 NAADS beneficiaries from Somalia comprising of farmers, NAADS coordinators and regions in Somalia. The respondents were both gender and traverse across various age brackets. The study found out 40% of the respondents strongly agreed that they have been able to bring other people to get involved in the project. 60% of the members of civil society groups interviewed by the researcher or filled the questionnaire agreed that Ethical practice is not only about practice but includes thoughts, language, reasoning, processes and judgment that informs the choices people make in their daily lives that affect their own wellbeing and that of others (Botan, 2002). It was observed in the study that good project ethical practice made a significant improvement in the success of projects. Therefore, it's concluded in the study that consideration of public interests helps to improve the quality of products and services that the project comes up with and also the income levels of the project beneficiaries. Project Ethical practice was also found to be a major predictor of performance of NAADs projects. Project managers should encourage stakeholders to be concerned about the public interest in each decision they make and stick by project rules and procedures in addition to complying with the laws and professional standards.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem, purpose of the study, specific objectives, research questions, research hypothesis and scope of the study.

1.1 Background to the Study

1.1.1 Historical Perspective

In the wake of heightening global economic pressures, many institutions both Government and non-government have adopted project oriented strategies as a way of achieving Goals within cost, time and quality constraints (Andersen, 2006; Cashin 2012; Shenhar et al, 2001; Munns&Bjeirmi, 2006; PMI, 2013; Rodriguesa, et., al. 2014). On the contrary, project failures have continued to be disappointingly high hence jeopardizing the would-be success (Sausser et al., 2009; Nangoli et al., 2012). A case in point is the high failure rates experienced among the NAADS projects in European countries.

These have failed to improve agriculture and reduce poverty to the anticipated levels, which was the main programme intention (Musiime&Nakayima, 2013; Engela and Ajam 2010; the national Famers' federation, 2011; NAADS secretariat report of 2003/04). According to NAADS secretariat report of 2003/04, the NAADS project have in most instances registered over 60% failure rate with some projects in districts like Kotido registering 100% failure rate while projects in more than 10 districts registering a failure rate of above 90%. As a result of this high failure rate, the poverty level has remained high with more than 31% of world population living below a dollar a day. Mubatsi (2009).

Research by Bouckennooghe, Zafar and Raja (2014); Joyner and Payne (2002), point to the fact that the poor performance of these projects could be attributed to unethical conduct in these projects. This could be in lack of moral standards or otherwise. Bandura (2009) has argued that moral standards in many public projects are always neglected for self-satisfaction thus giving rise to moral disengagement in these projects (Maitrot, 2014).

In Africa, ethical conduct and NAADS projects have for long been flawed by corruption and political interferences which leave no systematic and agreed upon basis of telling what is right or wrong to the wide majority of stakeholders. Bickering over the quality of products supplied to farmers has thus been rampant within such poverty eradication projects (Mubatsi 2009; Mukundane, 2011). The auditor general's report (2008) also established that there were fraudulent activities that took place in NAADS projects, for example in Wakiso district at Masuliita sub county where funds totaling to UGX 24,465,400 were lost in fraudulent transactions. This is supported by Agency theory which stresses that an agency problem exists when managers' economic interests differ from those of the firm (Baiman, 2002, 2000; Eisenhardt, 2009). The research question of this paper was whether ethical conduct positively relates with performance of poverty eradication projects and whether ethical conduct Components Predict Performance of Poverty Eradication Projects.

Somalia being one of the beneficiaries of NAADS, has improved the food basket to the locals for the past five years (National Agricultural Advisory Services Flyer, 2001). The program includes farmers selecting enterprises of their interest like mangoes, pineapples, oranges, coffee, maize, beans, cassava and groundnuts. Cattle and Goats for those in the Low lands and some have been encouraged to rear Fish. Many farmers however have been argued to grow crops that can give yields faster and are resistant (National Agricultural Advisory Services, 2000).

However NAADS program which started primarily to bring services near to the farmers continues to face challenges of mismanagement of funds for example NAADS

secretariat in 2012 disbursed 2 billion. However, most farmers still complained they had not benefited from the program's money as they barely received money from the NAADs. This was confirmed in the remarks of a participant who took part in the training organized by Good Hope foundation for rural Development.

Political interferences has resulted in 60% failure rate with some projects in the district barely getting a portion of the money disbursed because money disbursed is only to people of a specific political affiliation for example the district NAADS coordinator acknowledged that most sub county NAADS coordinators are employed because they have associations with the politicians who somehow influenced their appointments and some were directly from school without consideration for work experience while the NAADS program budget does not provide for any capacity building especially at parish level (Nayenga, 2008). Corruption has continued to stifle NAADS progress for instance, service providers and NAADS officials each connive to provide substandard inputs or no inputs, farmers are compromised by officials from the procurement departments where they are misled into signing for nonexistent deliveries and when payments are later made, the conniving farmers are later paid money to stop them from talking as lamented by one farmer in the district.

1.2 Theoretical Perspective

The study was guided by two theories that is Participation in theory by Brett (2003) and Public choice theory. Participation in theory presents the role of participatory theory in managing development projects and Projects in poor countries. He notes that participation has emerged in response to global demands for greater individual and social control over the activities of state and private agencies, and especially to the manifest failures of traditional 'top-down' management systems in less developed countries (LDCs). He points out that participation can succeed for specific kinds of projects and Projects in favourable circumstances, but is unsuitable for many others. It commonly fails in contexts where local conditions make co-operative

and collective action very difficult, or where it is manipulated by implementing agencies to justify their own actions or poor performance.

Brett (2002) puts much emphasis on the issue of participatory groups and rural development. He calls for a more people-centered development practice that emphasizes the need to strengthen institutional and social capacity supportive of greater local control, accountability and self-reliance. He notes that a high priority is placed on a process of democratization; people are encouraged to mobilize and manage their own local resources, with government playing an enabling role. Drawing from the works of Korten (2007) Brett notes that where such decentralizing self-organizing approaches to the management of development resources are taken seriously, they generally result in more efficient and productive resource management, a reduction in dependence on external resources, increased equity, increased local initiative and accountability, and a strengthening of economic discipline.

1.3 Conceptual Perspective

Project Management in modern business environment continues to grow tremendously (Meredith & Mantle, 2010). Government has also integrated the project approach as they strive to achieve success in complex projects (Boddy, 2002). For public projects therefore to perform well, they must incorporate planned budget, time and quality so as to fulfill the intended objectives of satisfying the stakeholder's needs (Baccarini, 2009). One phase of a project life cycle is the implementation stage which according to PMBOK is the executing process group which integrates stakeholders and their ethical behaviors.

Ethics refers to well based standards of right and wrong, and prescribe what humans ought to do. Ethics are continuous efforts of striving to ensure that people, and the institutions they shape, live up to the standards that are reasonable and solidly based (Miller, 2011).

According to Barnes (2013), ethical conduct possesses perceived prescriptions, proscriptions, and permissions regarding moral obligations and thus, ethical conduct. On the other hand, Schneider, (2005) understood Project Ethical conduct to mean the perceptions that are psycho-logically meaningful to moral descriptions that people can agree of that are characterized in a system's practices and procedures. According to Buchan 2006, ethical conduct is the psychological environment in which individual behavior takes place. This study adopts all the above definition since they contain the same gist besides the different wording. According to Schneider (2005) the prevailing perceptions of typical organizational practices and procedures that have ethical content constitute the ethical work climate. For example, when faced with a decision that has consequence for others, how does an organizational member identifies the right alternative at least in the organization's view? Ethical conducts are conceptualized as general and pervasive characteristics of organizations, affecting a broad range of decisions. Thus, ethical conduct refers to how people in an organization typically decide whether it is right or wrong to do something (Trevino et al., 2008).

Farrell and Fraedrich (2007) clarified Victor and Cullen (2007)'s ethical framework, through contending that an egoistic or instrumental criterion is based on the moral philosophy of egoism, which implies that a consideration of what is in the individual's best interest will dominate the ethical reasoning process. The benevolence or utilitarian criterion is based largely on utilitarian principles of moral philosophy, which suggests that individuals make ethical decisions by considering the positive or negative consequences of actions on reference to others (Farrell & Fraedrich, 2007; Erundu et al., 2004; Osifo 2012). The principled or deontological criterion is largely based on deontological principles of moral philosophy, which posits that individuals make ethical decisions after considering actions in regard to universal and unchanging principles of right and wrong (Farrell & Fraedrich, 2007; Erundu et al., 2004). This classification of ethical conducts has been validated in

various organizations, including non-profit ones (Deshpande, 2006; Joseph & Deshpande, 2007).

Atkinson, (2009); Pinto & Slevin, (2008); Wateridge, (2008) stress that project performance can be viewed narrowly as achievement of intended outcomes in terms of project specification, completing the activities on time, completing the project on the agreed budget, only carrying out activities within the Scope, with requisite performance (technical requirements). According to PMI Standards Committee (2004) and Bryde (2005), this is the golden or the iron triangle measurement of project performance i.e. that if the project is completed in time, within budget, and to specification it would achieve the intended objectives thus performing well. This is the operational mindset, which is influenced by the "get the job done" approach (Dvir et al., 2006). Several studies support the inclusion of customer satisfaction as a fourth dimension of project performance (Lipovetsky et al., 2007; Lim & Mohamed, 2009; Zwikael & Globerson, 2006; Kerzner, 2006; Voetsch, 2004; Bryde, 2005). This study therefore adopts the measurement of project success in terms of Schedule, project quality, Customer satisfaction, time management and achieving project objectives (reducing poverty level). Ethical conducts influence performance of projects. For example, Deshpande (2006) showed that managers perceived a caring climate as responsible for managerial success in a non-profit organization (see also Barnes 2013). In another study conducted in hospitals, a caring climate was found to increase performance of nurses (Joseph and Deshpande, 2007).

According to Stajkovic and Luthans (2007), ethical conduct affects organizational performance through influencing the ethical standards of people in organizations. According to Berenbeim (2000) project champions have to set codes of ethics that will build a favorable ethical conduct in order to ensure responsible ethical stakeholders. Nijhof et al., (2003) stresses that ensuring the code values are embedded in the project ethical conduct can be one hope to ensure not only responsible individuals but also responsible projects. In his analysis of moral disengagement in organizations, Bandura (2006 and 2009) identifies a number of

distinct points at which the individual can disengage from these internal self-regulatory mechanisms, these includes moral justification, advantageous comparison, euphemistic labeling, displacement and diffusion of responsibility, diminishing or disregarding the consequences of his/her actions and dehumanization or attribution of blame. It is expected that each of these points will weaken the linkage between the individual's moral reasoning and intention to behave in accordance with that reasoning thus affecting the performance of the project (Bandura, 2006 and 2009). Project ethical conduct therefore has a major part to play in enhancing the performance of the project (Wood, 2000).

1.4 Contextual perspective

This study dwells on Ethical conducts and the success of NAADs projects in Mogadishu Somalia. This region is selected due to the numerous projects working within its boundaries. These NAADs projects which are mostly humanitarian due to ethical conduct have for long been involved with development NAADs projects in Mogadishu Somalia operating within.

Many of such NAADs projects have been unsuccessful due to unethical conducts like poor management, lack of community support, lack of ethical conducts, inadequate financing and presence or absence of many other inhibiting factors. This study seeks to solely explore the influence of ethical conducts has on the undertaking of the success of NAADs projects in such areas.

The study investigated how ethical conduct is currently being carried out while undertaking NAADs projects. On the other side project success were explored by considering how successful such projects have been over the years. The above investigations helped to gather enough information which were used to establish whether there is any plausible relationship whatsoever between the two variables.

All this points to a probable link between Ethical conditions and the success of NAAADs project (Crawford, 2005). The challenge therefore is for project champions to ensure involvement of key stakeholders in project activities and to ensure Ethical Practice exist in projects for better performance in Uganda.

Conclusions and recommendations applicable to the area of study and unit of analysis shall then be made available to the people and government to be effectively integrated in their policy frameworks for execution. It is a belief of the researcher that this information were abundantly useful to the people, organisations and government of the whole of Somalia and environs.

1.2 Statement of the Problem

Ethical practice to the success of NAADS projects in Somalia have been hampered by fraudulent activities for example there was loss of 3.1 million shillings in one of the regions in Somalia development plan, 2009). Joyner and Payne (2002), point to the fact that the poor performance of these projects could be attributed to unethical conduct in these projects. NAADS projects have for long been flawed by corruption and political interferences which leave no systematic and agreed upon basis of telling what is right or wrong to the wide majority of stakeholders. Bickering over the quality of products supplied to farmers has thus been rampant within such poverty eradication projects (Mubatsi 2009; Mukundane, 2011). This could be in lack of moral standards or otherwise. This has led to more moral standards in many public projects in Mogadishu Somalia be neglected always for self-satisfaction thus giving rise to moral disengagement in these projects (Maitrot 2014). Therefore, constraints affecting NAADS such as those related to little funding and information flow are well documented but little is known on Ethical Practice and the success of NAADS Project in Somalia, This research seeks to investigate this situation. This study therefore presents a viable option to try and muffle the misgivings of the International Organisations by presenting a whole new approach towards project management

1.3 Purpose of the Study.

The purpose of the study is to establish whether there is a relationship between Ethical conducts and the success of NAADs Project in Mogadishu Somalia.

1.4 Objectives of the Study

1. To assess the effect of Ethical conducts on the success of NAADS Projects in Somalia.
2. To assess the involvement of stakeholders in NAADS project in Somalia.
3. To suggest strategies of improving Ethical conducts and the success of NAADS Project in Somalia.

1.5 Research Questions

- i. What are the effects of Ethical conducts on the success of NAADS Projects in Somalia?
- ii. Are stakeholders involved in NAADS project in Somalia?
- iii. What are the strategies of improving Ethical conducts and the success of NAADS Project in Somalia?

1.6 Hypothesis

H₁ There is a relationship between Ethical conducts and the success of NAADS Project in Mogadishu Somalia.

1.7 Scope of the Study

1.7.1 Geographical Scope:

The study was carried out in Mogadishu Somalia. Somalia is a country located in the Horn of Africa. It is bordered by Ethiopia to the west, Djibouti to the

northwest, the Gulf of Aden to the north, the Indian Ocean to the east, and Kenya to the southwest.

1.7.2 Content Scope

The study covered the ethical practice and Ethical Practice in NAADS Project in Somalia. It was deemed Ultra Vires for this study to dwell on other factors of improving Project Performance other than those borne of NAADs project related factors.

1.7.3 Time frame

This study was based on data that has validity of 20 years since that is the time when International Organizations became actively involved with projects in Mogadishu Somalia.

Any organization's that may have been in existence beyond the time limit of the study and not currently in operational shall not be taken into consideration.

1.7.4 Theoretical scope

This research was conducted with the framework of participatory theory. It was sought to ascertain the relevance of the claims made by the advocates of these theories in relation to ethical practices in regard to the success of NAADs projects. The participatory theory developed by Johann Wolfgang Von Goethe (1749-1832) as a vision or framework which attempts to bridge the subject-object distinction. According to Tarnas, participatory epistemology is rooted in the thought of Goethe, Schiller, (1968) "the kernel of this participatory vision is a turn from intra-subjective experiences to participatory events in our understanding of transpersonal and spiritual phenomena."

1.8 Significance of the Study

The study seeks to explain and examine the concept of Ethical Practice and the Success in NAADS project in Somalia and will help to understand strategies to improve unethical conducts.

The results and recommendations of the study will enable policy makers of public sector/ government design appropriate projects that will address unethical behaviors and the needs of particular stakeholders for projects to succeed

The research will enable NAADS officials in Somalia understand the importance of involving key stakeholders (farmers/ beneficiaries) in terms of meeting the project expectations.

The study will give insights in project research and propose areas for further research that will enable future researchers build knowledge of project research.

The research will enable NAADS officials in Somalia understand factors to why unethical behaviors still exist in NAADS Project in Somalia and how to manage it.

1.9 Definition of operational terms

Ethics refers to principles by which to evaluate conducts as right or wrong, good or bad. Ethics refers to well based standards of right and wrong, and prescribe what humans ought to do. Ethical Practice is based on three major classes of ethical theory that is to say egoism which focuses on maximizing self-interest, utilitarianism which extends concern on caring to mutual or group interest and deontology which emphasizes moral practices in organization climate (Hughes, 2008).

Ethical conduct is defined as the standards of professional conduct that any industry professional is expected to uphold. From medicine to business, all industries have some form of ethical practice required of their professional members.

Project – a project in this study shall refer to time limited activity or process which seeks to accomplish a desired target or eliminating a specified problem in a certain field and within a specific period of time

Project management – project management is the art and science, of managing a project so as to enable it achieve a target in the most suitable way and minimizing the setbacks as much as possible.

Project Performance. It is the quality of a project to successfully be planned, executed and evaluated with minimal hitches or setbacks and its ability to achieve the goals it was set for within the stipulated time frame and within the budgetary constraints as suggested by the project committee or authority.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents a review of studies related to some aspects of the current study and literature related to the study from previous studies carried out by different scholars. This review was made in reference to the study objectives. This chapter focused on general understanding of Ethical Practice and the Success of NAADS projects as presented by various researchers. It's divided into six (6) sections covering Meaning of Ethical Practice, Stakeholder Involvement, Stakeholder Involvement and Commitment to the

Project, Ethical Practice and the Success, Ethical Practice, stakeholder involvement and Project performance, Improving Ethical Practice and the Success in Projects

2.1. Theoretical Perspective

This research is conducted within the framework of participatory theory and public choice theory. It sought to ascertain the relevancy of the claims made by the advocates of these theories in the implementation of the success of NAADS Project. The rationale for selecting two theories is to gain adequate explanations of the subject of the study while appreciating the fact there is no single theory with sufficient explanatory power on a given phenomenon.

Brett (2003) presents the role of participatory theory in managing development projects and Projects in poor countries. He notes that participation has emerged in response to global demands for greater individual and social control over the activities of state and private agencies, and especially to the manifest failures of traditional 'top-down' management systems in less developed countries (LDCs). He points out that participation can succeed for specific kinds of projects and Projects in

favourable circumstances, but is unsuitable for many others. It commonly fails in contexts where local conditions make co-operative and collective action very difficult, or where it is manipulated by implementing agencies to justify their own actions or poor performance.

Drawing from Midley (2006) and Rondinelli (2001), Muhangi (2007) points out that the rationale for community participation has been thought to include being a means of enhancing empowerment, enhancing responsiveness to people's real needs, instilling a sense of ownership of Projects by the local people, promoting sustainability, and making Projects cheaper by allowing mobilization of local resources. Participation is also believed to promote more equitable distribution of the benefits that accrue from development activities.

In line with the above, Chambers (2007) argues that participation has the effect of empowering the citizens so that they can continue to direct future changes and put pressure on outside forces to support these changes. The location of participatory work is thus focused on the local level and depends upon local interests and capacity to engage in action for change.

Brett (2002) puts much emphasis on the issue of participatory groups and rural development. He calls for a more people-centered development practice that emphasizes the need to strengthen institutional and social capacity supportive of greater local control, accountability and self-reliance. He notes that a high priority is placed on a process of democratization; people are encouraged to mobilize and manage their own local resources, with government playing an enabling role. Drawing from the works of Korten (2007) Brett notes that where such decentralizing self-organizing approaches to the management of development resources are taken seriously, they generally result in more efficient and productive resource management, a reduction in dependence on external resources, increased equity, increased local initiative and accountability, and a strengthening of economic discipline.

Brett further points out that participation is very instrumental for it strengthens managerial competence, motivation and performance of workers, social and political solidarity and the relative position of poor and marginal groups in society. He argues that participation empowers poor people by taking them out of exploitative economic relationships and giving them control over their own organizations; it strengthens local organizational capabilities by building on traditional commitments to collective, as opposed to individualistic forms of economic and social organizations. He also notes that participation guarantees that collective organizations serve local needs, are based upon local skills and compatible with local cultures and thus help to eliminate foreign domination and dependency from the development process. He claims that Local officials through cooperation increase people's productivity and access to capital, and give them better access to administrative staff.

Putnam et al, (2002) present the virtues of a civic community and note that citizenship in a civic community is marked, first of all, by active participation in public affairs. Drawing from Michael Walzer, they point out that "interest in public issues and devotion to public causes are the key signs of civic virtue" (Putnam et al, (2002: 87). They further note that citizens in the civic community are not required to be altruists. However, citizens pursue what Tocqueville termed 'self-interest properly understood' that is, self-interest defined in the context of broader public needs, self-interest that is "enlightened" rather than "myopic," self-interest that is alive to the interests of others.

Almond & Verba (2000), stress that the civic culture model from a democratic perspective requires that citizens be involved and active in politics, and that their participation be informed, analytic and rational. They further point out that this rationality-activist model of democratic citizenship is one of the major components of a civic culture.

Participatory theory was found to be relevant because the findings are in line with most of the above mentioned claims made by the advocates of the theory. The study findings indicate that some of the success of NAADS Project beneficiaries who have participated in the Project activities have been empowered to demand agricultural services, have developed a sense of ownership of the Project, and a sense of belonging to developmental social groups. They have also learnt from each other (farmers’ group members) on how to improve their selected agricultural enterprises. Others especially women mentioned that their participation in the NAADS Project activities has enabled them to gain confidence in public speaking, appearance and presentation. Farmers who also double as leaders of the success of NAADS Project at farmers’ group level noted that their participation in the NAADS Project activities has enabled them to gain leadership and organizational skills. Chapter four of this report will presents all the above in details.

2.2 Conceptual Framework

Independent variable

Ethical Practice

- Conduct
- lawful
- strategies

Dependent variable

Success of NAADS Project

- Success of NAADS Project**
- Project quality
- Customer satisfaction
- Management objectives



Figure 1: conceptual framework

Source: Arnstein 2000

In explaining the categories and classification of ethical practice, were by it was proposed as a conceptual typology of climate types based on two dimensions that is; the ethical criteria used in decision making (conduct, lawful and strategies); and the locus of analysis (individual, local, cosmopolitan). The ethical criterion is based on three major classes of ethical practice that is; conduct which focuses on maximizing self-interest, lawful (maximizing joint interests) and principle (adherence to moral

principles). The adoption of these criteria assumes that NAADs projects may be prototypically benevolent, principled, or egoistic (Victor & Cullen, 2008; Barnes 2013).

2.3 RELATED STUDIES

2.3.1 Effect of Stakeholder Involvement to the ethical practice of the success of NAADs Project

Grunig (2002) points to the value of on-going stakeholder involvement via processes of dialogic and two-way symmetrical communication helps to invite stakeholder input into organizational decision-making. As noted by Freeman, (2001), the sustainable corporation must demonstrate the ability to learn from stakeholders and previous mistakes, through a continuous process of consultation, measurement, auditing and reporting.

Frooman, (2009) emphasizes that concern for stakeholder interests implies the unstated premise of the divergent interests of various stakeholders and that this premise is fundamental to any stakeholder theory of the firm. The underlying assumption is that maintaining good relationships with stakeholder's makes good business sense as well as good ethical sense and that the dialogic communication model features inherent ethical advantages over monologic models (Botan, 2007).

Ethical Strategists, who "argue that the engagement of stakeholders must be integral to a firm's strategy if it is to achieve real success" and that good strategy properly understood must encompass what are typically recognized as moral concerns, because the very purpose of the firm is creation of value for all stakeholders" (Duffy and Griffin 2000) They conclude that, owing to the fact that stakeholders are integral and is the major concern for the projects becomes the Ethical Strategic decision.

Studies by Botan, (2007) conclude that External stakeholders reported extremely favorably on the organization's stakeholder engagement performance. They pointed to appropriate, timely, consistent involvement of them by the organization on an on-

going basis. There was increased evidence of effective formal agreements, protocols and frameworks for strategic interaction with stakeholder organizations; joint working groups on significant matters of mutual interest; cooperation in joint research projects and timely data-exchange.

The key principles for effective stakeholder involvement, commitment, analysis and engagement are to incorporate the principles of management model that are embedded in the practice of stakeholder engagement within an organization (Grunig, 2007, p10).

Commitment to the project affects its performance (Benkhoff, 2007). When there is strong affective commitment to the project, project performs well because beneficiaries feel wanted, and they attach strong belief in and acceptance of the project's goals and values. Stakeholders with strong continuance commitment remain attached to the project because they need to, and they are willing to exert a considerable effort on behalf of the organization (Hughes, 2008)

2.3.2 Activity planning and the success of projects performance

There have been studies that have sought to look into aspects of Activity planning and the success on project performance. Most of these studies have been carried out overseas mostly by scholars in American Universities as part of Doctoral pre-requisite for their award of their academic degrees.

Starting with the pioneering work of (Carragher, 2003), case study of Georgian Projects and industry level cross sectional studies led him to conclude that there exists a positive correlation between ethical conducts and success of Projects in the city. He took a sample of 16 commercial organisations and evaluated them according to the level of technicality and approach towards project management. In the end, his findings recorded a conclusive evidence of the relationship between the ethical conduct and success of Project performance.

Studies by (Findlay, 2008) have suggested an increased the rate of technical progress in organization's with more advanced technology, management practices integrated into their project management exercises in Pasadena organizations. In addition, ethical conducts may contribute to successful projects where the transfer of technology raised the manner in which projects were being managed and run through staff training and skill acquisition, new management practices and organizational arrangements (De Mello, 2009). (Findlay, 2008) Pointed out that ethical conduct is an important vehicle for the realization of goals and has contributed to growth in large percentages to projects performance in Pasadena.

Another study by (Rappaport, 2000) also contributed to the body of knowledge by improving the productivity not only of the NAADs projects but also those run by the state Government of California. This study confirmed that even the government can employ the tactics employed by private organisations in managing development projects and achieve its projects goals.

Furthermore, the advocators of ethical conducts have argued that it could help promote organisational growth through repetitive projects over a long duration of time. When multinational corporations have a proper way of managing activities in projects through consolidating, merging and separating clusters of inter-related activities, through formal or informal links or social contacts among the staff, multinational corporations could diffuse technology and management know-how to assist them in developing the organizational prospects. Moreover, as (Gido, 2005) put forward in 2005, Ethical conducts could help Organisations overcome problems with growth of multinational organisations by providing them with a highway to sustainable performance.

2.3.3 Effect of Ethical conducts on NAADS Project.

Ethics is not only about conducts but includes thoughts, language, reasoning, processes and judgment that informs the choices people make in their daily lives that affect their own wellbeing and that of others (Botan, 2002). It is not only about the way we behave, think or act. There are also other factors that affect the way we act either ethically or unethically that consequently influence the decision (Bronson, 2003). There is a tremendous impact of organizational culture on the ethical conducts of people within the organization and indirectly can manipulate the ethics.

Gonog and Smith (2009) indicated that Ethical Practices influence NAADS project commitment of employees by providing information about the organization and guidance regarding appropriate conduct which leads to performance. Empirical data from other researchers have also shown that there is a significant and positive association between project Ethical Practice, stakeholder involvement and commitment to the project. The findings imply that project leaders can favorably influence project performance outcomes by encouraging, engaging, and rewarding ethical behavior. Bronson (2003) found that climate types affect attitudes and intentions to turnover, and organizational commitment.

Most of the business ethics literature reveals three personality variables that have a significant effect on ethical behavior and therefore Ethical Practice: Type A/B Personality (Wiese, 2000), locus of control (Trevino, 2006). The causes to which individuals attribute their successes and failures are often referred to this term. An individual who has external focus of control believe that ethical issues are beyond their control and for those who have internal focus of control believe that they control the things around them and are willing to take responsibility for their conducts (Trevino, 2006).

Wiese (2000) identified the construct of organisational trustworthiness“ as a “possible solution to the problem of unfairness in organisation-stakeholder relations” on the basis that trust necessarily involves a moral component over and above any emotional or rational component and that trustworthiness is vital to the moral treatment of stakeholders”

The question of the legitimacy of stakeholder claims on organisations has emerged as central to the debate relating to corporate social responsiveness and corporate responsibility and constitutes a significant matter of interest for social responsibility theorists (Bronson, 2003).

To incorporate principles like project Ethical Practice, effective stakeholder involvement, analysis and engagement into a management model to formalise and embed the practice of stakeholder engagement within public projects and the context of public relations practice needs strategic decision-making and conducts (Grunig, 2007).

A positive relationship between stakeholder involvement and project Ethical Practice exists and Brown, (2007) says that individuals with a high level of involvement possess a high work ethic level as they consider the virtue of work as an end in itself. Bronson, (2003) concludes that high stakeholder involvement of people perceive projects as a very important aspect of their lives thus maintaining a good work Ethical Practice. Stakeholder involvement therefore leads to Ethical Practice as it is a major determinant of value of one’s work in life.

Bronson, (2003) described project commitment as exchange partner believing that an ongoing relationship with another is so important as to warrant maximum efforts at maintaining it. Wiese, (2000) characterized project commitment by three factors. These factors are a strong belief in and acceptance of the organization’s goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization.

Ethics are continuous efforts of striving to ensure that people, and the institutions they shape, live up to the standards that are reasonable and solidly based (Payne, D. 2002). Ethics is basically defined as rules or standards for governing the relations between people to benefit all concerned, with mutual respect for the needs and wants of all parties involved (Duffy & Griffin, 2000).

According to Frooman (2009), the prevailing perceptions of typical organizational practices and procedures have ethical content constitute the ethical work climate. Project Ethical Practice therefore is defined as perceptions that are psychologically meaningful to molar descriptions that people can agree of that are characterized in a system's practices and procedures in projects. Ethical Practice refers to how people in an organization typically decide whether it is right or wrong to do something (Trevino et al., 2008). The Ethical Practice may be viewed as one component of the overall organizational culture or climate constructs that have long been recognized to influence individual decision making. According to Cohen, A. (2006), Ethical Practice consists of a set of values and norms considered to be universal or applicable to all people, and a set of obligations or responsibilities towards all people in the organization. With such an approach, Ethical Practices are conceptualized as general and pervasive characteristics of organizations, affecting a broad range of decisions in the organization. The existence of an ethical work climate therefore, requires that normative systems in the projects be institutionalized. That is, organizational members must perceive the existence of normative patterns in the organization with a measurable degree of consensus

2.3.4 The different levels of stakeholder involvement in NAADS project.

Botan, (2007) stipulates the advantage of ethical conducts of the stakeholder involvement ranges from being enhanced trust and credibility through improved relationships at various levels of the organisation, better outcomes for communities, With stakeholder managers fostering organizational interaction and playing an important role in issues resolution through new initiatives, improved service for major and significant stakeholders through dedicated resources and open exchange

of information, and better decision making through consistent messages and understanding of project position on matters.

The Ethical practice of stakeholder involvement arguably centers primarily on benefits to the organisation essentially on the view that “incorporating stakeholder views in decisionmaking processes enhances organisational performance and commitment” (Bronson, 2003)

Ethical and continuous engagement with stakeholders who can contribute substantially to the development of the project can help to provide platform for effective sector-wide collaboration on matters of mutual interest (Frooman, 2009).

According to Birch, (2002, p 3), stakeholder involvement and performance is an integral part of the New Economy and it is about fostering performance through communication between all stakeholders in society in order to build social capital for sustainable societies and the benefits are mutual for business and society.

Project champions have been advised to maintain an Ethical Practice in order to improve commitment among stakeholders in and hence leading to project performance. These findings are complimented by Frooman (2009) who argued that organizational commitment should be higher in organizations with principle and benevolence-based climates than in organizations with egoism-based climates. Stakeholders therefore feel more attached to and may identify themselves more to the values of project that cares about the interests of the stakeholders

Project Ethical Practice and stakeholder involvement therefore has a major part to play in enhancing the performance of the project (Gonog and Smith, 2009).

Ethical leadership is a part of leaders to foster an environment and culture that support ethical practices throughout the organization (Baker, 2008). Leaders play a critical role in creating, sustaining, and changing their organization’s culture, through their own behavior and through the programs and activities they support

and praise or neglect and criticize. All leaders must undertake behaviors that foster an ethical environment one that's conducive to ethical practices and that effectively integrate ethics into the overall organizational culture (Fraedrich, 2007).

According to Griffin, (2000) stipulates that although researchers have used a variety of terms to describe such stakeholder behavior (for example deviance, antisocial behavior, misbehavior, counterproductive behavior, unethical behavior), all of them share a concern with counter normative behavior intended to harm the project or its stakeholders.

Grunig, J. (2007) concludes that ethical Conducts can be at six stages that can be understood in terms of three broad levels: pre conventional, conventional, and principled. Pre conventional conducts (the lowest level) is concern with avoiding punishment and a "one hand washes the other" kind of reciprocation. Principled conducts (the highest level) makes decisions autonomously by looking inside them and is guided by principles of justice and rights.

Conventional level individuals look outside themselves to rules and laws and to the expectations of significant others in their environments for guidance when determining the ethically right thing to do. Because these conventional-level individuals represent the large majority of workers, immediate supervisors should be among the most important sources of moral guidance for these employees, and we can expect that they will loo (Yasin, M. 2008).

Stakeholders encompass communities or individuals, groups that affect and/or could be affected by project activities (Hughes, 2008). Stakeholder involvement has been defined as the degree to which stakeholders of the project are willing to participate in the project activities (Boulian, 2009).

Larson and Gray, (2011), postulate that involvement can be seen as a degree to which the person is identified psychologically with his work or the importance of work in his total self-image. Stakeholder involvement is now accepted as crucial to project's sustainability and success because of the belief that expertise does not lie solely with the Project professionals (Boulian, 2009).

The interpretation of stakeholder involvement has changed as programs have focused not just on individuals and families but a broader ecology including neighborhood, work place, schools, places of worship, communities and society consequently decisions regarding programs should include perspectives of multiple stakeholders (Boulian, 2009).

Stakeholder involvement is the process used by organization to engage relevant stakeholders for a clear purpose to achieve accepted outcomes and its now recognized as a fundamental accountability mechanism since it obliges an organization to involve , understand and respond to issues and concerns and report, explain the decisions, actions and performance to stakeholders.

Stakeholder is actors with specific interest articulated or not in the development of a project (Frooman, 2009) and they can be organizations or individuals (Bourne, 2006). Stakeholders are therefore individuals or organizations that can favorably or unfavorably impacted by the project (Kerzner, 2009); many of these stakeholders can exert their influence over the direction of the project. Stakeholders provide valuable inputs to the development of projects (Bandura, 2000) for example they can provide specific knowledge on their needs which a project planner or implementer may not be familiar with (Birch, 2002).

Managing stakeholders is important because it brings knowledge and experience to the project (Keller and Fielder, 2008) and good relationships is an important way to ensure opinions are based on establishing and maintaining good relationships hence addressing complaints and issues raised at an early stage for projects to succeeds

(Brown, 2007), ownership from stakeholders is paramount because resentment by stakeholders may result in delay of delivering of the project (Lake, 2003). Ownership of the project can also be helped by regular communication, cooperative decision making, consultation (Cleland and Ireland 2007).

Stakeholder involvement has been a key element in progressive planning and management processes (Dwyer, 2007). However in some cases, the approach has been taken and referred to as the „decide, educate, announce and defend“ process of engagement. He postulates that any stakeholder’s involvement should have the following principles therefore involving stakeholders on issues such as funding, outcome identification in an open, honest and transparent Manner where equal influence on the outcome of the process with access to information and shared ownership of the process will ensure solid feedback and continuing communication between various stakeholders (Brown, 2007).

Stakeholders can either be primary or secondary stakeholders (Winter et al., 2006). Primary stakeholders have more interest in the project than the secondary stakeholders (Morris et al., 2006). According to Baker, (2008), there are four primary stakeholders to any project; these include customers, developers/ sponsors, project teams and product end-users. Secondary stakeholders can be organizations or individuals who are affected by the project in any form, for example politically, economically, socially or otherwise (Brown, 2007). In a study of large engineering projects that was carried out by Winter et al., 2006), it was found out that it is important for a project management team to identify stakeholders that can affect a project, and then manage their differing demands throughout the project stages in order to be involved in the activities of the project so as to achieve the intended project goals.

The benefits of effective Involvement and ethics in projects are now well-known and well documented. A number of studies have found a clear correlation between

stakeholder relationship quality and financial performance (Waddock and Graves, 2007), sustainable longterm value (Preston, 2002) and corporate reputation (Dowling, 2004). Wood's (2002) study examining the ethical implementation, communication and benefits that are put in place by public sector organizations to embed the ethos of their codes into their organization, also revealed that the Ethical Practice of an organization is determined by involvement of stakeholders in carrying out organizational activities.

2.3.5 The strategies of improving Ethical conducts and performance of NAADs project.

According to Birch, (2002), Stakeholder Involvement predicts performance of projects through influencing stakeholders' commitment to the project. Weber, (2006) research supports this hypothesis as an antecedent to organizational commitment. Specifically, Weber argued that those individuals with high levels of project involvement, which stem from positive experiences on the-job, make attributions for these experiences to the project.

Adequately preparing stakeholders for participation in projects following the right channels is essential for their meaningful involvement in the research process. It is important for stakeholders to understand the purpose of the research, their role in the process, and how their input were used (Kerzner, 2006). It's important for project officers to build trust and encourage stakeholder involvement through doing their duties ethically. While building stakeholder trust is generally recognized as a priority once stakeholders are engaged, it can also be valuable in increasing stakeholder interest in participation. Gaining the trust of potential participants and providing them with materials necessary to foster meaningful participation may be especially relevant in situations where there are differing levels of education or understanding of the research topic among stakeholder groups (Oxman, 2009).

According to Yasin, (2008) Stakeholder involvement predicts performance of projects, stakeholders who are highly involved in the project will put forth substantial effort towards the achievement of project objectives and were less likely to withdraw from project work yet stakeholders who are lowly involved in the project work are more likely to abandon the project and either apply that energy to tasks outside the scope of the project.

According to Larkin, (2004), Ethical Practice predicts organizational performance through influencing the ethical standards of people in organizations. Gray, (2011) therefore argued that project champions have to set codes of ethics that will build a favorable Ethical Practice in order to ensure increased performance of organizations.

Hughes, (2008) argued that if stakeholders are highly involved in the project activities and have a general willingness to work in projects; they were have well towards the company objectives. According to Deshpande, (2007) stakeholders with high work/ project involvement take work to be of central life interest which makes make them work hard thus leading to high project performance.

Wood, G. (2002), authors cite the importance of building trusting relationships and ensuring that all stakeholders recognize some short-term benefit to their participation. Indirect recruitment efforts, including newsletter articles and signs in waiting rooms, as well as direct outreach by clinicians to their patients, were unsuccessful.

Stakeholders with strong commitment to the project will always support and remain with the project because they want to, and they attach strong belief in and acceptance of the project's goals and values (Frooman, 2009). Stakeholders with strong continuance commitment remain attached to the project because they need to, and they are willing to exert a considerable effort on behalf of the organization. Stakeholders with strong normative commitment remain in the project because they

feel they ought to, due to their strong loyalty to the project (Wood, 2000). It is this that leads to improved performance of the organization (Zimmerer, 2008).

2.4 Gaps in literature review

From the literature review pertinent to this research has been comprehensive but still the findings suggested therein may not actually be applicable to the research in question.

The study by (Carragher, 2003) dwelt much on how ethical conducts may be used to benefit projects that are commercial in nature. Furthermore, the approach in the study will not particular about the aspects of Ethical conducts. It took more of a general approach to see how the two variables are related. This study seeks to highlight the aspects of ethical conducts and the success of the NAADS programs.

Secondly, (Findlay, 2008) would have been a more appropriate and appropriate study to apply to Mogadishu but, it concentrated more on the economic aspects of successful NAADs project. It disregarded the environmental, Financial, Social and other aspects of NAADS projects performance that this research seeks to encompass. Furthermore the recommendations made by the study are not applicable to Somalia as it would require hefty financing which even the donors wouldn't be able to offset.

Lastly (Rappaport, 2000) study wouldn't be applicable because of its many unrealistic assumptions. The assumption that is key to its disqualification is that where they assume that the area where the recommendations would be applicable is urban. Another one is that the community is well informed about the activities of the organisation undertaking the projects.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter reviewed the methodologies involved and executed in the research. It includes the research design, the study population, Sampling Procedure and Target Sample Size, data sources and data collection instruments, Data Processing and Analysis and presentation, validity of instruments, Data processing and analysis and limitations of the study

3.2 Research Design

A descriptive survey design was used. A survey is used to collect original data for describing a population too large to observe directly (Mouton, 1996:232). A survey obtains information from a sample of people by means of self-report, that is, the people respond to a series of questions posed by the investigator (Polit & Hungler, 1993:148). In this study the data was collected through self-administered questionnaires distributed personally to the subjects by the researcher. A descriptive survey has been selected because it provides an accurate portrayal or account of the characteristics, for example behaviour, opinions, abilities, beliefs, and knowledge of a particular individual, situation or group.

3.3 Study Population.

Target population of 256 NAADS beneficiaries from Somalia comprising of farmers, NAADS coordinators and regions in Somalia. The respondents were both gender and traverse across various age brackets. The population comprises of all staff technical management and casual.

3.4 sample size

A subset of this population was selected for this research. This number was at of the total target population of 256 respondents, only 156 respondents were considered for the study.

This includes gender, all available age brackets and all levels of work positions. This number was arrived at empirically by the use of Solvens formula.

The sample size will be determined using Slovan's (1960) formula which is as follows;

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

When n= sample size, N= population Size and e= Sample probability.

N = Study population = 256 respondents.

$$n = \frac{256}{1 + 256 \times (0.05)^2}$$

so n=256/{257*(0.052)}

n=256/L64

n=156.1z156 respondents

3.5 Sampling Technique

This was a primary concern in statistical sampling. The sample obtained from the population was representative of the same population. This was accomplished by using randomized statistical sampling techniques or probability sampling like cluster sampling and stratified sampling.

3.6 Data Sources

a) Primary Data

Primary data were collected directly from the respondents (Project stakeholders of NAADS projects). This were done through administering a structured questionnaire with the help of one research assistant. Respondents were guided through the questionnaire to ensure high level of accuracy in data collection process.

b) Secondary Data

Secondary data was collected from other related literature about the subject and from journal articles from publishers like the emerald publishing group. Previous dissertations by master's students from the KIU library was also reviewed. Other secondary sources were Newspapers, reports and conference proceedings.

3.7 Data Collection Methods

Data were collected through administering a questionnaire that contained close ended questions relating to each study variable the items in the questionnaire were attached such that ; Strongly agree, Agree, Not sure, Disagree, Strongly disagree. Mean that are close to Disagree and strongly disagree reflect Disagreement while that mean that are at least equal to Agree, indicate agreement. Mean that is close to not sure show uncertainty. The respondents answered based on the extent to which they agree or disagree with the statements in the questionnaire.

3.7.1 Questionnaire survey

Under this, close ended questionnaire were used to collect data. Questions were asked and a list of valid responses presented to the respondents for selection (Gibson, 2000). These responses were in terms of the extent to which the respondents agrees to the statement in question. The questionnaire were self-administered by the researcher.

3.7.2 Direct observation:

By this method, the researcher was able to see how some of the tasks such as NAADs projects are carried out. Then the observations were put in writing by the researcher.

3.7.3 Interview guide.

This method was used to seek for mostly qualitative data and structural data which were required explanation by the respondents. A form of questions were followed while conducting the interview, the method were useful to respondents who had illiteracy problems and visually challenged individuals (Weinstein, 2002).

3.8 Reliability and validity of the research instrument

3.8.1 Reliability of Data

With reliability means how reliable our data is. I believe that my dissertation reliability is sufficiently high because if the same title would be conducted later on with the same interview questions and same respondents (i.e. Employees from NAADs project in Mogadishu because most of respondents were well experienced in project management. Hence the answers collected were seen as an enough trustworthy data that can be applied to any other developing countries. But it should be noted that, if the same investigation would be conducted after a very long period of time, the results may not be the same as the ones collected.

3.8.2 Validity of Data

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure Kothari, (2004). Again, Anastasi and Urbina (1997), "validity refers to the degree to which the test actually measures what it purports to measure." To measure validity of data in this study, the construct validity was employed. According to Smith (1981) cited in van Zyl and van der Walt, (1994), "construct validity concerns the extent to which a test/ questionnaire measures a theoretical construct or trait.

In this dissertation, i am very sure of the validity the data, because the paper's result is investigated by the degree of generalization. I believe that the papers validity is high, because we are measuring what we are mean to measure. The interview questions are developed in a way that the risk for misunderstandings is minimal. The answers were collected from NAADS Project in Somalia, the answers were open, means I did not lead the respondents in any kind of direction, The collected answers were enough exhaustive to give a scientific ground for my study investigation. This is due to the fact that most of respondents have long working experience in Project management practice, in this case , i believe the information they gave are valid.

3.9 Data Analysis

From the field data was compiled, sorted, edited and coded to have the required quality accuracy and completeness. Due to accuracy in performing the statistical functions, many scholars have used SPSS and other statistical packages for data analysis. The SPSS with 19.0 versions has used in this study for statistical analysis of data collected through the questionnaire. The data and findings has been presented by in form of tables. The data was analyzed according to the research questions to facilitate reporting and inferring meaningful conclusions.

3.10. Ethical considerations

The entire research process were conducted with due respect to ethical considerations in research. The researcher obtained the consent of the respondents to participate in the study. The researcher also minded about treating the respondents' views with utmost confidentiality. In general, a high degree of openness regarding the purpose and the nature of the research was observed by the researcher.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter is a presentation, interpretation and discussion of the field results. Results are presented in tables and in form of frequency counts and percentages. The results and discussion are central on the set objectives which were to: assess the ethical practice on the success of NAADS Projects in Mogadishu Somalia, assess the level of stakeholder involvement in NAADS project in Somalia and suggest strategies of improving Ethical practice and the success of NAADS Project in Mogadishu Somalia.

4.1 Demographic Characteristics of Respondents

The researcher needed to know the demographic distribution of respondents to help categorize the Ethical practice and the success of NAADS Projects in the region. The table indicates of the analysis of the collected and collated data for the study.

Table 4.1 Bio-data of the respondents.

Respondents	Frequency (F)	Percentage (%)
Sex		
Female	72	46
Male	84	54
Total	156	100
Age group		
24 years below	39	25
25-34 Years	55	35

35-44 years	62	40
Total	156	100
Education level		
Diploma	28	18
Degree	66	42
Masters	37	24
Others specify	25	16
Total	156	100
Period for which the project has been running		
Less than 2 years	70	45
2-5years	31	20
6-8 years	39	25
More than 8 years	16	10
Total	156	100

Source: field data 2017

Table 4.1 shows that the number of respondents interviewed were 156 out of which 46% were female while 54% were male. The respondents were representing different Stakeholder involvement is the process used by organization to engage relevant in a clear purpose to achieve accepted outcomes.

The table 4.1 indicates that the majority of the respondents were in the range of (35-44) years which made a percentage of 40% out of 156 respondents, in all the categories sampled that is Staff from Somalia, households and Business Community from Mogadishu were mature respondents with data about issues that concern the success of NAADs projects.

The study findings revealed that 35% of the respondents were between 25-35 years. These respondents were participating in various activities of NAADs projects; in addition some of them stressed, a potential clash of goals (interest or values) are the basic motivations for projects success. In this study, it was observed in the study that good project ethical practice made a significant improvement in the success of projects. Therefore, it's concluded in the study that consideration of public interests helps to improve the quality of products and services that the project comes up with and also the income levels of the project beneficiaries especially the Somalia's population in Mogadishu.

The study findings revealed that, 25% of the study respondents compered of those who were in the age blanket of 24-20 years. This group of the study respondents was also important in providing information in relation to the Ethnic practice and the success of the NAADS projects development as they were sought to have worked in for short period, they are energetic, fresh and have enough knowledge on Ethnic practice and the success of the NAADS projects.

Lastly, respondents in the age bracket of below 20 years 0% were not considered because this group was seen as young and having limited or no knowledge on Ethnic practice and the success of the NAADS projects. The age composition of the study respondents was therefore an important factor in generating valid yet reliable information in relation to the issues concerning the Ethnic practice and the success of the NAADS projects in Mogadishu Somalia.

The table above indicates that most respondents constituting 42% had attained the degree level of education followed by 24% who attained master's degree and 18% attained diplomas. These respondents were educated hence were assumed to have knowledge with regard to ethnical practice and the success of NAADs projects in Mogadishu Somalia. This implied the level of education is a very important parameter that can be used in determining the availability of information or knowledge on any

phenomenon in any society. It can be an indicator of how informed society is thus people with different levels of education were all approached during the study process.

4.2 Assessing the ethical practice on success of NAADS projects

4.2.1 This projects takes center stage than other activities that I do

Table 4.2 This projects takes center stage than other activities that I do

This projects takes center stage than other activities that I do	Frequency	Percentage
Strongly agree	85	54%
Agree	13	8.3%
Strongly disagree	58	37%
Disagree	00	00
Not sure	00	00
Total	156	100

Source: field data 2017

Table 4.2 shows that 54% of the respondents strongly agreed that the projects takes center stage than other activities. 8.3% of the respondents also agreed at the human rights violations have increased due to the current flare up. This means that 62.3% of the respondents confirmed existence of Ethical practice as the continuous engagement with stakeholders who can contribute substantially to the development of the project

can help to provide platform for effective sector-wide collaboration on matters of mutual interest (Frooman, 2009).

4.2.2 I have been able to bring other people to get involved in the project

Table 4.3: have been able to bring other people to get involved in the project

I have been able to bring other people to get involved in the project	Frequency	Percentage
Strongly agree	62	40%
Agree	94	60%
Strongly disagree	00	00
Disagree	00	00
Not sure	00	00
Total	156	100

Source: field data 2017

In table 4.3, 40% of the respondents strongly agreed that they have been able to bring other people to get involved in the project. 60% of the members of civil society groups interviewed by the researcher or filled the questionnaire agreed that Ethical practice is not only about practice but includes thoughts, language, reasoning, processes and judgment that informs the choices people make in their daily lives that affect their own wellbeing and that of others (Botan, 2002).. This means that 100% of the respondents strongly or moderately agreed that ethical practice is caused by internal that is to say organizational culture. There is a tremendous impact of organizational culture on the

ethical practice of people within the organization and indirectly can manipulate the ethics.

4.2.3 Working in the project has helped me make partnerships

Table 4.4: Working in the project has helped me make partnerships

Working in the project has helped me make partnerships	Frequency	Percentage
Strongly agree	119	76%
Agree	37	24%
Strongly disagree	00	00
Disagree	00	00
Not sure	00	00
Total	156	100

Source: field data 2017

Table 4.4. Also indicates that 76% of the respondents strongly agreed that Working in the project has helped them in making partnerships. 24% of the respondents also agreed that there is a significant and positive association between project Ethical Practice, stakeholder involvement and commitment to the project. Basing on table 4.4 100% of the respondents strongly or marginally agreed that project leaders Mogadishu Somalia can favorably influence project performance outcomes by encouraging, engaging, and rewarding ethical behavior.

4.2.4 I feel being part of the team to make NAADS project a success

Table 4.5: I feel being part of the team to make NAADS project a success

I feel being part of the team to make NAADS project a success.	Frequency	Percentage
Strongly agree	59	38%
Agree	72	46%
Strongly disagree	12	8%
Disagree	9	6%
Not sure	3	2%
Total	156	100

Source: field data 2017

The table 4.5 shows that 38% of people interviewed strongly agreed that they feel being part of the team to make NAADS project a success while 46% of the respondents for the research have agreed existence of stakeholder involved in the NAADS project a success in Mogadishu. 8% of the respondents strongly disagreed while 6% marginally disagreed they don't feel being part of the team to make NAADS project a success. 2% of the respondents were undecided or not sure about being part of the team to make NAADS project a success.

4.2.5 This work environment really inspires the very best in me

Table 4.6: work environment really inspires the very best in me

This work environment really inspires the very best in me	Frequency	Percentage
Strongly agree		
Agree		
Strongly disagree		
Disagree		
not sure		
Total		

Source: field data 2017

As per the findings of table 4.6 34% of the respondents strongly agreed that this work environment really inspires the very best in them, 28% also agreed the silence while 22% disagreed. 10% of the respondents strongly disagreed or completely rejected that this working environment really does not inspires them very best.

4.3 Assessing level of stakeholder Involvement

4.3.1 Working in a project setting should only be a small part of one's life.

Table 4.7: Working in a project setting should only be a small part of one's life.

Working in a project setting should only be a small part of one's life.	Frequency	Percentage
Strongly agree	87	56%
Agree	56	36%
Strongly disagree	6	4%
Disagree	9	6%
Not sure	3	2%
Total	156	100%

Field data 2017

Table 4.7 shows that 40% of the respondents strongly agreed that working in a project setting should only be a small part of one's life. 32% of the respondents also agreed that Working in a project setting should only be a big part of one's life, while 20% strongly disagreed or rejected the existence of Working in a project setting. 8% of the respondents also disagreed the issues of Working in a project setting as part of one's life.

4.3.2 I feel happy getting support for the projects I undertake.

Table 4. 8: I feel happy getting support for the projects I undertake

I feel happy getting support for the projects I undertake.	Frequency	Percentage
Strongly agree	96	62%
Agree	41	26%
Strongly disagree	6	4%
Disagree	12	8%
not sure	00	00
Total	12	8%

Source: field data

In total 72% of the respondents strongly or marginally agreed that stipulates the advantage of ethical practice of the stakeholder involvement ranges from being enhanced trust and credibility through improved relationships at various levels of the organization, better outcomes for communities, With stakeholder managers fostering organizational interaction and playing an important role in issues resolution through new initiatives, improved service for major and significant stakeholders through dedicated resources and open exchange of information, and better decision making through consistent messages and understanding of project position on matters.

4.3.3 This projects takes center stage than other activities that I do.

Table 4. 9: this project takes center stage than other activities that I do

This project takes center stage than other activities that I do.	Frequency	Percentage
Strongly agree	18	76%
Agree	25	16%
Strongly disagree	3	2%
Disagree	9	6%
Not sure	00	00
Total	156	100%

Source: field data

Table 4.9 shows that 56% of the respondents strongly agreed that Stakeholders encompass communities or individuals working. 32% of the people targeted in the research also agreed that Working in a project setting should only be a small part of one's life. 6% of the respondents strongly disagreed while 4% of the respondents also disagreed whereas 2% were undecided or not sure about Working in a project setting as it should be a small part of one's life.

This implies that Stakeholder Working in a project setting has been a key element in progressive planning and management processes. However in some cases, the approach has been taken and referred to as the „“decide, educate, announce and defend”” process of engagement. He postulates that any stakeholder's involvement

should have the following principles therefore involving stakeholders on issues such as funding, outcome identification in an open, honest and transparent Manner where equal influence on the outcome of the process with access to information and shared ownership of the process will ensure solid feedback and continuing communication between various stakeholders (Brown, 2007).

4.3.4 Working in the project has helped me make partnerships

Table 4.10: Working in the project has helped me make partnerships.

Working in the project has helped me make partnerships.	Frequency	Percentage
Strongly agree	112	72%
Agree	25	16%
Strongly disagree	6	4%
Disagree	12	8%
not sure	00	00
Total	156	100%

Source: field data 2017

Table 4.10 shows that 72% of the respondents strongly agreed that Working in the project has helped the make partnerships, 16% of the respondent also agreed, 4% of the people interviewed in this study strongly disagree while also 8% of the respondents disagreed. However 88% of the respondents strongly and slightly agreed that Working in the project has helped them to make partnerships

4.3.5.1 Project Setting

4.3.5.1.1 Feel being part of the team to make NAADS project a success.

Table 4.11: feel being part of the team to make NAADS project a success

Feel being part of the team to make NAADS project a success.	Frequency	Percentage
Strongly agree	109	70%
Agree	31	20%
Strongly disagree	3	8%
Disagree	00	00
Not sure	00	00
Total	156	100

Source: filed data 2017

Table 4.11 indicates that 70% of the respondents agreed that they feel being part of the team to make NAADS project a success. 22% of the interviewees strongly agreed. 8% of the respondents disagree. In a nutshell 92% of the people interviewed by the researcher marginally or strongly agreed. Basing on the findings in the table 4.3 Stakeholders can either be primary or secondary stakeholders (Winter et al., 2006). Primary stakeholders have more interest in the project than the secondary stakeholders (Morris et al., 2006).

According to Baker, (2008), there are four primary stakeholders to any project; these include customers, developers/ sponsors, project teams and product end-

users. Secondary stakeholders can be organizations or individuals who are affected by the project in any form, for example politically, economically, socially or otherwise (Brown, 2007). In a study of large engineering projects that was carried out by Winter et al., (2006), it was found out that it is important for a project management team to identify stakeholders that can affect a project, and then manage their differing demands throughout the project stages in order to be involved in the activities of the project so as to achieve the intended project goals.

4.3.5.1.2 This work environment really inspires the very best in me.

Table 4.12: this work environment really inspires the very best in me.

This work environment really inspires the very best in me.	Frequency	Percentage
Strongly agree	71	45%
Agree	44	28%
Strongly disagree	41	26%
Disagree	00	00
Not sure	00	00
Total	156	100%

Source: filed data 2017

In total 45% of the people participated in the study fairly or strongly agreed that this work environment really inspires the very best while 36% of the respondents disagreed. Basing on the findings in table 4.12 it is evident that Project Ethical Practice and

stakeholder involvement therefore has a major part to play in enhancing the performance of the project (Gonog and Smith, 2009).

4.3.5.1.3 I am willing to put in effort in order to success with NAADS project.

Table 4.13: I am willing to put in effort in order to success with NAADS project.

I am willing to put in effort in order to success with NAADS project.	Frequency	Percentage
Strongly agree	86	55%
Agree	24	15%
Strongly disagree	36	23%
Disagree	10	6%
Not sure	00	00
Total	156	100%

Source: filed data 2017

In table 4.13, 52% of the respondents strongly agreed that they are willing to put in effort in order to success with NAADS project 26% of the respondents also agreed. However 14% of the people interviewed for the study disagreed that they are not willing to put in effort in order to success with NAADS project. Additionally 8% of the respondents strongly disagreed.

4.3.5.1.5 I am extremely glad that I chose to work with NAADS.

Table 4. 14: I am extremely glad that I chose to work with NAADS.

I am extremely glad that I chose to work with NAADS.	Frequency	Percentage
Strongly agree	74	38%
Agree	87	56%
Strongly disagree	9	6%
Disagree	00	00
Not sure	00	00
Total	156	100%

Source: filed data 2017

4.3.5.1.5 My views are respected by officials from NAADS

Table 4. 15: my views are respected by officials from NAADS

My views are respected by officials from NAADS.	Frequency	Percentage
Strongly agree		
Agree		
Strongly disagree		
Disagree		
Undecided not		
Total		

Source: filed data 2017

As per table 4.3 52% of the respondents strongly agreed that their views are respected by officials from NAADS. In nutshell 90% of the interviewees agreed. This means that even building on traditional commitments to collective, as opposed to individualistic forms of economic and social organizations. He also notes that participation guarantees that collective organizations serve local needs, are based upon local skills and compatible with local cultures and thus help to eliminate foreign domination and dependency from the development process. He claims that Local officials through cooperation increase people’s productivity and access to capital, and give them better access to administrative staff.

4.3.5.1.6 I am very much involved in what goes on with other stakeholders

Table 4. 16: I am very much involved in what goes on with other stakeholders.

I am very much involved in what goes on with other stakeholders.	Frequency	Percentage
Strongly agree	50	32%
Agree	62	40%
Strongly disagree	25	16%
Disagree	19	12%
Undecided not	00	00
Total	156	100

The table 4.16 also indicates that 40% of the people participated in the study agreed that they are very much involved in what goes on with other stakeholders. 30% of the interviewees strongly agreed. 14% and 16% of the respondents also slightly or strongly disagreed respectively. In nutshell 70% of the respondents agreed that NAADs contribute to the success of the projects while 30% disagreed.

4.4 The strategies of improving Ethical practice and performance of NAADS project.

4.4.1 Everybody is informed of new ideas about NAADS

Table 4. 17: Everybody is informed of new ideas about NAADS.

Everybody is informed of new ideas about NAADS.	Frequency	Percentage
Strongly agree	115	74%
Agree	28	18%
Strongly disagree	12	8%
Disagree	00	00
Undecided not	00	00
Total	156	100%

Source: filed data 2017

In table 4.5 above 74% of the respondents strongly agreed that everybody is informed of new ideas about NAADS. 18% of interviewees agreed while 8% of the respondents disagreed. As per the findings on table 4.4 above 92% of the respondents in the study agreed that everybody is informed of new ideas about NAADS. This means that achievements of the NAADS project would bear fruits, it's important for project officers to build trust and encourage stakeholder involvement through doing their duties ethically. While building stakeholder trust is generally recognized as a priority once

stakeholders are engaged, it can also be valuable in increasing stakeholder interest in participation (Oxman, 2009). Gaining the trust of potential participants and providing them with materials necessary to foster meaningful participation may be especially relevant in situations where there are differing levels of education or understanding of the research topic among stakeholder groups.

4.4.2 Clear stakeholder involvement guidelines will improve.

Table 4.18: Clear stakeholder involvement guidelines will improve.

Clear stakeholder involvement guidelines will improve.	Frequency	Percentage
Strongly agree	47	30%
Agree	66	42%
Strongly disagree	43	28%
Disagree	00	00
Undecided not	00	00
Total	156	100%

Source: filed data 2017

In the study to find out whether Clear stakeholder involvement guidelines will improve, 30% strongly agree, 42% agree, 28% strongly disagree , this means 72% agree that Clear stakeholder involvement guidelines will improve .According to Birch, (2002, p 3), stakeholder involvement and performance is an integral part of the New Economy and it is about fostering performance through communication between all stakeholders in

society in order to build social capital for sustainable societies and the benefits are mutual for business and society. Stakeholders therefore feel more attached to and may identify themselves more to the values of project that cares about the interests of the stakeholders .Project Ethical Practice and stakeholder involvement therefore has a major part to play in enhancing the performance of the project (Gonog and Smith, 2009).

4.4.3 Demonstrating good leadership, clear vision and direction is important.

Table 4.19: Demonstrating good leadership, clear vision and direction is important

Demonstrating good leadership, clear vision and direction is important.	Frequency	Percentage
Strongly agree	84	54%
Agree	47	30%
Strongly disagree	12	8%
Disagree	12	8%
Undecided not	00	00
Total	156	100%

Source: field data 2017

In the study to find out whether Demonstrating good leadership, clear vision and direction is important 54% strongly agree, 30% agree, 8% strongly disagree and 8% disagree. This implies 84% agree that Demonstrating good leadership, clear vision and

direction is important, according to Fraedrich (2007) ethical leadership is a part of leaders to foster an environment and culture that support ethical practices throughout the organization (Baker, 2008). Leaders play a critical role in creating, sustaining, and changing their organization’s culture, through their own behavior and through the programs and activities they support and praise or neglect and criticize. All leaders must undertake behaviors that foster an ethical environment one that’s conducive to ethical practices and that effectively integrates ethics into the overall organizational culture.

4.4.4 Sustainable structures can help NAADS project in involvement process.

Table 4.20: Sustainable structures can help NAADS project in involvement process.

Sustainable structures can help NAADS project in involvement process.	Frequency	Percentage
Strongly agree	50	32%
Agree	56	36%
Strongly disagree	31	20%
Disagree	00	00
Undecided not	00	00
Total	12	8%

Source: filed data 2017

In the study to find out whether Sustainable structures can help NAADS project in involvement process, 32% strongly agree, 36% agree, 20% strongly disagree, 68% agree that Sustainable structures can help NAADS project in involvement process, therefore NAADS project coordinators in Mogadishu should put in place Sustainable structures, Gaining the trust of potential participants and providing them with materials necessary to foster meaningful participation may be especially relevant in situations where there are differing levels of education or understanding of the research topic among stakeholder groups (Oxman, 2009). According to Birch, (2002, p 3), stakeholder involvement and performance is an integral part of the New Economy and it is about fostering performance through communication between all stakeholders in society in order to build social capital for sustainable societies and the benefits are mutual for business and society.

4.4.5 Capacity building of stakeholders is very important.

Table 4.21: Capacity building of stakeholders is very important.

Capacity building of stakeholders is very important.	Frequency	Percentage
Strongly agree	59	38%
Agree	74	48%
Strongly disagree	21	14%
Disagree	00	00
Undecided not	00	00
Total	156	100%

Source: field data 2017

From the study findings, 38% strongly agree that Capacity building of stakeholders is very important, 48% agree, 14% disagree, 86% agree that Capacity building of stakeholders is very important, Stakeholders encompass communities or individuals, groups that affect and/or could be affected by project activities (Hughes, 2008). Stakeholder involvement has been defined as the degree to which stakeholders of the project are willing to participate in the project activities (Boulian, 2009).

4.4.6 Information and advice from Project coordinators is important.

Table 4. 22: Information and advice from Project coordinators is important.

Information and advice from Project coordinators is important.	Frequency	Percentage
Strongly agree	90	58%
Agree	59	38%
Strongly disagree	6	4%
Disagree	00	00
Undecided not	00	00
Total	156	100

Source: filed data 2017

From the study findings, 58% strongly agree that Information and advice from Project coordinators is important, 38% agree and 4% disagree, 96% agree that Information and advice from Project coordinators is important therefore the NAADS Management team in Mogadishu should always seek information and advice form project

coordinators so as to achieve the project set goals, Stakeholder involvement has been a key element in progressive planning and management processes (Dwyer, 2007). However in some cases, the approach has been taken and referred to as the „decide, educate, announce and defend“ process of engagement. He postulates that any stakeholder’s involvement should have the following principles therefore involving stakeholders on issues such as funding, outcome identification in an open, honest and transparent Manner where equal influence on the outcome of the process with access to information and shared ownership of the process will ensure solid feedback and continuing communication between various stakeholders (Brown, 2007).

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The purpose of the study was to establish whether there is a relationship between Ethical practice and the success of NAADS Project in Mogadishu Somalia. The research objectives were; to assess the purpose of Ethical practice on the success of NAADS Projects in Mogadishu Somalia, to Asses level of stakeholder involvement in NAADS project in Somalia and to suggest strategies of improving Ethical practice and the success of NAADS Project in Mogadishu Somalia

5.1. Discussion

5.1.1 Magnitude of ethical practice and the success of NAADS projects

Study found out that the projects takes center stage than other activities represented by 85% out of 156. This means that 98% of the respondents confirmed existence of Ethical practice as the continuous engagement with stakeholders who can contribute substantially to the development of the project can help to provide platform for effective sector-wide collaboration on matters of mutual interest (Frooman, 2009).

The study found out 40% of the respondents strongly agreed that they have been able to bring other people to get involved in the project. 60% of the members of civil society groups interviewed by the researcher or filled the questionnaire agreed that Ethical practice is not only about practice but includes thoughts, language, reasoning, processes and judgment that informs the choices people make in their daily lives that affect their own wellbeing and that of others (Botan, 2002).. This means that 100% of the respondents strongly or moderately agreed that ethical practice is caused by internal that is to say organizational culture. There is a

tremendous impact of organizational culture on the ethical practice of people within the organization and indirectly can manipulate the ethics.

It also shows that 56% of the respondents strongly agreed that Stakeholders encompass communities or individuals working. 32% of the people targeted in the research also agreed that Working in a project setting should only be a small part of one's life. 6% of the respondents strongly disagreed while 4% of the respondents also disagreed whereas 2% were undecided or not sure about Working in a project setting as it should be a small part of one's life. This implies that Stakeholder Working in a project setting has been a key element in progressive planning and management processes. However in some cases, the approach has been taken and referred to as the „decide, educate, announce and defend“ process of engagement. He postulates that any stakeholder's involvement should have the following principles therefore involving stakeholders on issues such as funding, outcome identification in an open, honest and transparent Manner where equal influence on the outcome of the process with access to information and shared ownership of the process will ensure solid feedback and continuing communication between various stakeholders (Brown, 2007).

The study found out that 72% of the respondents strongly agreed that Working in the project has helped the make partnerships, 16% of the respondent also agreed, 4% of the people interviewed in this study strongly disagree while also 8% of the respondents disagreed. However 88% of the respondents strongly and slightly agreed that Working in the project has helped them to make partnerships

5.1.2 Level of stakeholder Involvement

The findings showed that 40% of the respondents strongly agreed that working in a project setting should only be a small part of one's life. 32% of the respondents also agreed that Working in a project setting should only be a big part of one's life, while 20% strongly disagreed or rejected the existence of Working in a project setting. 8% of the respondents also disagreed the issues of Working in a project setting as

part of one's life. In total 72% of the respondents strongly or marginally agreed that stipulates the advantage of ethical practice of the stakeholder involvement ranges from being enhanced trust and credibility through improved relationships at various levels of the organization, better outcomes for communities, With stakeholder managers fostering organizational interaction and playing an important role in issues resolution through new initiatives, improved service for major and significant stakeholders through dedicated resources and open exchange of information, and better decision making through consistent messages and understanding of project position on matters.

The results from the regression model show that both the components of stakeholder Involvement i.e. job involvement by role and setting and project centrality predict success of projects. However, job Involvement by role has a better predictive potential than Project involvement by setting and project centrality. As a conformation to H10, this means that management of poverty eradication projects should ensure that project stakeholders are highly involved in project activities relating to roles in order to improve performance of these projects. These findings are in line with Brown (2006), who argued that job involvement predicts project performance significantly. Kahn (2000) and Pfeffer (2004) argued that for highly involved employees, their jobs seem inexorably connected with their very identities, interests and life goals, and are crucially important (Mudrack, 2004). They contend that job involved individuals believe that personal and organizational goals are compatible and tend to focus on job activities even in their spare time such as thinking of ways to perform even better and are inclined to assist others at work (Holton & Russell, 2007).

The study found out that 56% of the respondents strongly agreed that Stakeholders encompass communities or individuals working. 32% of the people targeted in the research also agreed that Working in a project setting should only be a small part of one's life. 6% of the respondents strongly disagreed while 4% of the respondents also disagreed whereas 2% were undecided or not sure about Working in a project setting as it should be a small part of one's life. This implies that Stakeholder Working in a

project setting has been a key element in progressive planning and management processes. However in some cases, the approach has been taken and referred to as the „decide, educate, announce and defend“ process of engagement. He postulates that any stakeholder’s involvement should have the following principles therefore involving stakeholders on issues such as funding, outcome identification in an open, honest and transparent Manner where equal influence on the outcome of the process with access to information and shared ownership of the process will ensure solid feedback and continuing communication between various stakeholders (Brown, 2007). This in the end leads to high project performance in terms of time management, cost control, improved quality and generally achieving the project objectives.

Results from table 4.2.1 shows that 72% of the respondents strongly agreed that Working in the project has helped the make partnerships, 16% of the respondent also agreed, 4% of the people interviewed in this study strongly disagree while also 8% of the respondents disagreed. However 88% of the respondents strongly and slightly agreed that Working in the project has helped them to make partnerships

5.1.3 Strategies of improving Ethical practice and the success of NAADS Project in Mogadishu Somalia

Results from table 4.4 above 74% of the respondents strongly agreed that everybody is informed of new ideas about NAADS. 18% of interviewees agreed while 8% of the respondents disagreed. As per the findings on table 4.4 above 92% of the respondents in the study agreed that everybody is informed of new ideas about NAADS. This means that achievements of the NAADS project would bear fruits, it’s important for project officers to build trust and encourage stakeholder involvement through doing their duties ethically. While building stakeholder trust is generally recognized as a priority once stakeholders are engaged, it can also be valuable in increasing stakeholder interest in participation (Oxman, 2009). Gaining the trust of potential participants and providing them with materials necessary to foster meaningful participation may be especially

relevant in situations where there are differing levels of education or understanding of the research topic among stakeholder groups

5.2 Conclusion

Considering the findings in the previous chapter the Ethical practice and the success of NAADs Project in Mogadishu Somalia, It was established from the study that there was a significant positive relationship between Ethical practice and the success of NAADs Project, a significant positive Success has continued to elude many projects world over and hence raised the need to step up measures aimed at reversing this trend. Given the unique nature of particular projects, any efforts to cause project success ought to be targeted at a clearly defined set of projects. According to Barnes (2013), ethical practice possesses perceived prescriptions, proscriptions, and permissions regarding moral obligations and thus, ethical conduct. On the other hand, Schneider, (2005) understood Project Ethical Practice to mean the perceptions that are psycho-logically meaningful to moral descriptions that people can agree of that are characterized in a system's practices and procedures.

It was observed in the study that good project ethical practice made a significant improvement in the success of projects. Therefore, it's concluded in the study that consideration of public interests helps to improve the quality of products and services that the project comes up with and also the income levels of the project beneficiaries .The key limitation in this study was, it focused on stakeholders of NAADS projects. This limits the generalization of the findings to all the poverty eradication projects. However, given the large scope of NAADS projects, the study gives a picture of the situation in Uganda which other studies can build on. Further studies should be empirically done to examine Project communications and success of projects; Stakeholder participation in decision making and success of projects project; Project execution flexibility and success of projects.

5.3 Recommendation

Stakeholder involvement was a major predictor of success of projects; it is therefore recommended that project managers should ensure that stakeholders are highly involved in the project activities. This can be achieved through ensuring that project team members are completely absorbed in the activities of the project to the extent of being ready to work overtime in order to accomplish any unfinished task of the project activities. Efficiency and effectiveness in carrying out the project work should be encouraged as one way of building people's interest in the project thus increasing stakeholders' involvement in the project.

Project Ethical practice was also found to be a major predictor of performance of NAADS projects. Project managers are therefore recommended to build a good ethical practice through encouraging teamwork among the stakeholders to the extent that stakeholders are concerned about what goes on with other stakeholders and therefore feel as if the team's problems are each individual's problems. This will increase stakeholders' commitment to the project thus improving performance of the projects.

Project managers should encourage stakeholders to be concerned about the public interest in each decision they make and stick by project rules and procedures in addition to complying with the laws and professional standards over and above other considerations. This is expected to build good ethical practice which will improve success of projects.

5.4 Other areas of research

The study concentrated on ethical practice and the success of NAADS projects. There is need for research in the following areas.

- Project communications and performance of NAADS projects
- Stakeholder participation in decision making and NAADS projects
- Project execution flexibility and performance of NAADS projects

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APPENDICES

APPENDIX 1: QUESTIONNAIRE TO THE RESPONDENTS

Introduction

Dear Respondent,

This study is about Ethical Practice and the success of NAADS Project in Somalia. A case of Khaatumo State. You have been identified as a key informant, please spare a few minutes of your busy schedules to fill this questionnaire. The responses were aggregated to the projects and used purely for academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality.

SECTION: A

BACKGROUND INFORMATION (Please tick as appropriate)

A) Category of stakeholder: Beneficiary (Farmer)

NAADS coordinator

B) Age:

24 years below 25-34 Years 35-44 years 45 and above

C) Gender:

Male Female

D) Marital status

Single Married Divorced Others

(Specify).....

E) Period for which the project has been running:

years 2- Less than 2 5years 6-8 years more than 8
 years

f) Highest education attained:

Diploma

Degree

Masters

Others

specify

SECTIONS: B – D

The table below shows the alternative responses and the number assigned to each response. For the following sections, please evaluate the statement by ticking in the box with the number that best suits your response.

Section A: Assessing impact of Ethical practice and success of NAADS projects		Strongly disagree	Disagree	Not sure	Agree	Strongly agree
	Roles and involvement in NAADS					
Ro1	I am very much involved personally in the activities of NAADS	1	2	3	4	5
Ro2	Generally, I feel attached to the type of work that I do in this project.	1	2	3	4	5
Ro3	I fully participate in the NAADS meeting	1	2	3	4	5
Ro4	I select enterprise that i want to operate	1	2	3	4	5

Ro5	I am empowered to express views to leaders of the project	1	2	3	4	5
Ro6	I and other Stakeholders meet to discuss project issues, Values, ethics	1	2	3	4	5
Sect ion B: Assessing level of stakeholder involvement						
	Project Involvement					
Pr1	Working in a project setting should only be a small part of one's life.	1	2	3	4	5
Pr2	I feel happy getting support for the projects I undertake	1	2	3	4	5
Pr3	This projects takes center stage than other activities that I do	1	2	3	4	5
Pr4	I have been able to bring other people to get involved in the project	1	2	3	4	5
Pr5	Working in the project has helped me make partnerships	1	2	3	4	5
	Project Setting					
Se1	I feel being part of the team to make NAADS project a success	1	2	3	4	5
Se2	This work environment really inspires the very best in me	1	2	3	4	5
Se3	I am willing to put in effort in order to success with NAADS project	1	2	3	4	5

Se4	I am extremely glad that I chose to work with NAADS	1	2	3	4	5
Se5	I am very much involved in what goes on with other stakeholders	1	2	3	4	5
Se6	My views are respected by officials from NAADS	1	2	3	4	5

	Improving stakeholder involvement in NAADS					
So1	Everybody is informed of new ideas about NAADS	1	2	3	4	5
So2	Clear stakeholder involvement guidelines will improve NAADS project	1	2	3		5
So3	Sustainable structures can help NAADS project in involvement process	1	2	3	4	5
So4	Capacity building of stakeholders is very important	1	2	3	4	5
So5	Information and advice from Project coordinators is important	1	2	3	4	5
So8	Stakeholder dialogue can encourage commitment and sustainability.	1	2	3	4	5
So9	Demonstrating good leadership, clear vision and direction is important	1	2	3	4	5
So9	Ethical conductss by implementers can improve stakeholder involvement	1	2	3	4	5

Section C: Assessing measures of Reducing Unethical Conducts						
	Project Ethical Practice: Principled climate and Egoism					
Pr1	people are expected to follow their own personal and moral beliefs	1	2	3	4	5
Pr2	Implementers are aware of what they are expected to do	1	2	3	4	5
Pr3	There are clear channels of how to meet project objectives	1	2	3	4	5
Pr4	People are allowed to name and shame the corrupt officials	1	2	3	4	5
Pr5	In this project, people are guided by their own personal ethics	1	2	3	4	5
Pr6	Choosing beneficiaries is on merit and not on party politics	1	2	3	4	5
Pr7	Services rendered by NAADS coordinator are free	1	2	3	4	5
Pr8	The NAADS officials advise us on who are the corrupt officials	1	2	3	4	5
Pr9	Work is considered substandard only when it hurts the project interests	1	2	3	4	5
	Behaviors and Ethics					
Be1	Project implementers follow strictly rules and procedures laid down	1	2	3	4	5
Be2	There is a sense to do the right thing in delivering the project	1	2	3	4	5

Be3	Project implements if questioned resign voluntarily	1	2	3	4	5
Be4	Government institutions like the IGG, AG have instituted code of conduct	1	2	3	4	5
Be5	Unethical behaviors have repercussions and they are stipulated	1	2	3	4	5
Be6	Service provides have standards they follow	1	2	3	4	5
Section D: Assessing Project Performance In NAADS and Reducing Unethical Conducts						
PP1	Since I joined NAADS, my incomes have improved	1	2	3	4	5
PP2	I really feel as if this project's problems are my own	1	2	3	4	5
PP3	I enjoy discussing my project with people outside it	1	2	3	4	5
PP4	I feel part of the family because I have been able to profit from the project	1	2	3	4	5
PP5	I feel NAADS should introduce more projects to us	1	2	3	4	5
PP6	I feel the Coordinators have done a good Job	1	2	3	4	5
PP7	NAADS has helped in marketing our produce	1	2	3	4	5
PP8	I owe a great deal to this project	1	2	3	4	5
Strategies of reducing unethical Conductss						
Re1	Officials who have swindled Money have been apprehended	1	2	3	4	5
Re2	Farmers are aware of how to access Money from NAADS officials	1	2	3	4	5
Re3	Every NAADS benefactor is documented for	1	2	3	4	5

	accountability					
Re4	To a larger extent, the project meets the expectations of the beneficiaries	1	2	3	4	5
Re5	Farmers are aware of how to access money from NAADS officials	1	2	3	4	5
Re6	District farms can help to improve the Project and should be introduced	1	2	3	4	5
Re7	There is timely delivery of agricultural inputs to the farmers	1	2	3	4	5
Re8	Farmers are aware of when the NAADS money is at the district	1	2	3	4	5
Re9	There has been a considerable reduction in corruptions cases after corrupt officials were apprehended	1	2	3	4	5
	Thank you so much for your time					

END APPENDIX V1

APPENDIX 2: PROPOSED BUDGET

Items	Quantity	Amount
Stationary	A4 papers 1 Ream Pens 2 Reams	17000 UG 19000 UG
Communication	Internet Telephones	60,000 UG 10,000 UG
Data analysis	Service	80,000 UG
Transportation cost	Service	5000 UG
Miscellaneous expenses		20,000 UG
Total		211000 UG

APPENDIX 3: TIME FRAME

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Conceptual phase												
Chapter 1												
Chapter TWO												
Chapter THREE												
Research report												
Data collection												
Analytical phase												
Completion of chapter 4 and 5												
Dissertation book												
Binding final copy												
Clearance												
Graduation											1 week 2016	

APPENDIX 4: CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name _____

Reg. # _____

Course _____

Title of Study _____

Ethical Review Checklist

The study reviewed considered the following:

- Physical Safety of Human Subjects
- Psychological Safety
- Emotional Security
- Privacy
- Written Request for Author of Standardized Instrument
- Coding of Questionnaires/Anonymity/Confidentiality
- Permission to Conduct the Study
- Informed Consent
- Citations/Authors Recognized

Results of Ethical Review

- Approved
- Conditional (to provide the Ethics Committee with corrections)
- Disapproved/Resubmit Report

Ethics Committee (Name and Signature)

Chairperson

Members

APPENDIX 5: RESEARCHER'S CURRICULUM VITAE

PERSONAL PROFILE

Name : **MOHAMOUD NADIF SULEIMAN**

Gender : Male

Nationality : Somali

Date of birth : 1st January 2000

Age : 24 years

Status : Single

Contact address: Mogadishu

Telephone No : 0791420841

EDUCATIONAL BACKGROUND

YEAR	INSTITUTIONS	AWARD
2015-up to date	Kampala International University	MPP(project planning and management)

2012-2014	Cavendish University	Bachelor of human resource management
2005– 2008	ILAYS Secondary School	Certificate
2001 – 2004	ImaamuShaaficiprimary School	

WORK EXPERIENCE

YEAR	INSTITUTION	RESPONSIBILITY
2015/2017	Hass petroleum supermarket	Cashier

HOBBIES

Reading books and watching news

END