ORGANISATIONAL FACTORS AND PERFORMANCE OF WORLD AGROFORESTRY REGIONAL OFFICE PROJECTS IN EASTERN AND SOUTHERN AFRICA REGION

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DECLARATION

This Project is my original work and has not been presented for a Degree in any other University.

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DEDICATION

I dedicate the project to my family. I am deeply indebted to them for their invaluable support and encouragement as I carried out this research.

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OPERATIONAL DEFINITION OF TERMS

Funds Disbursement Procedures - Refers to the set conditions and procedures to be met by the prior to the release of funds from one entity (donor) to the appointed beneficiary or project implementation unit.

Organisational Factors - Factors that affect the performance or outcome of a project. These factors are both internal and external to the organisation.

Organisational Culture - This is a set of values, beliefs, assumptions and behavioural norms that shape and guide how an organisation gets work done.

Project Manager's Competency - The manager's ability to mobilise, integrate and transfer knowledge, skills and resources to reach or surpass the configured performance in project work assignments, adding economic and social value to the project.

Project Performance - Accomplishment of project objectives within schedule, cost and quality standards

Stakeholder Engagement	-	Stakeholder engagement involves the identification of persons or groups of people who have interest in the project's activities and its outputs and outcomes.

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ABBREVIATIONS AND ACRONYMS

CRS	-	Catholic Relief Services
ESAf	-	Eastern and Southern Africa
EU	-	European Union
GDI	-	Gender, Diversity and Inclusion
GDP	-	Gross Domestic Product
GoK	-	Government of Kenya
GST	-	General Systems Theory
HDR	-	Human Development Report
ICRAF	-	International Centre for Research in Agroforestry
INGO	-	International Non-Governmental Organisation
KeNHA	-	Kenya National Highways Authority
KPIs	-	Key Performance Indicators
LGDPII	-	Second Local Government Development Project
MDF	-	Management and Development Foundation
M &E	-	Monitoring and Evaluation
MoU	-	Memorandum of Understanding

NACOSTI	-	National Commission for Science, Technology and Innovation
NEMA	-	National Environmental Management Authority
ODA	-	Official Development Assistance
OECD-DAC	-	Organisation for Economic Co-operation and Development-Assistance Committee
PI	-	Principal Investigator
PIU	-	Project Implementation Unit
PMC	-	Project Management Committee
PMI	-	Project Management Institute
RBV		Resource Based View
SIDA	-	Swedish International Development Agency
SPSS	-	Statistical Packages for Social Sciences
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TOC	-	Theory of Constraints
UNDP	-	United Nations Development Programme
WA	-	World Agroforestry
WCA	-	West and Central Africa

ABSTRACT

Project performance is assessed by the timely delivery of project objectives, budget constraints and scope of intervention, along with the satisfaction of the customer and end-user. However, several studies show that projects often fail to achieve one or more of these. This failure is attributable to internal and external factors of an organisation such as competency of project teams, stakeholder engagement, and project funds disbursement procedures. Although organisational initiatives are regarded as avenues for successful completion of projects, previous research has not identified any connection among these factors. Previous evaluations have raised some issues but not a large extent, hence the study. This study is aimed at bringing out these organisational factors which include the evaluation of organisational culture, project manager's competency, stakeholder engagement and funds disbursement procedures and how they affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. The study was based on five theories namely: resource-based view of an organisation, resource dependence theory, theory of constraints, stakeholder theory and general systems theory. Descriptive research design was adopted. Accordingly, a target population of 91 projects was considered. 94 employees and partners were the respondents from which data was collected using semi-structured questionnaires. Data was analysed using descriptive statistics (frequencies, percentages, means and standard deviations) to summarise the variables, information and multiple regression model. The results of the study were presented using tables and Charts. The study results indicated that organisational culture and project manager's competence, have a positive and significant effect on the performance of projects while funds disbursement procedure and stakeholder engagement have positive but not significant effect on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. The study recommended the following: understanding of the organisational culture at project initiation, need for capacity building and training for project managers or recruitment of a qualified project manager; strengthening the engagement of partners such as government, media, primary and secondary beneficiaries to solicit their buy-in and involvement throughout the project life-cycle and need to improve funds disbursement procedures for timely disbursement of funds to mitigate the risk of mistrust and lack of confidence by the donor which could result in loss of funding for future projects. There is also need for a review of the bureaucracies and red tapes involving the disbursement of project funds to allow the necessary flexibility given the realities of project management and to enhance their successful delivery. The study identified areas for further research to include the other regional offices and research units of World Agroforestry due to their unique geographical, political, socio-economic and donor preference landscapes.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Projects can be generally defined as temporary endeavours established to achieve specific goals. Projects (also development projects) are specifically defined as development strategies through which ideas are transformed into reality to solve a challenging issue which is considered important to development policies. Consequently, project implementation requires both human and non-human resources to be achieved. Globally, important investments are made into projects to help organisations in their ability to grow and influence change. The temporary nature of a project denotes that it has a beginning and an end. The success of a project, however, is not only measured on the basis of time but also cost and scope, particularly in the attainment of the desired outcomes and solving the organisational problems (Smith, 2014).

In the global project context, there are multiple players who seek to optimize outcomes by combining resources from multiple sites, organisations, cultures, and countries which are increasingly used around the world among multinational corporations due to favourable factors such as dispersion of expertise, cost saving and globalization of the business environment (Anantatmula and Thomas, 2010; Mossolly, 2015). Global projects can be cross-border, multicenter or multinational where multicenter may not necessarily be cross-border if executed by different centres in the same country and cross-border may not be considered as a global project if executed from within two centres with the same legislative framework or common zone, for instance France and Belgium being members of the European Union (Mossolly, 2015). Multinational projects alluded to the fact that the project context including the stakeholders are

not limited to one single entity. Projects can also be co-located or centralized in the same country. According to Mossolly (2015), several factors favour the emergence of global projects which include globalization of the business environment, cost driven execution strategies, national requirements for local presence, dispersion of expertise, joint venture projects and mergers and acquisitions. However, these favourable factors also come with challenges including integration and coordination difficulties, statutory and regulatory issues, uncertainties in project controls; drawback of remoteness and cultural differences.

In Tanzania, Kiwasi, (2012 carried out a study on the causes and effects of delays and disruptions in construction projects in Tanzania. The study identified design changes, delays in payments to contractors, information delays, funding problems, poor project management, compensation issues and disagreement on valuation of work done as the main sources of delays and disruptions in constructions projects in Tanzania which are responsible for time and cost overruns, idling resources and disputes.

Seboni (2015, investigated the factors causing delays in road construction projects in Kenya. The study revealed that more than 70% of the projects initiated in Kenya were likely to escalate in time by over 50%. The delay was attributed to delayed payment by the client, slow decision-making and bureaucracy in client organisation, inadequate planning and scheduling and rain.

The World Agroforestry Regional Office projects fall in the category of multicenter, cross-border, multinational and co-located or centralized projects. However, the projects implemented in the Regional office of the Eastern and Southern Africa region are research and development

oriented in nature hence the favourable factors hinge on geographical landscapes, climatic conditions, affiliation with international and regional groupings and national requirements for local presence. Factors like the government setting its national agenda for the whole year making it difficult to engage the community in some project activities, the community's reluctance to participate in project survey political climate in the country (identification challenges). This might result in rejection of project activities altogether by the community. The one season-once-a year climatic condition needs could prolong project implementation period thereby necessitating project cost or no cost extensions.

Projects are generally established to drive the strategic goals of the organisation. Their success is also the success of the organisation (Anantatmula & Rad, 2018). A project is considered successful when it complies with the schedule and budget while also meeting the objectives set by stakeholders (Kerzner, 2013). Hence, several aspects such as the inadequate project design, the changes in specifications, scope, delays in administrative processes, and procurement of work activities may lead to project failure. These aspects have often contributed significantly to delays in project implementation that have become a common occurrence and costly for donor-funded projects (Jeyakanthan & Jayawardane, 2012).

Generally, the performance of a project is determined by how efficient and effective it is. Efficiency is regarded as the project's timeliness, budget compliance, number of scope changes and customer satisfaction. The knowledge generated as a result of project performance is used to improve future project performance and planning, additional knowledge to research, and policy making. The effectiveness of a project is determined by the relevance of its objectives

and if these objectives met the real needs of the target group. ICRAF projects generate knowledge which needs to be converted into some tangible transformation that will impact lives and livelihoods of the end-users. This change needs to be institutionalized into the grassroot organisations to make the change happen. The absence of an effective partnership prevents even the most revolutionary innovations from reaching the smallholder farmers whose livelihoods this research aims to change.

Deloitte (2017), reported that nine out of ten mega-projects globally experience time and cost overruns. These overruns vary greatly with respect to the project size and how complex it is. This variation runs from as much as 70% for costs and 183% for time. The cost overruns also differ by sector. The report further alludes that in Africa approximately 20% of projects get to premature financial closure before proceeding to the implementation stage. The report also indicates that lower risks of project overruns were experienced in countries that have stronger regulations and institutional governance in place. However, countries with weaker governance bodies experience significant time and cost overruns.

Deloitte (2017) looked at mega-projects in Ghana, Tanzania, Democratic Republic of Congo (DRC), Nigeria and Ethiopia. Ghana reported delays in project execution due to bureaucratic payment processes, poor contract management, unavailability of technical skills and currency fluctuations. In Nigeria, the Ajaokuta Steel Plant was delayed by nearly 40 years. In Tanzania the Tanzam Highway was delayed by 50 months resulting in a cost overrun of 54%. Democratic Republic of Congo (DRC) delayed the start of the Inga 1 and 2 hydropower dams which recorded 340% in cost overruns due to fund mismanagement and poor project execution. On the

contrary, the report states that Egypt and Ethiopia did not experience any remarkable cost and time overruns in their mega projects but rather completed the project in a timely manner and within stipulated costs. Some of these mega projects benefited from additional funding for expansion.

Deloitte (2017), further indicates that East Africa (EA) had 71 mega projects valued at US$32.6bn. East Africa accounted for 23.4% of the total number of projects in the continent. This cost is about 10.6% in terms of the dollar value of the projects. Between 2016 and 2017 EA projects rose by a substantial 65.1% from 23.4% with an increase of 20.7% in dollar value. Kenya had the largest number of projects in East Africa (23 compared to Ethiopia's 20). However, the total value of projects in Ethiopia was almost twice that of the value of projects in Kenya. Ethiopia therefore became the largest economy in East Africa in 2016, thereby overtaking Kenya.

In terms of project funding assistance, a report by Organisation for Economic Co-operation and Development-Development Assistance Committee (ECD-DAC), indicates that the European Union and its Member States remain the biggest donor of Official Development Assistance (ODA) globally with an overall amount of €75.7 billion in 2017. Turkey, Palestinian territories and Afghanistan are the top three countries that received the highest levels of EU assistance for the second consecutive year. However, most of the foreign aid goes to Africa for development projects where Egypt tops the list and Uganda takes the tenth position (Development Aid at a Glance, 2018 Edition).

1.1.1 Project Performance

Project performance is achieved when the project objectives are accomplished within time, budget and the efficient and effective use of available resources (Kerzner, 2013). . According to Tohidi (2011) and Verzuh (2015) project performance measurement includes time, budget, safety, quality and overall client and stakeholder satisfaction. Belassi (2013), alludes that new product development (NPD) projects failure rate is high due to organisations maintaining the 'business as usual' attitude yet they expect a different result.

A recent research by Immonen & Cooksy (2014), analysed the suitability of the performance measurement system for the evaluation of research in CGIAR system. This initiative by the donors was intended to become part of a streamlined monitoring and evaluation system and to enhance transparency, accountability, learning, and decision making, including decisions about future funding. This research concluded that the intended purpose for this research was not achieved due to inherent difficulties in developing a set of annual indicators with high validity reflecting the kind of performance that research institutions are expected to demonstrate on outputs, outcomes and impacts.

Bartlett, Kanowski, Kerkhoff and Byron (2017) in their research identified 22 factors but only considered five for collective scoping and project design, mix of skills, allocations of time, funds and equipment and commitment by the scientific team and capacity building. The study looked at the success factors as the extent of achievement of project objectives and adoption by end-users and the impact thereof.

Namutamba (2012), identified project design, management competence, stakeholder involvement and funders' conditionalities as critical factors that affect project performance. This study focused on factors affecting development projects with specific reference to the Second Local Government Development Project (LGDPII) in Uganda.

Deloitte (2017) indicates that only 13% of infrastructure projects in Kenya were completed on time. Cost and time overruns were identified as the major contributors to the abandonment or failure of projects. The report further indicates that approximately 48% of projects in Kenya reported a cost overrun while 87% of projects had a time overrun. The initial inadequate contracting period failed to recognise the other factors which resulted in time delays.

1.1.2 Organisational Factors

Organisational factors are generally viewed as the organisation's capabilities and processes used for coordinating its resources and putting them into productive use. These capabilities are embedded in the organisations' policies, rules, routines and procedures. They are a product of its structure, processes, control and human resource management. Organisational factors are both internal and external. The internal factors are organisational influence – factors within the organisation while external factors are external environmental conditions (McLeod & MacDonell, 2011). Project Management Institute (2013) classifies the organisational influences into five categories namely; organisational cultures and styles, communication, structures, processes and enterprise environmental factors. Alqahtani, Chinyio, Mushatat and Oloke (2015) view that the organisational system can be associated with one of three main aspects: organisational culture, project management culture and the project manager. The focus for this

study will be on four factors namely; organisational culture, the project manager's competency, stakeholder engagement and funds disbursement procedures.

Projects interact with several diverse organisational cultures. These cultures include that of the parent organisation, the culture of the other organisations connected to the project and the culture of the project itself. A specific collection of values, norms, beliefs define an organisation and its culture. The culture of the organisation varies from one organisation to the other. There is no one type of organisational culture that is better or more productive than the other, and the differences in cultures can be adopted and linked to the resources variation, duration of the project or even documentation resulting from the differences in the corporate cultures adopted by the organisations (Cross & Inim, 2019).

The focus on organisational culture is gaining prominence in the day-to-day functioning of the organisation. This is because the performance of an organisation largely depends on its culture. Whatever the organisational culture is adopted, it will have an impact on the performance of projects. Project managers need to understand the culture they are working in so that appropriate strategies, plans and responses are developed that can be understood and accepted by the project stakeholders. Gender, diversity and inclusion (GDI) are aspects of the organisational culture that impact the performance of projects. The equity principle, gender parity, diversity and inclusion apply in all ICRAF's dealings with third parties, suppliers, contractors and other stakeholders (HRM Policy Manual, 2019). Organisations need to learn how to manage diversity in the workplace to be successful in the future (Ochiel, Iravo & Wandera, 2016).

Organisations are driven by people and processes. The project manager drives the project and therefore needs to have a common understanding with the stakeholder on the importance of

stakeholder involvement, define the scope and agree on the expectations of the project (Chandra, 2017). Takey and Carvalho (2015) define project manager's competency as the "ability to mobilise, integrate and transfer knowledge, skills and resources to reach or surpass the configured performance in work assignments, adding economic and social value to the organisation and the individual". According to PMI (2013), there are three different competency dimensions: knowledge, personal and performance. Leadership competency is an effective skill necessary for a project manager which moderately influences the project outcome (Ahmed & Anantatmula, 2017); Ahmed & Mohamed, 2016). Haque and Anwar (2012) observe that top management needs to support project activities and teams and take a leadership role. Senior management should also provide support, authority, finance, and resources to the project managers for successful delivery of projects. According to Ehsan *et al*., (2010), the project manager's competency is key in the success or failure of a project. A project manager with experience will possess some unique qualities that will enhance the team performance and the project manager's planning and project management skills.

Project Management Institute (2013) defines a stakeholder as any individual, organisation or group who may have an interest or concern in the activity of a project or its outcome. Project stakeholders may be internal or external to the organisation. Internal stakeholders are entities within the organisation, for example the employees and board of directors while external stakeholders are entities outside the organisation, for example suppliers, regulators, investors and consumers. Stakeholders of a project tend to vary during the life cycle of the project as far as needs, numbers and influence are concerned. Stakeholders interests, perception as well as the motivation in the project should not be over-looked.

According to Njogu (2016), the review and identification of a stakeholder should be conducted throughout the project life cycle. Stakeholder engagement, therefore, influences the success of every project in all organisations since stakeholders employ a set of skills, knowledge, and experiences in the project which if well managed, can make the project more successful (Bourne, 2012; Bourne & Walker, 2016). Stakeholder involvement may range from occasional contributions during needs assessment, participation in specific activities, to full project sponsorship which includes providing financial, political or other forms of support. The inter-connectedness of project activities makes stakeholder involvement more critical in project performance (Bryson, Quick, Slotterback, & Crosby, 2013). Maina (2013) notes that a more complex situation that could have far-reaching effects may call for stakeholder involvement. A proactive rather than a reactive approach to stakeholder engagement contributes towards the mitigation of any project performance risks that might occur in the future.

Funds disbursement is considered as a crucial factor of project execution. Funds disbursement is the release of funds from one entity to an appointed beneficiary or beneficiaries undertaking project implementation (Keng'ara, 2014). Non-Governmental Organisations (NGOs) finance their activities through soliciting of funds from bilateral, multilateral and governments agencies, foundations, philanthropists or other charitable institutions. The funds channeled to the NGOs are guided by donor grant agreements that spell out the conditions governing the grant. One of the key elements of the grant conditions is the funds disbursement procedures during the project undertaking. Disbursement of funds determines the pace of the project implementation and this forms the basis for translating the project activities into measurable outputs.

Governments often fail to fulfil the preconditions of accessing the funds. This is especially so due to the following reasons; the untimely provision of the counter-part funds, the delays in initial disbursement of funds due to the slow/bureaucratic procedures within the government processes, poor or absence of procurement planning by project staff, non-compliance with the conditionality and guidelines for funds utilisation, in particular the procurement procedures and delays in the submission of accountability reports to allow for next releases (Ayoki, 2008).

ICRAF is guided by its finance policies, donor agreements and partner sub-contracts for the release and disbursement of project funds. However, there are organisational factors that contribute to the delayed release of funds. The late periodic submission of the financial and technical reports to the donor as stipulated in the grant agreement and the receipt of the financial and technical reports from the partners as stipulated in the sub-grantee agreement are some of the factors that contribute to this delayed release of funds. Donors also require independently audited accounts and audit reports as indicted in the grant agreement. These reports should meet the internationally accepted standards. Often, the donors may commission an independent project audit during or after the completion of the project. The donor and the organisation's budget approval processes may also cause the delay in funds disbursement. Keng'ara, (2014), alluded to the procedure of funds request by the organisation to the donor as another factor that delays funds disbursement. This is due to the numerous documentations that accompany such requests.

The delivery of service and the performance of the government have been improved by the introduction of the results-based financing approach (SIDA, (2017). In this model, the agreed project objectives must be satisfactorily delivered first by the implementing organisation before funds are released by the donor. This approach is different from the previously used methods

for funds disbursement where funds were released in advance for the project activities and results expected.

1.1.3 World Agroforestry Regional office for Eastern and Southern Africa projects

The Eastern and Southern Africa (ESAf) regional office is located at the World Agroforestry headquarters in Nairobi. ESAf is one of the six (6) regions of World Agroforestry, the brand name for the International Centre for Research in Agroforestry (ICRAF). World Agroforestry is a Centre of science and development excellence that harnesses the benefits of trees for people and the environment. ICRAF is the only institution carrying out globally significant agroforestry research in and for all the developing world. (Corporate Strategy, 2017-2026); (http://www.worldagroforestry.org/about-us).

World Agroforestry's work covers over 30 countries in six regions namely; Eastern and Southern Africa, West and Central Africa, South Asia, South East Asia, East and Central Asia and Latin America. Governments, private foundations, development agencies, international organisations, regional development banks and economic blocks and the private sector are the main donors to ICRAF's research and development agenda. The typology of projects implemented in ICRAF is shown in Table 1.1.

Table 1. 1: Typology of ICRAF projects

Type of Project	Percentage (%)
Research	50%
Research in Development	30%
Development	20%

Source: ICRAF Database (2015

The Eastern and Southern Africa region is comprised of eight (8) countries namely Ethiopia, Kenya, Malawi, Rwanda, Somalia, Tanzania, Uganda, Zambia and Zimbabwe. ESAf has

physical presence in only six (6) countries whereas in two (2) countries namely Zimbabwe and Somalia, project implementation is carried out through partners.

During the period 2014 and 2019, ICRAF implemented a total of 320 projects out of which 91 were implemented by ESAf regional office. A total of 57 projects were completed while 34 are still ongoing Kenya has more projects in the region because it hosts the regional office and ICRAF headquarters. The projects implemented by the World Agroforestry regional office for the Eastern and Southern Africa region are categorised as multicenter, cross-border, multinational and co-located or centralized/in-country. In terms of budget size, ICRAF Projects are categorised as small with <$0.5m, medium $0.5 – $5.0m, large $5 – $15 million and mega project worth >$15 million.

This study is being carried out on projects by World Agroforestry Regional office for Eastern and Southern Africa region because of its global outlook and Africa is regarded as a continent whose population depends mostly on agriculture. Agroforestry has been identified as a farming practice that contributes to the alleviation of poverty in Africa. Agroforestry simply means growing trees on farms. The Eastern and Southern Africa regional office of ICRAF, where the study will be carried out, therefore serves as a crucial test point for this study mainly because it will be less costly and easily accessible in terms of data collection with little or no language barrier as English is spoken and written in most of the Eastern and Southern African countries. Furthermore, because of the importance of agriculture within the region, the results of this research will have an engaged audience.

1.2 Statement of the Problem

World Agroforestry's regional office of the Eastern and Southern Africa (ESAf) region is located within ICRAF headquarters in Nairobi, Kenya. The projects implemented by the World Agroforestry regional office for the Eastern and Southern Africa region are categorised as multicenter, cross-border, multinational and co-located or centralized/in-country.

Global projects whether at mega like in oil industry or micro level such as specific to research and development are emerging all over the world. The global nature of these projects makes them challenging to manage due to the presence of multiple actors that seek to maximize the outcomes of the project by putting together resources from various locations partners and cross countries. Whereas global projects face challenges such as coordination, statutory and regulatory, project controls and potential cultural differences, this diverse scenario also comes with favourable factors including diverse expertise, cost saving strategies and globalization of the business environment (Mossolly, 2015).

World Agroforestry projects implemented by the regional office of the Eastern and Southern Africa are donor-driven research and development and like any other International Non-Governmental organisation (INGOs), these projects are not spared by the challenges of their internal and external environment including donor funding re-alignments and preferences, mergers and acquisitions, political and socio-economic environmental and regulatory factors.

A report by UKAID/DFID – (Annual review report, 2015-2020) noted that flow of funds into the program by the donor causes delays in the ICRAF projects due to additional funds disbursement requirements. Additionally, SIDA Evaluation report (2008), highlighted none

receipt of co-funding, delay in the disbursement of funds both from the donor to ICRAF and from ICRAF to the partners; late financial reporting and incomplete audit certificate as other factors that affect the performance of projects. Similarly, stakeholder involvement with reference to gender considerations were also cited in the report. A report by MDF (2018) also highlighted delays in planning and realization; lack of clarity in project design and conceptualization; division of tasks and roles by managing and implementing partners as factors that affect the performance of projects.

ICRAF works with a wide range of partners who have their own strategic missions and visions. For example, partners in the humanitarian/development field like Catholic Relief Services (CRS) would like to see impact and success stories of transformed lives and livelihoods and poverty reduction, whereas other partners in research are more interested in publications as the outputs of the project. Some of the donor funding preferences may require that ICRAF makes a shift from its original research objective (pure research) to accommodate the development focus (Coe, Sinclair, & Barrios, 2014) This scenario presents a dilemma. Previous evaluations have raised some issues but not to the extent the dilemma ICRAF faces. The study, therefore, seeks to establish the effect that these factors have on the performance of World Agroforestry regional projects in the Eastern and Southern Africa region as clearly mandated by the donors and other stakeholders to deliver on its commitments. Successful project delivery is therefore very critical for the survival and sustainability of the organisation.

Although project management and organisational initiatives are viewed as logical channels for successful implementation of projects, past research has revealed no relation between these

organisational factors (Anantatmula & Rad, 2018). About 70% of ICRAF's research projects are implemented in its countries. However, some countries are small with limited capacity. In such a scenario, it is not uncommon to find the country manager (scientist) who is responsible for the country office getting involved in the project implementation either as the Principal Investigator or part of the project management team. The scientist may not have the competencies required of a project manager to lead the projects and this is likely to affect the delivery of the project.

ICRAF has recently introduced the project close out policy to capture some these shortcomings. The main objective of this Policy is to ensure all Grants received by ICRAF, and Subgrants issued to collaborating partners are closed out at the end of the project. This Policy is applicable to all project teams located in all the countries where ICRAF operates. This is a new dimension to project management at ICRAF and this study could be used to improve the process.

1.3 Objectives of the Study

1.3.1 General Objective

The study evaluated the organisational factors and how they affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region located at the ICRAF headquarters in Nairobi, Kenya.

1.3.2 Specific Objectives

i. To evaluate the effect of organisational culture on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
ii. To assess the effect of project manager's competency on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

iii. To evaluate the effect of stakeholder engagement on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

iv. To evaluate the effect of funds disbursement procedures on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

1.4 Research Questions

i. How does organisational culture affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region?

ii. How does the project manager's competency affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region?

iii. To what extent does the stakeholder engagement affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region?

iv. How does the funds disbursement procedures affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region?

1.5 Significance of the Study

The knowledge generated from the research is important in understanding how organisational factors affect the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. The results from the study will benefit project management body by contributing towards the improvement of the present project management approaches.

Furthermore, the research findings will benefit future academicians and researchers by contributing to the existing literature on factors that affect the performance of projects. Other areas for further research would also be suggested. The study will also contribute to the theory of knowledge.

1.6 Scope of the Study

This study was done on both ongoing and completed projects by World Agroforestry regional office for the Eastern and Southern Africa region during the period 2014 -2019 only. The target for the study was 91 research and development projects. The study considered only four organisational factors namely; organisational culture, project manager's competency, stakeholder engagement and funds disbursement procedures.

1.7 Limitations of the Study

Reluctance to provide information due to confidentiality reasons was expected and experienced. To overcome this challenge, a letter of authority to collect data was issued by the University to assure the respondents that the information provided was for academic purposes only. The study focused on ICRAF projects in the regional office of the Eastern and Southern Africa region during the period 2014 –2019 which might not have been a true reflection of the situation in all the countries in the region, factors like political, socio-economic, geographical, demographics among others notwithstanding. The other limitation was access to internal organisation documents that were considered confidential.

1.8 Organisation of the Study

The study is structured in five chapters. Chapter one covers the introduction, background of the study, statement of the problem, general objective, specific objectives, research questions, justification, scope and limitations and organisation of the study. Chapter two presents literature review. It discusses theoretical and empirical reviews, summary of literature review and research gaps and conceptual framework.

Chapter three deals with research methodology that was adopted during the study Research design, target population, sampling design, data collection instrument, pilot study, validity and reliability of data collection instrument, data collection procedure, analysis and presentation, diagnostic tests and ethical considerations are discussed in this chapter.

Chapter four discusses the findings of the study. This chapter highlights response rate and demographics of the respondents by gender, age, highest academic qualifications, staff category, workstation and length of service. It also covers the descriptive statistics of the factors influencing the performance of projects and inferential statistics. This chapter also presents the study findings using tables, charts and other statistical parameters.

Chapter five presents the summary of the study, conclusion and recommendations. The contributions of the study to the body of knowledge and suggestions of areas for further research are highlighted in this chapter.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the existing literature. Theoretical and empirical reviews, summary of literature review and the research gaps and conceptual framework are covered in this chapter.

2.2 Theoretical Review

2.2.1 Resource Dependence Theory

Developed by Pfeffer and Salancik (1978), the Resource Dependence theory attests to the idea that organisations do not have enough resources and depend on external sources for their sustenance This theory postulates that the survival of the organisations depends on the acquisition and maintenance of resources through interactions with the other organisations in the environment. These interactions guide their activities and result into various outcomes. The interdependence between organisations with large amounts of resources is minimized while with the ones with scarce resources and greater uncertainty pose greater challenges between organisations under these circumstances (Pfeffer & Salancik, 2003).

This theory affirms that organisations are interdependent with other organisations with which monetary or physical resources, information or social legitimacy are exchanged. The asymmetrical relationships often lead the organisations towards a collision path where satisfying one group's demands may come at the expense of the other. Organisations are not autonomous but depend on other organisations. This interdependency coupled with the uncertainty that the organisations bring can create constraints. These constraints if not managed well can produce

inter or intra-organisational power which could have an effect on the behavior of the organisation (Hillman, Withers, & Collins, 2009).

This theory recognises projects as being exposed not just to the internal but to external unforeseen events as well. The unforeseen event occurs since projects rely on the resources of its environment which are essential for the organisation to survive and do well in the conclusion of projects. External aspects can manage these resources to a level which can control the behaviour of project group associates and make them reliant. To enhance the directing of power above resources and ensure the thriving conclusion of projects, organisations try to reduce their own reliance or boost the reliance of others on themselves (Knol,Janssen & Sol, 2014).

In doing so, resource dependence theory recommends theoretically and empirically that project organisations focus more on resources which are critical for their survival (Jawahar & McLaughlin, 2001). Project organisations work towards resource reliance on its surroundings and can discuss the surroundings by controlling the work of the project panel (Coulton & Taylor, 2004). Additionally, the achievement of a project depends on the sustainable management of its sponsors - an explanation why it is important to win their support all through the project lifecycle.

Projects depend on the environment in which they operate for resources such as labour as well as material and equipment for their successful implementation. Projects, therefore, require the environment, for instance, the donor for funds and partnerships for implementation. Due to this dependency on resources, the RDT is considered relevant for this study.

This theory attests to the fact that projects need both the interior and exterior aspects, the technical skills of employees; involvement of the partners, availability of funds and working as a team. All factors contribute to the success of projects thereby resulting high performance of projects within organisations. This theory is linked to all the objective of the study, that is, the effects of organisational culture, project manager's competency, stakeholder engagement and funds disbursement procedures on the performance of projects. the sHowever, Casciaro and Piskorski (2005) critiqued RDT as lacking other environmental dependency factors like transaction costs, power imbalance, mutual dependencies – highlighting that mergers and acquisition are enhanced by mutual dependencies while power imbalance reduces it.

2.2.2 Resource Based View

Resource Based View (RBV), advanced by Barney(1991), suggests that an organisation is presented with the strategic resources to develop a competitive lead against its rivals. Thus, the resources possessed by the firm determine its performance. This theory hinges on application of the firm's hard and soft resources that gives it the competitive edge over the others. It further explains how these resources enable the firm to complete its projects within the budgeted cost, time schedule and required quality. This opportunity can assist the organisation to enjoy solid good profits in comparison to similar rival groups.

The RBV theory emphasizes the need for the manager to possess project planning and implementation skills. The independent variables managers competency namely; proper planning, implementation, and monitoring of project resources are emphasized in this theory

hence its relevance for this study. In comparing the Theory of Constraints (TOC), Resource Based View (RBV) and Just in Time (JIT) theories, Smith, (2014) noted that basic resources such as physical, human and technological resources are necessary to undertake a project efficiently and effectively.

2.2.3 Theory of Constraints

Goldratt introduced this theory in 1984. The theory of constraints (TOC) alludes to the fact that management theory is based on the premise that every system has at least one constraint limiting it from achieving its goal. The theory highlights four main constraints that hinder the performance of projects. These constraints include the scope, cost, quality and time schedule for the project completion. The Israeli physicist first published the assumptions of TOC in his book – 'The Goal' in 1984. The book highlights the assumptions of the TOC which offer comprehensive solutions for production management. TOC focuses on system improvement which is defined as a series of independent processes. (Trojanowska & Dostatni, 2017); Trojanowska & Pająk, 2010) focuses on system improvement. The TOC principles requires an all-inclusive view of the entire production system (Hamrol, 2015). The TOC has three core principles; concentration, consistency, and respect. Attention is drawn to the concentration principle which focuses on the most important issues which requires that all processes and positions need to be supervised (Hamrol, 2015). However, the non-critical ones may enjoy a certain autonomy, but more attention should be paid to tasks that are crucial from the systems point of view.

TOC emphasizes on optimum performance within the existing constraints. Dettmer 1997), opines that the theory of constraints can be characterised as a set of concepts, principals and

measurements that focus attention on the logistical tools that make project work to flow smoothly. What should be done to produce the project's output is referred to as the scope constraint. It is more challenging for bigger and more complex with several tasks to be performed more effectively than smaller projects. If the project is too big, some of the activities could be sub-contracted to reduce the complexity of the project (Balderstone & Mabin, 1998). Sub-contracting is crucial since it enables project managers to breakdown the complex and bigger projects into simple projects that can be coordinated and managed easily. For instance, sub-contracting of tasks in the bigger and more complex projects to other stakeholders helps with the efficient and effective management of the project. Mabin and Balderstone, (2003) alludes to the fact that most of the advantages associated with TOC can only be identified with the manufacturing sector but not in the project management portfolio. This theory therefore links closely to the objective on stakeholder engagement and the organisation system processes hence relevant for this study.

2.2.4 Stakeholder Theory

Freeman (1984), linked the origin of the stakeholder theory to a research that was conducted by the Stanford Research Institute (now Stanford Research Institute International Inc.) in 1963. This theory defines stakeholders as "groups of individuals who support the organisation to enable its existence". According to this theory, organisation must not lose sight of individuals and groups that may influence its decision making processes (Gibson, 2000). Freeman (1994), argues that this theory is anchored on management of the organisation and the ethical issues in the environment.

This theory articulates how organisations relate to their micro and macro environment and how this relationship affects the delivery of its activities. (Filippone, 2012). According to Bourne, (2009), stakeholders are either internal or external to the organisation. In a given project, these stakeholders could include the staff, suppliers, the government and the community. Hill & Jones, (2012) hold the opinion that stakeholder theory can serve as an important approach to get the community to accept and embrace the outcome of project. Walumbao (2011), concurs with the same opinion that stakeholder theory has elements that can identify, analyse and satisfy the interest of the community as stakeholders.

Stakeholder Theory has advanced three approaches: The first is the descriptive approach which describes and explains the character and behavior of organisations and especially how they are managed and how the board of directors consider the corporate constituents. This approach emphasizes on the fact that there is no stakeholder group that is more important than the other. They are equal. The second approach is the instrumental approach which uses empirical data to identify the connection between the management of stakeholder groups and the achievement of the corporate goals. The manager should pay more attention to the key stakeholder relationships since the firm has stake in their behavior. The third one is the normative approach which holds the view that attention to key stakeholder relationships by the managers is more important than using the stakeholders to maximize the profits for the organisation.

The stakeholder theory represents a major alternative in the manager's task which involves promotion of the various rights of stakeholders. The stakeholder theory is now applicable in many disciplines such as management functions, finance, accounting and human resource

functions (Harrison, Freeman, & de Abreu, 2015) The stakeholder theory however, conflicts the long-held shareholder theory by Friedman (1962), which holds that the purpose for the organisation is to make profits for its shareholders with the sole social responsibility of engaging in activities designed to increase its profits. Additionally, the stakeholder theory directs the project management team to serve numerous principals rather than a single corporate objective (Chew and Gillan, 2006). This theory is used to highlight and explain the stakeholder engagement variable in this study.

2.2.5 Systems Theory

The General Systems Theory (GST) was first advanced by Ludwig von Bertalanffy in 1940. However, it became prominent only in the 1960s (Bui & Baruch, 2010). This concept was primarily concerned with how systems operate and integrate with other systems by naming and identifying patterns and processes common to all of them. GST defines a system "as a group of two or more elements where the behavior of each element influences the behavior of the whole". The elements and their effects are interdependent on each other.

GST distinguishes between open and closed systems. A closed system assumes that the main features of an organisation are its internal elements and the open systems approach views the organisation's interaction with the external environment as vital for its survival and success (Shafritz & Russell, 2005); Wang, 2004). GST considers the input-output component and how it interacts both internally external with the environment. The managerial systems must coordinate and integrate the elements of purpose, people, structure, techniques and information for the benefit of the organisation (Montouri, 2000). The organisational structure and design are important as they entail decisions related to resource allocation for various units and activities

within the business ecosystem (Brenes, Mena, & Molina, 2008). Yoon and Kuchinke, (2007) critiqued the systems theory by stating that the theory does not indicate how collaboration with the organisation and the measures to be put in place should the analysis suggest a potential conflict between the organisational work environment, and the structure.

GST, however, has the following shortcomings; failure to distinguish between a system and the vagueness of what should be included within systems theory (Fioretti & Visser, 2004). The other shortcoming is the assumption that there is a distinction between the boundaries of the organisation and its environment. Donor organisations are typical open systems which respond to both internal and external influences.

A system that is open has three essential elements namely inputs, processes and outputs. For instance, an organisation receives resources (also known as inputs). These inputs are processes and then converted into products or services (outputs). Feedback is also an aspect of open systems. The organisational culture is directly linked to this theory since organisations are either a closed system or an open system.

2.2.6 The Theory of Performance

Richard Schechner (2004) is one of the proponents of Theory of Performance (ToP). He advocates that 'Performativity' as a concept is closely related to post-modernism. ToP relates to six initial notions that form a framework that helps to explain performance together with performance improvements. These notions include to perform which is to produce valuable results. The performer includes an individual or a group of individuals engaged in a

collaborative effort. The level of performance describes the location in developing performance. Three axioms involved in effective performance improvement include a performer's mindset, immersion in an enriching environment, and engagement in reflective practice. The current level of performance depends holistically on six components: context, level of knowledge, levels of skills, level of identity, personal factors, and fixed factors. The postmodern view does not consider the idea of 'performance' as intrinsically artistic or theatrical, but as something that permeates the social fabric, the political and material world. of Measures of execution depend totally on the following areas: setting, level of learning, levels of abilities, level of character, individual factors, and settled elements. The performance of a system, for instance depends on the components of the system and on the interactions between these components. Similarly, level of performance of an individual or an organization depends on the components. As the saying goes, performance is a journey with levels of performance and not a destination. Each level defines the extent of effectiveness or quality of performance. In some instances, the performer is an individual or a group of people pulling their efforts together (Bell, 2008). In others the performer is a collection of people who are collaborating such as an academic department, research team, committee, student team, or a university or organisations. This theory aligns with the project performance since projects are temporary organisations established to achieve specific goals.

2.3 Empirical Review

2.3.1 Organisational Culture and Project Performance

Yazici (2011), examined the contribution of organisation's culture to perceived project and business performance in the United States. This survey was performed on project managers,

engineers, and executives from 76 U.S. firms. The study revealed the significant role that clan or group culture play in improving project performance. The study associated cost savings, sales growth, and increased competitiveness with clan or group culture. The survey established that the relationship between the organisational culture and project performance is enhanced by the project manager's experience. Furthermore, study found out that the clan or group culture facilitate a cohesive, high performing teamwork environment, and results in perceived project and business performance.

This study only assessed the relationship between current and preferred organisational cultural orientation and project success and between the organisational culture and business internal and external success factors in general and did not address other organisational factors influencing the performance of projects. The study was carried out in the business sector and not INGO hence does not apply in the case of ICRAF projects implemented in the Eastern and Southern Africa region.

At Airtel Kenya Limited, Ochiel, Iravo and Wandera (2016), evaluated the effect of the organisational culture on project performance. The study was based on how organisational factors such as diversity communication, leadership and organisational design affect project performance. The analysis of the study showed that several projects exceeded the planned time and costs thereby reducing the benefits of the projects mainly because of their failure to recognise the positive link between the organisational structure and organisational culture. The study revealed that diversity, communication and leadership influence the performance of projects in an organisation. The study also showed that the organisational culture had positive influence on the performance of projects hence its relevance to the current study.

In South Africa, Dube and Katane (2017), carried out a study on the influence of the organisational culture and project management maturity on virtual teams. The study highlighted that the growth of the use of virtual teams has resulted from globalization, expertise distribution, innovation and collaboration. Virtual teams are usually based in different geographical locations and depend on technology to communicate. The study aimed to establish the level of influence that the organisational culture and the project management maturity has on an organisations virtual project teams. The results of the study revealed that the organisational culture has an influence on the performance of virtual project teams.

This study was confined to organisational culture and did not consider the other organisational factors that affect the performance of projects.

2.3.2 Project Manager's Competency and Project Performance

Nyariranwge and Oluwayomi (2016), investigated the project manager's leadership competences and how this impacts the performance of complex mega infrastructure projects in South Africa. The impact of project managers' competences on the management of project complexity and its influence on the successful delivery of complex infrastructure projects was the basis of the study. Of special interest were the determination of the project dimensions and complexity levels; the highlight of the competences required to manage complex projects, establishment of an integrative project performance evaluation criterion; development for a model that will validate the impact of infrastructure projects performance by connecting the different complexity dimensions to the required competences.

The infrastructure projects were identified as complex adaptive systems which require more than the controlling triple constraint factors for effective management. Flexibility,

innovativeness and ability to learn and adapt to the new behavioural norms are very necessary if the project manager wants to succeed in managing the complexity levels and dimensions involved in the project. Additionally, the study emphasized the need for project managers to strike a balance between administrative, adaptive and generative leadership styles. The study highlighted the inadequacy in project management philosophy, project manager's leadership competencies as some of the factors that contribute to poor project performance in mega infrastructure construction projects. The study did not consider project manager's competency in a research environment.

Ahmed (2017), investigated the intellectual competencies of project managers and how it affects successful delivery of projects. Quantitative data was collected from project managers of public sectors in Pakistan. The research findings implied that project manager's strategic perspective significantly contributes towards preparing for the future. The visionary project managers with imaginative skills have strong influence on project success. The study assessed the relationship between intellectual competencies and project success in the public sector. The study recommended that an evaluation of the impact of managerial or emotional competencies of project managers on project outcomes should be considered in the future. The study did not consider project manager's competency in a research environment and especially in international non-governmental organisations. Further research to validate this model in other sectors other than the public sector was suggested in this study.

Mary (2018), evaluated the project management leadership influence on the performance of Compassion International (CI) assisted projects in Kitui County of Kenya. The study focused on the determination of the effect of leadership skills, experience, control and style on the performance of CI assisted projects. Leadership skills, experience, control and styles all had a

positive correlation with project performance. This study was carried out on a localized project, specifically projects funded by a single donor. Hence it lacks the broad overview of project manager's competency in project performance.

2.3.3 Stakeholder Engagement and Project Performance

Menoka (2014), investigated stakeholder engagement and its influence on the performance of sustainability-related projects in the construction industry. The focus of the study was based on the improvement of stakeholder involvement in the construction projects and how this affects the achievement of construction sustainability. A framework that integrates stakeholders with sustainability driven project performance was developed. The current issues and practices faced by the construction projects with emphasis on the engagement of stakeholders to make construction sustainable and enhance the successful delivery of construction projects was investigated. A series of semi-structured interviews with 16 experienced UK construction professionals was employed in this study. A mixed-method research technique was used to carry out the empirical investigation. Data analysis revealed a variation in the way the participants view their roles and the company's strategic focus towards the involvement of stakeholder in the construction sustainability. The study was carried out on international constructions projects hence lacked the perspective of the World Agroforestry regional office for Eastern and Southern Africa projects.

Nyandika and Ngugi (2014), investigated the impact of stakeholder participation has on road projects at the Kenya National Highways Authority (KeNHA) and its effects on the performance of these projects. The determination of the influence of user involvement, technology, top

management support and resources on stakeholder participation on project performance was the focus of study.

The study identified awareness creation and feasibility study on user contributions as having positive influence on the performance of road projects. Information communication technology (ICT) skills also significantly enhanced the performance of road construction projects. The top management support in the project approval processes was also found to be critical for the success of road construction project in KeNHA. The study further revealed that availability of adequate financial and human resources, influenced the performance of road construction projects in a positive way. Nyabera (2015), carried out a similar study but on projects supported by Compassion International (CI) in Mwingi, Kenya. The study revealed that the effectiveness of the implementation of CI supported projects is greatly influenced by the stakeholder participation thereby supporting the findings of the study. However, both studies were performed in a different location on different subjects. Both studies lacked the perspective of the World Agroforestry regional office for Eastern and Southern Africa projects

Njogu (2016),investigated the influence of stakeholder involvement on the performance of Automobile Emission Control Project in NEMA in Nairobi County. Reference was made to project identification, planning, implementation and monitoring.

The findings of study alluded to the fact that stakeholder participation in all stages of the project lifecycle is paramount for the enhancement of their problem analysis skills, improvement for the understanding of their contribution and their decision-making processes and addressing their concerns. Further studies in the other counties in Kenya was suggested for comparison

purposes. This study was, however, localized and lacked the perspective of the World Agroforestry regional office for Eastern and Southern Africa projects.

2.3.4 Funds Disbursement Procedures and Project Performance

Keng'ara (2014), evaluated funds disbursement procedures and how these procedures affect the implementation of projects funded by donors in Homa Bay County. An assessment of the impact of funds release procedures on replenishment requests, procurement of goods and services, budgetary implications and project lifecycles of these projects was the main area of focus. A delay of up to 15 months between donor loan agreement signing with the Government and the receipt of the first tranche of funds was revealed by the study. Also revealed were unresolved audit problems that led to donors suspending aid and returning large amounts of unutilized county funds to the Treasury. The results further revealed that the donor providing a staff to manage key departments did not enhance timely completion of projects.

The findings indicated that administrative issues as associated with lengthy and complex review processes and the conflicting procurement procedures for both the donor and Government of Kenya (GOK) were the main causes of delays of funds disbursement leading to the loss of valuable project implementation time. The other cause of delay was the lack of co-funding by the government towards implementation of project activities. This delay resulted into the late approval of replenishment request by the donor. The donor funding (loan) conditionality requires that the government contributes a small percentage of the project funding, usually about 10% of the total value of the project, to facilitate funds disbursement. The results supported findings of similar study conducted by Odedokum, (2003). This study was carried out on donor

funded projects in the public sector in Homa Bay County, hence did not consider donor funded projects in INGOs.

Gaturu and Muturi (2014), assessed factors influencing the timely completion of projects funded by donors in Kenya with reference to the World Agroforestry Centre (ICRAF). The study focused on problems that exist within projects funded by donors at the World Agroforestry Centre (ICRAF) and provided suggestions to prevent future a repeat of the same using a project management approach. The study found out that basic training is necessary for the project staff before assuming the project leadership and management roles. The study, however, did not find any significant relationship between the timely release of funds and the timely completion of donor-funded projects at ICRAF. The study further revealed that untimely, inadequate and unpredictable release of funds significantly influence the timeliness of projects completion. This study, however, did not address the influence of the other organisational factors on the performance of donor-funded projects at ICRAF, for instance, the funds disbursement procedures.

Kiara and Luketero (2018), examined the projects funded by donors in Embu county and the factors that influence their performance. Embu Water and Sanitation Company was the focus for this study. The study looked at technology, resource availability, type of donor funding, stakeholder participation and regularity of project monitoring and how they influence the successful delivery of Embu water and sanitation project in Embu County. The study revealed that the performance of a project depends on adequate allocation of resources. The study also found out that results-based financing model yielded better project performance results

compared to the pure grant approach where funds are disbursed in advance. Regular monitoring was also established as a critical step in the project cycle and contributed immensely to the successful delivery of the project. This study, however, considered donor funded projects in the public sector only. The study did not consider the projects in the international non-governmental organisations.

2.4 Summary of Literature Review and Research Gaps

This section summarises previous studies carried out by the different scholars on the organisational factors and their influence on project performance. It will highlight their respective areas of focus, the key research findings and gaps and the current focus of the study.

Table 2. 1: Summary of the literature review and research gaps

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
Menoka, (2014)	How stakeholder involvement improves construction sustainability and the performance of construction projects	Stakeholder engagement is positively interrelated with construction sustainability and construction performance	The study was limited to the construction professionals in the UK only and lacked the Eastern and Southern Africa regional context.	To evaluate the extent to which stakeholder engagement affects the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
Keng'ara, (2014)	To assess the effect of funds disbursement procedures on the replenishment requests, the procurement of goods and services, budgetary implications and project lifecycle on donor funded projects in Homa Bay County	Long delay in the receipt of funds after loan agreement protocol signing agreement between the Government and the donor. Delays are due to lengthy and complex administrative and review processes. Unresolved audit issues	The study focused on the public sector donor funded projects with loan components. The context of the INGO sector was not explored.	To evaluate the effect of funds disbursement procedures on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
Nyandika and Ngugi, (2014)	The influence of user involvement, technology, top management support and resources on stakeholder participation	Awareness creation, feasibility study Information communication technology (ICT) skills, top management support is critical for stakeholder	The research was carried out on road construction projects in the public sector in Kenya and not in INGO. The study lacked the Eastern and Southern	To evaluate the extent to which stakeholder engagement affects the performance of projects by World Agroforestry

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
	and project performance	participation in project success.	Africa regional perspective.	regional office for the Eastern and Southern Africa region.
Gaturu and Muturi (2014)	Investigation of problems that exist within donor-funded projects at ICRAF and suggestion on the prevention of such occurrences using a project management approach.	Untimely, inadequate and unpredictable release of project funds greatly influence the timely completion of projects at ICRAF	The study did not address and the other organisational factors that lead to the delayed disbursement of project funds, for instance, the funds disbursement procedures.	To evaluate the effect of funds disbursement procedures on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
Yazici (2011)	How the organisational Culture affect perceived projects and business Performance.	The study revealed that clan culture is significant in the performance of perceived projects and business.	The study was done on a business environment in US firms and lack regional context. This study was confined to organisational culture and did not consider the other organisational	To evaluate organisational culture and its effect on the performance of projects by World Agroforestry regional office for the Eastern

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
			factors that affect the performance of projects.	and Southern Africa region.
Nyabera (2015)	The influence of stakeholder participation on Compassion International Assisted projects in Mwingi sub-County.	The study illustrated that community participation in project initiation, planning, execution; monitoring and evaluation greatly influence project success.	The study was performed exclusively in the public sector development project in Kenya. The study was localized and lacked the perspective of the World Agroforestry regional office for Eastern and Southern Africa projects	To evaluate the extent to which stakeholder engagement affects the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
Ochiel, Iravo and Wandera, (2016)	To investigate the effect of diversity communication , leadership and organisational design on organisational	Diversity, communication and leadership influence the performance of projects in an organisation.	Study was done in the private sector in Kenya. It was therefore localized and lacked the perspective of the World Agroforestry regional office for	To evaluate organisational culture and its effect on the performance of projects by World Agroforestry regional office

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
	project performance		Eastern and Southern Africa projects.	for the Eastern and Southern Africa region.
Nyariranwge and Oluwayomi, (2016)	How the project managers' competency addresses the complexity while enhancing delivery of complex infrastructure projects.	Project managers must be flexible, innovative and adaptable to new behavioral patterns for successful project delivery.	The study was carried out in a complex mega infrastructure project in South Africa therefore lacks the Eastern and Southern Africa context. The project manager's competency required in a research environment was not considered.	To assess the effect of project manager's competency on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
Njogu (2016)	The influence of stakeholder involvement on the performance of Automobile Emission Control Project in NEMA	Stakeholder participation in all stages of the project lifecycle is an avenue for the enhancement of their problem analysis skills and better	The study was limited to carbon emission in the environment in Nairobi. This study was localized and lacked the perspective of the	To evaluate the extent to which stakeholder engagement affects the performance of projects by World

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
	Nairobi County with reference to project identification, planning, implementation and monitoring.	understanding of the decision-making processes.	World Agroforestry regional office for Eastern and Southern Africa projects.	Agroforestry regional office for the Eastern and Southern Africa region.
Ahmed (2017)	Assessment of the relationship between intellectual competencies and project success in the public sector.	Project managers with strong vision and imagination skills significantly influence project success.	Only the public sectors in Pakistan were considered. The Eastern and Southern Africa regional context was not considered. The study also did not consider project manager's competency in a research organisation and especially in international non-governmental organisations	To assess the effect of project manager's competency on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
Dube and Katane (2017)	Influence of organisational culture and project management maturity on virtual project teams.	Organisational culture positively affects virtual project performance.	The study was limited to virtual teams which is different project management approach. It was confined to organisational culture and did not consider the other organisational factors that affect the performance of projects.	To evaluate organisational culture and its effect on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
Bartlett, Karnowski, Kerkhoff and Byron (2017)	Factors influencing the success of forestry research projects implemented in developing countries: case study results from Vietnam.	Six factors were identified as main contributors to project success. These include; clearly objectives, strong communications links, project teams trust, project leadership, strong and committed team with the	This study was carried out on forestry research projects in Vietnam and not agroforestry in the developing countries. It did not reflect the perspective of the World Agroforestry regional office for Eastern and	To assess the influence of the organisational factors and the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
		right skills, institutional and partners support.	Southern Africa projects.	
Mary (2018)	To evaluate the influence of leadership skills, experience, control and style on the performance of CI assisted projects in Kitui, Kenya	Leadership skills, experience, control and styles all had a positive correlation with project performance.	This study was carried out on a localized project, specifically projects funded by a single donor (CI). Hence it lacks the broad overview of project manager's competency in project performance.	To assess the effect of project manager's competency on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.
Kiara and Luketero (2018)	To examine the projects funded by donors in Embu county and the factors that influence their performance – the case of Embu water	Results-based financing model yielded better project performance results compared to the pure grant approach where funds are disbursed in advance.	Both internal and external factors were examined however, the study was limited to one donor funded development project in Embu County only. The study did not consider projects	To evaluate the effect of funds disbursement procedures on the performance of projects by World Agroforestry regional office

Author and Year	Focus of the study	Research Findings	Gaps in relation to present study	Focus of Current Study
	and sanitation company.	Technology, funds availability, stakeholder participation and regular project monitoring also contributed to the project success to a great extent.	the international non-governmental organisations.	for the Eastern and Southern Africa region.
Cross and Inim (2019)	To determine the impact of conducive work environment, management leadership and process familiarization on project success in Nestle Nigeria PLC.	Understanding of the organisational culture contributes to the successful completion of projects.	This study was done in a food manufacturing company in Nigeria. It did not reflect the perspective of the World Agroforestry regional office for Eastern and Southern Africa projects.	To evaluate organisational culture and its effect on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.

Source: Author, 2019

2.5 Conceptual Framework

The conceptual framework highlights the relationship between the variables. The independent variables are organisational culture, project manager's competency, stakeholder engagement

and funds disbursement procedures while the dependent variable is the project performance with project delivery timeliness, achievement of set objectives, maintaining set budget and the overall client satisfaction as key performance indicators.

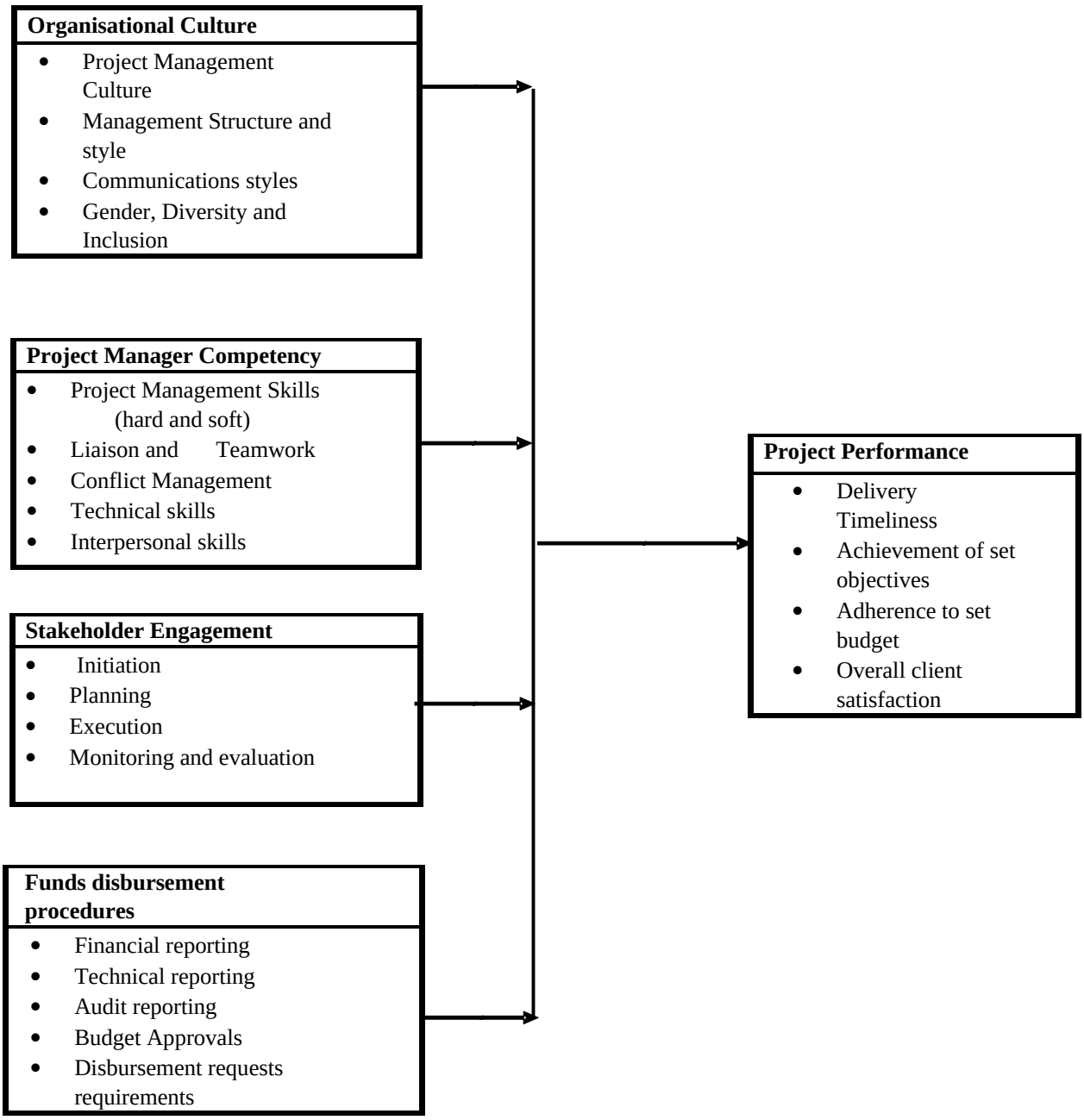

Figure 2. 1: Conceptual Framework

Source: Author, (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was adopted by the study which include research design, target population, sampling design, data collection instrument, the validity and reliability of the instrument, data collection procedure, analysis, presentation and ethical considerations.

3.2 Research Design

A descriptive and explanatory approach was adopted. Descriptive approach is the gathering of data to respond to questions concerning the status of the subject (Mugenda & Mugenda, 2003). This approach accorded an in-depth comprehension of the problems that enabled the researcher to report the subject study appropriately. The research used quantitative approach to data collection, analyses and reporting on the organisational factors and project performance variables. This approach is also economical in data collection in case of a sizeable population considering time constraints and cost effectiveness (Mugenda and Mugenda, 2003). The explanatory approach provided explanations on the relationships and the causal effects of the relationships between the variables. This information formed part of the study findings. The semi-structured questionnaire was used to ensure high return rate.

3.3 Target Population

This is defined as groups, individuals, elements, or items with the same characteristics from which samples will be drawn (Kothari, 2004). This study targeted 91 projects which included both ongoing and ended projects (Table 3.1)

The respondents were 94 employees of World Agroforestry regional office of the Eastern and Southern Africa region and ICRAF heeadquarters (Table 3.2).

Table 3. 1: Target population

COUNTRY	**Projects**	**completed**	**On-going**
Burundi	1	1	**0**
Ethiopia	14	3	**11**
Kenya	19	15	**3**
Madagascar	1	1	**0**
Malawi	15	13	**2**
Mozambique	3	3	**0**
Rwanda	12	9	**3**
Tanzania	9	7	**2**
Somalia	2	1	**1**
Uganda	9	4	**5**
Zambia	7	2	**5**
Zimbabwe	1	0	**1**
TOTAL	**91**	**57**	**34**

Source: ICRAF Database (2019)

Table 3. 2: **List of Respondents**

Category	**Population**	**Percentage**
Principal Investigators	15	16
Project Scientists	20	21.3
Project Managers	10	10.6
Human Resource Officers	10	10.6
Project Administrators	15	16
Finance Officers	12	12.7
Procurement Officers	2	2.1
Communications Officers	3	3.2
Internal Auditors	2	2.1
Research Fellows	4	4.3
Grants Officers	1	1.1
Total	**94**	**100**

Source: Author, 2020

3.4 Sampling Design

A census was carried out on 91 projects (both on-going and completed). A census approach was considered since the population was small (Saunders, *et al*. 2009). The findings from this study alluded that a census approach improves the legitimacy of the data collected since it provides certain cases with rich information. The 94 respondents were ICRAF employees who were involved in the implementation of the projects. These respondents were also considered to understand better the variables under this study in their respective countries or units.

3.5 Data Collection Instrument

The study used semi-structured questionnairewhich consisted of a set of written questions which called for responses on the part of the respondent which was self-administered (Mugenda & Mugenda, 2003). A questionnaire was appropriate for this study because it considered the anonymity aspects of the respondents were encouraged to provide feedback without fear of being known or identified. This ensured that accurate and correct information was captured. The questionnaire consisted of six (6) sections. Section A consisted of the general information which included the demographics of the respondents. Sections B, C, D and E was composed of independent variables including the organisational culture the project manager's competency, the stakeholder engagement including the extend of stakeholder engagement and the funds disbursement procedures respectively. Section F covered the dependent variable (project performance).

3.6 Validity and Reliability of Data Collection Instrument

3.6.1 Pilot Study

A group of 10 respondents from West and Central Africa (WCA) regional office of ICRAF was selected for the pilot study to test the data collection tool. WCA is one of the six regions where some of ICRAF projects are implemented. The pilot group was further used to check the clarity and respondent's understandability of the questions. The respondents were identified through random selection and the questionnaire was sent to them electronically via email for their response. After the pre-testing of the instrument, modifications were made as appropriate to reduce the possibility of ambiguity of questions before administration. This pilot group did not take part in the main research.

3.6.2 Validity

Hair and Lukas (2014), defines the validity of data collection instrument as the determination of how it measures what is intended. The accurateness of the data collected was validated through this process which also depicted a particular variable in the study (Mugenda & Mugenda, 2003). The study confirmed construct validity by deriving the research variables from the existing conceptual framework. The data collection instrument was reviewed by the university supervisor to ascertain that the validity was met. This ensured that the instrument for the final data collection elicited the information required.

3.6.3 Reliability

The researcher evaluated the piloted instruments for consistency of responses to ascertain their reliability. Reliability is the degree to which the researcher will get the same results even with repetitive measures (Creswell, 2013). Cronbach's alpha was used to test the reliability of the instrument (Mugenda & Mugenda, 2003). Cronbach's alpha is used to measure internal consistency. A value of above 0.50 is regarded as a good indication of reliability of the research instruments and acceptable in most social science research (Cooper & Schindler 2003). The study considered this because it is conservative and suited the different number of projects carried out overtime in different geographical locations.

3.7 Data Collection Procedure

After instrument review and testing, approval was granted by Kenyatta University to collect data. The University issued a letter to be submitted to the National Commission for Science Innovation and Technology (NACOSTI) to obtain the research permit. The University

authorization letter and the research permit were submitted to the relevant authorities for their further approval by before the commencement of data collection. The questionnaire was administered online through a SurveyMonkey tool. A SurveyMonkey is an online data collection tool that allows users to create their own survey questions. The respondents were given two weeks to go through the questionnaire and fill in their responses. The questionnaire sent to the identified respondents with clear guidelines on how to respond to the study questions.

3.8 Data Analysis and Presentation

Quantitative and qualitative data generated was analysed to make meaningful conclusions (Kothari, 2004). The analysis of the qualitative data was done using thematic analysis techniques. The researcher read through the responses and categorised the information into suitable themes. Such findings were reported in narrative text.

The quantitative data collected was edited and categorised. The raw data was then imported into the excel file after which it was imported into SPSS version 25 tool and cleaned for statistical analysis. Qualitative data analylsis used descriptive statistics such as frequencies, percentages, means and standard deviation (the central measures of tendencies) to summarize the data.

Multiple Regression analysis was used to establish the relationship between the independent variables (organisational culture, project manager's competency, stakeholder involvement and funds disbursement procedures) and the dependent variable (project performance).

The following was the Regression model used:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where:

Y = Performance of projects by the regional office for the Eastern and Southern Africa region

X_1 = Organisational Culture

X_2 = Project Manager's Competency

X_3 = Stakeholder Engagement

X_4 = Funds Disbursement Procedures

$\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ are constants

ε = Error Term

3.9 Ethical Considerations

Ethical requirements were considered prior to data collection. Approval was obtained from the University and relevant authorities. The respondents were briefed about the importance of the study before requesting them to participate. The privacy of the respondents was assured by keeping the responses confidential and anonymous. The respondents were assured that the information was for academic purposes only. Furthermore, the respondents were assured that the questionnaire would not bear any the names. Participation by any respondents was on voluntary basis and no participant was coerced or forced and anyone feeling threatened or uncomfortable was excused from participating in the study. The study also ensured that the research findings were not falsified.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter discusses the research findings as guided by the research questions. The chapter therefore presents the analysis and discusses the findings of the study considering the empirical literature. The analysis, presentations and discussions of the findings are in accordance with the four specific objectives of the study.

4.2 Response Rate

The questionnaire was sent out to 94 target respondents. Seventy-two (72) respondents completed and returned the questionnaires with 2 respondents having missing information. This represented 76.6% of the target population while 23.41% did not participate in the survey. This response rate is considered very good for analysis and reporting (Mugenda & Mugenda, 2003). Results of response rate are as shown in Figure 4.1.

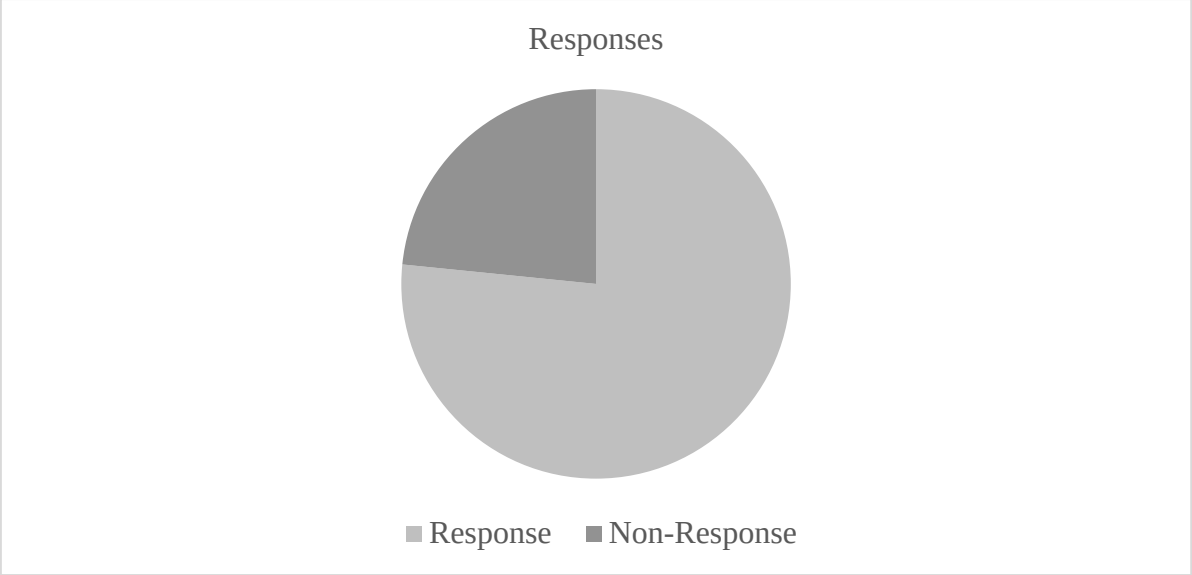

Figure 4. 1: Response Rate

Source: Survey data (2020)

4.3 Demographics of the Respondents

This section analyses, presents and interprets the respondents' demographics comprising of gender and the highest educational level achieved. (other attributes considered???)

4.3.1. Gender of Respondents

There is almost gender balance with slight increase for males with a frequency of 50.58% which is negligible hence the evaluation provided in the study can be viewed to be balanced and devoid of gender biasness. The response rate is shown in Figure 4.2 below.

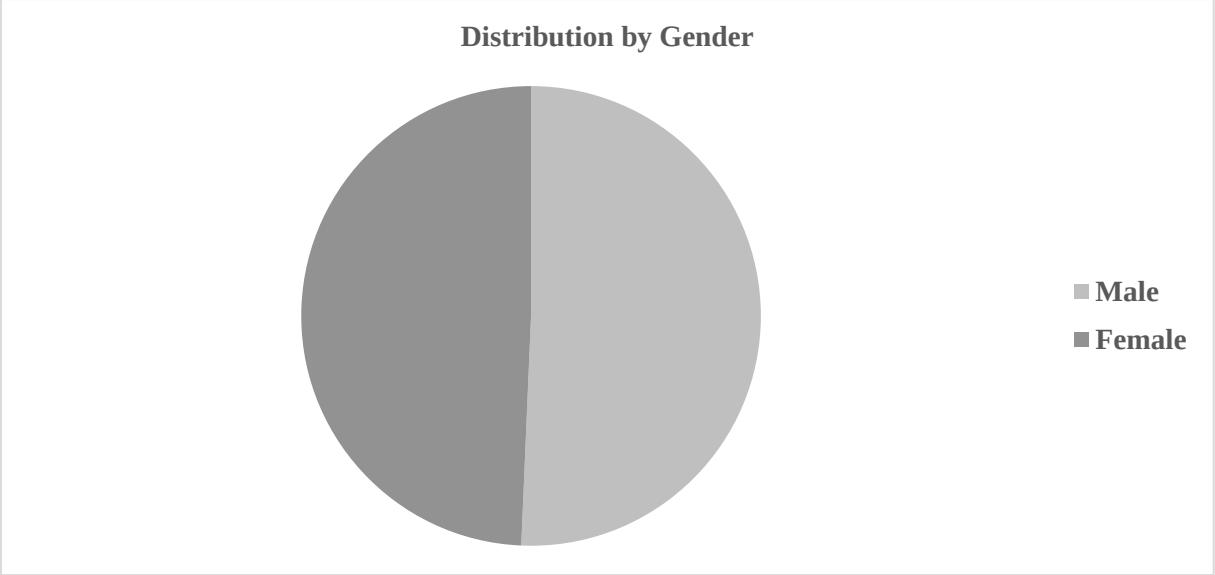

Figure 4. 2: **Distribution by Gender**

Source: Survey data (2020)

4.3.2 Age of Respondents

Out of the 72 valid responses for age, respondents aged 31-40 years were the majority at slightly less than a half at 47.2%; one quarter at 25% were aged 41 to 50 years, 20 to 30 years were 20.8% while the minority at 6.9% were aged 51 years and above. Across all the age brackets at ICRAF regional office for the Eastern and Southern Africa region and headquarters participated in this study. The results indicate that the responses obtained reflect the reality of what could be influencing project performance. This is shown in Figure 4.3.

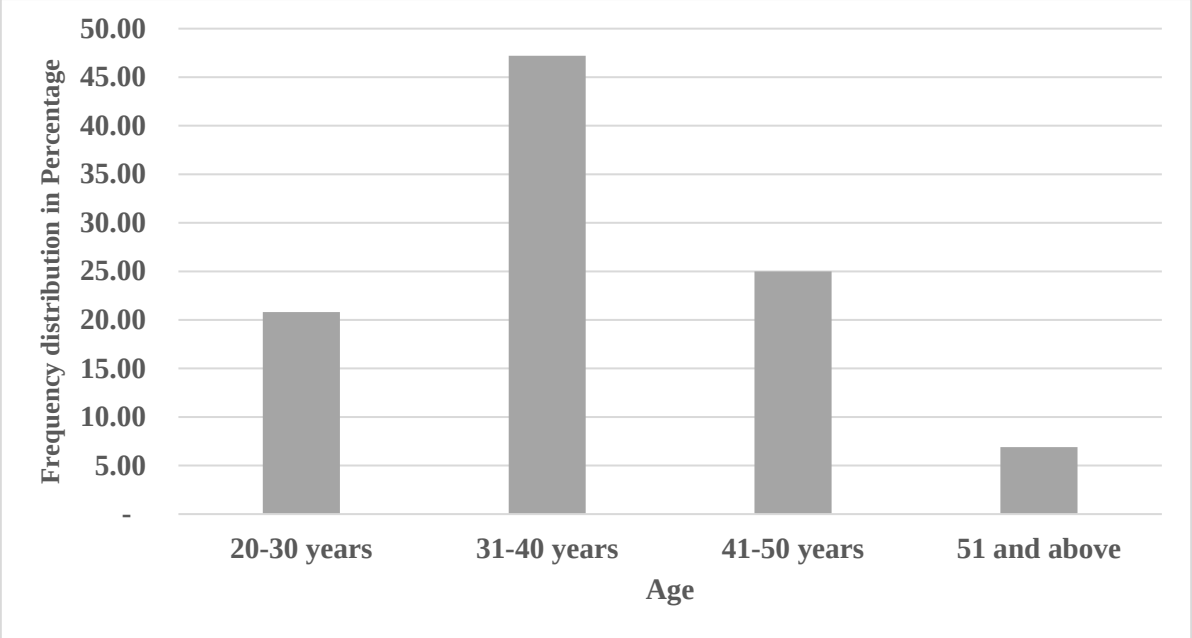

Figure 4. 3: Distribution by Age

Source: Survey data (2020)

4.3.3 Respondents' Academic qualifications

Almost two thirds of the respondents at 61.1% were postgraduates, one third at 33.3% were undergraduates while the least at 5.6% were diploma holders. Looking at a cross tabulation between highest education level and age; 6 of the postgraduate degree holders are between the ages of 20-30, 25 between the age 31-40 years, 10 between the age of 41-50 years and 4 above 51 years. Ten (10) of the undergraduate degree holders are between 20-30 years, 9 between 31-40 years, 5 between 41-50 years and none above 51 years. All the diploma holders are above 31 years.

Clearly majority of the respondents (>90%) were degree holders which implies that they have good understanding of the value of project performance evaluation thus they understood the

questions in the survey tool. Further, the responses obtained are expected to be well thought and a true reflection of what happens during project implementation (Figure 4.4).

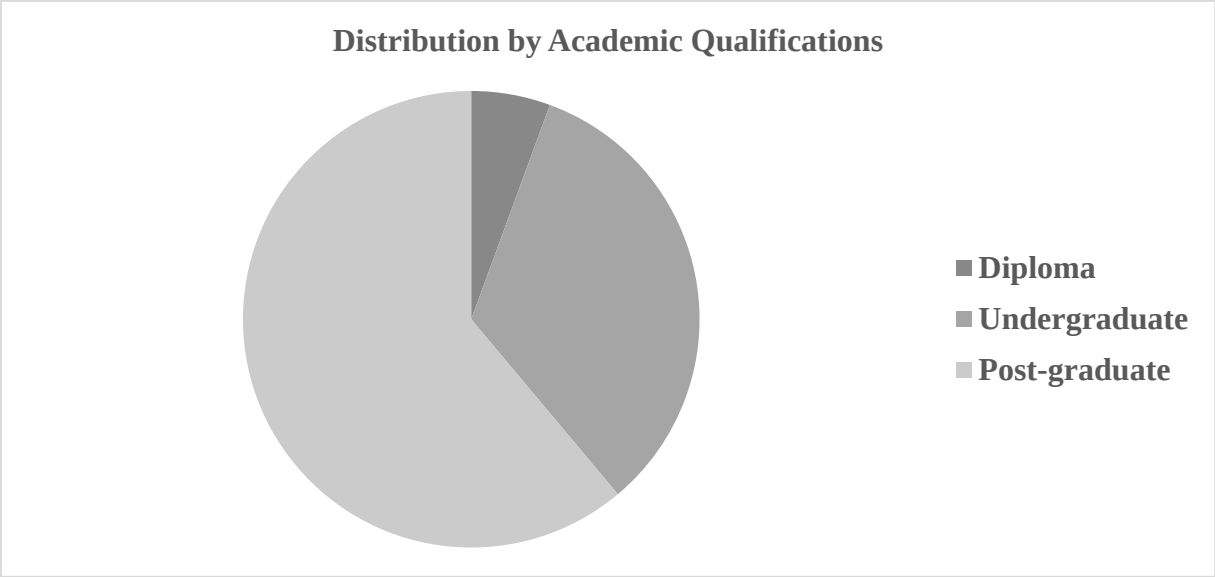

Figure 4.4: Distribution by Academic Qualifications

Source: Survey data (2020)

4.3.4 Respondents by Staff Category

Project scientists had the highest number at 29.1%, the finance team were 19.4%, the project managers and the project administrators followed at 15.3% each. The principal investigators were 9.7%, human resource officer, internal auditors and research fellows were 2.8% each while procurement officer and communications officer were 1.4% each. Majority of the staff in charge of the projects are scientists and therefore it is expected that the projects would be successfully implemented. However, the scientists may not necessarily have the project management skills for efficient and effective project performance. Although the number of finance staff look adequate (19%) to handle the projects, their distribution may pause a challenge since most of

them are based at the headquarters while the country offices are not adequately covered (one staff each). This is shown in Figure 4.5.

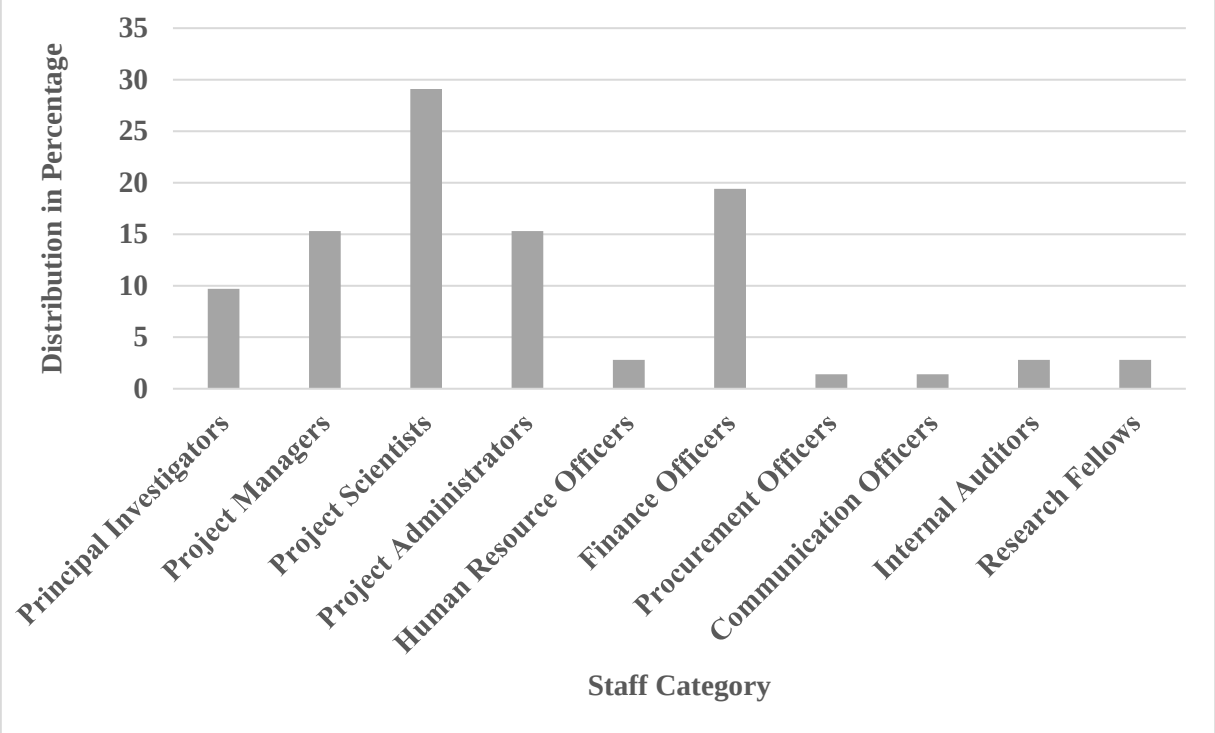

Figure 4.5: Distribution by Staff Category

Source: Survey data (2020)

4.3.5 Distribution by Work-station

The main categories of staff involved in project implementation took part in the survey. Almost half of the respondents were stationed at the headquarters at 44.4%; 16.7% stationed at ESAf regional Office, 12.5% stationed at Ethiopia office, 6.9% at both Uganda and Malawi stations while, those stationed in Rwanda, Tanzania and Zambia offices formed the minority at 4.2%. These findings are proportional to staff population at the various ICRAF workstations in the region under study. The response rates from each workstation will control for over or under representation as shown in Figure 4.6.

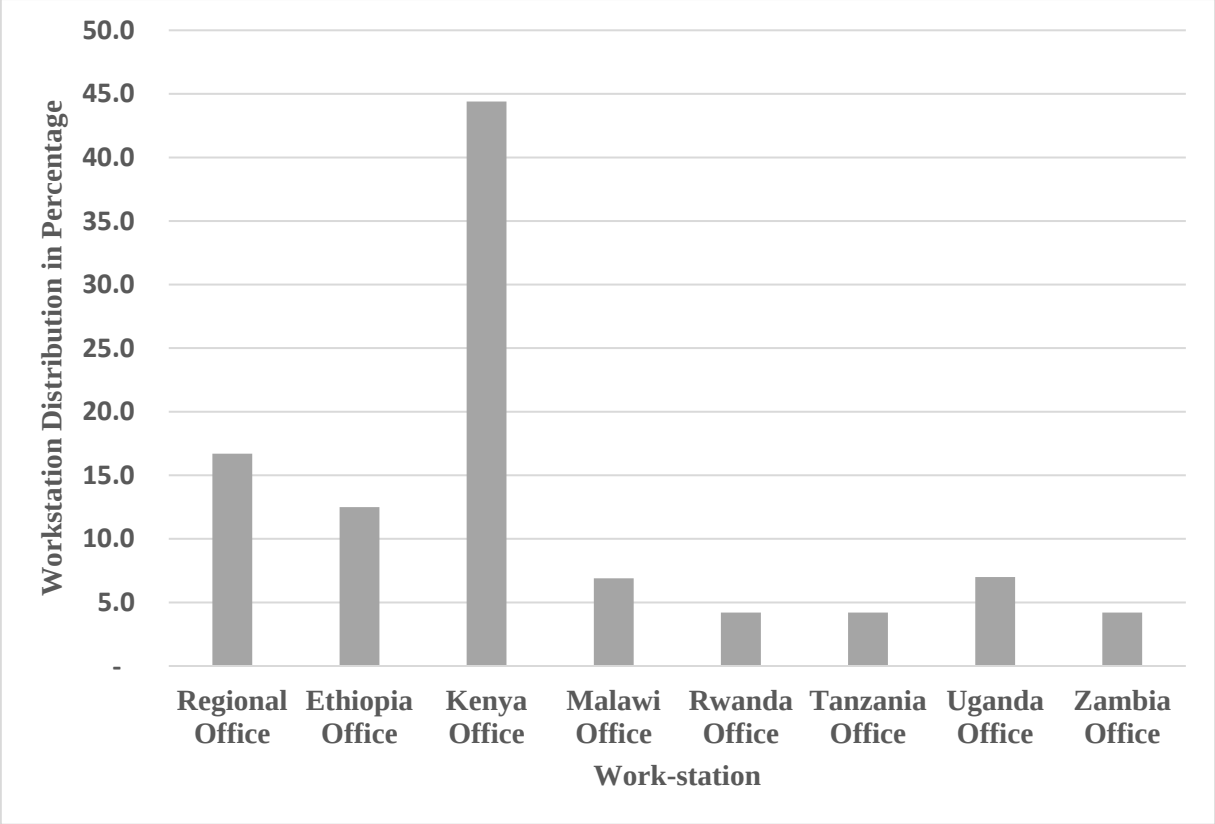

Figure 4.6: **Distribution by Workstation**

Source: Survey data (2020)

4.3.6 Distribution by Length of Service

Respondents who stayed in service at ICRAF for between one to three years were almost a third at 30.6%; 25% forming one quarter stayed for 3 to 6 years, 20.8% stayed for less than a year, 12.5% stayed for 6 to 9 years while the minority at 11.1% had stayed in-service at ICRAF for ten years and over. About 70% of the total respondents had a length of service at ICRAF of at least 3 years which is about the same length of most research projects. This shows that most of the information obtained are by staff well versed with activities done at ICRAF as shown in Figure 4.7.

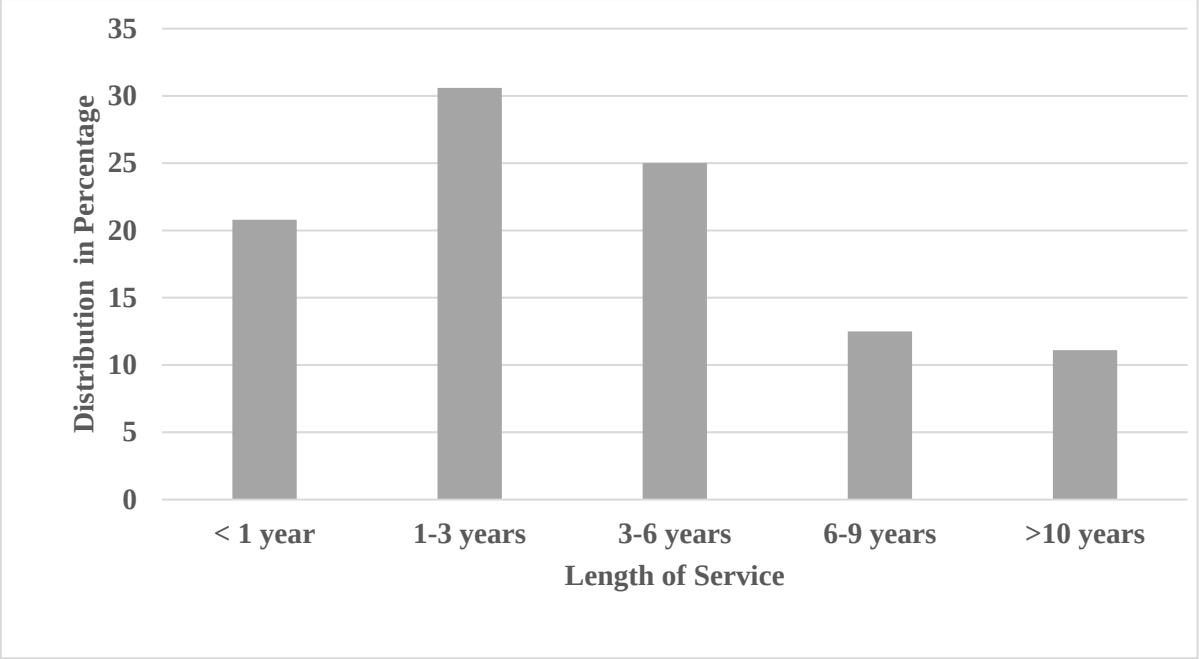

Figure 4.7: **Distribution by Length of Service**

Source: Survey data (2020)

4.4 Descriptive Statistics for Study Variables

This section summarises the characteristics of variables through the central measures of tendency including mean and standard deviation. The mean score per variable and the accompanying measure of dispersion of standard deviation was computed. The study measured variables using a five-point Likert scale based on the following rankings: strongly disagree (1.00-1.80); disagree (1.81-2.60); neither disagree nor agree/undecided (2.61-3.40); agree (3.41-4.20); strongly agree (4.21-5.00).

The findings on each of the variables are presented in tables and a discussion provided for each.

4.4.1 Organisational culture

The respondents were given several 5-point Likert Scale questions to respond to where 1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree. The scale was based

on the following rankings: strongly disagree (1.00-1.80); disagree (1.81-2.60); neither disagree nor agree/undecided (2.61-3.40); agree (3.41-4.20); strongly agree (4.21-5.00). The variables under the organization culture were measured using ten indicators. The descriptive statistics showing the characteristics of the indicators of this variable are shown in Table 4.1.

Table 4. 1: Organisational Culture

Organisational Culture	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	$\bar{x}$	SD
The organisation has a culture that determines how business is conducted.	0(0.0%)	4(5.6%)	5(6.9%)	44(61.1%)	19(26.4%)	4.08	0.748
The organisational culture encourages employees communicate freely with the managers	2(2.8%)	4(5.6%)	6(8.3%)	42(58.3%)	18(25%)	3.97	0.903
All employees in the organisation are made to feel that their contributions are valued and appreciated	3(4.2%)	10(13.9%)	11(15.3%)	37(51.4%)	11(15.3%)	3.6	1.044
Staff in the organisation often share their ideas on how to solve issues	0(0.0%)	5(6.9%)	11(15.3%)	47(65.3%)	9(12.5%)	3.83	0.732
Employees often seek clarity whenever they encounter an issue	1(1.4%)	2(2.8%)	6(8.3%)	46(63.9%)	17(23.6%)	4.06	0.748
Employees have a sense of identity which increases their commitment to work	1(1.4%)	7(9.7%)	10(13.9%)	38(52.8%)	16(22.2%)	3.85	0.929

There is good collaboration among teams in the organisation	2(2.8%)	7(9.7%)	12(16.7%)	40(55.6%)	11(15.3%)	3.74	0.888
Information from leadership reaches all relevant employees in a timely manner	1(1.4%)	7(9.7%)	7(9.7%)	38(52.8%)	19(26.4%)	3.93	0.939
Rules set out within the organisation are practical and fair	1(1.4%)	9(12.5%)	15(20.8%)	39(54.2%)	8(11.1%)	3.61	0.897
Gender, Diversity and Inclusion (GDI) at the workplace is recognised in the organisation	0(0.0%)	2(2.8%)	4(5.6%)	42(58.3%)	24(33.3%)	4.22	0.678
Aggregate of Mean						3.89	0.554

Likert scale was based on the following: (1.00-1.80) strongly disagree;(1.81-2.60) disagree; (2.61-3.40) neither disagree nor agree/undecided; (3.41-4.20) agree; (4.21-5.00 strongly agree.

Source: Survey data (2020)

Majority of the respondents at 63(87.5%) noted that the organisation had a culture that determines how things are done; 5(6.9%) were unclear whether the organisation had a culture that determines how things are done or not as the minority at 4(5.6%) were in disagreement; the item mean= 4.08< aggregate mean (3.89), SD=0.748. This implies that the organisation has a culture that determines the direction in which things move.

The employees freely communicate with their managers was stated by majority of the respondents at 60(83.4%) with the same number of respondents at 6(8.3%) holding divergent opinion from the majority and another lot being uncertain; the item mean= 3.97< aggregate of mean (3.89), SD=0.903. This implies that there is freedom for employees to do their work.

Two thirds at 48(66.7%) were in agreement that all employees in the organisation are made to feel that their contributions are valued and appreciated, 13(18.1%) were opposed to the statement, 11(15.3%) respondents were uncertain; the item mean= 3.60< aggregate of mean (3.89), SD=1.044. This implies that employee contributions are recognized by the organization.

Staff in the organisation often shared their ideas on how to solve issues as indicated by more than three quarters of the respondents 56(78.8%), 11(15.3%) were unclear on their opinion while 5(6.9%) felt that staff sharing ideas on how to solve issues in the organisation was not often practiced; the item mean= 3.83< aggregate of mean (3.89), SD=0.732. This implies that staff take part in finding solutions to issues. Majority of the respondents stated that the employees often sought clarity whenever they encounter an issue 63(84.5%), 6(8.3%) unsure whether the employees often seek clarity whenever they encounter an issue or do not while the least number of respondents at 3(4.2%) firmly stated that the employees never sought for clarity whenever they encountered an issue; the item mean= 4.06< aggregate of mean (3.89), SD=0.748. This suggest that a consultative approach to finding solution to issues is firmly embedded in the organization.

Employees had a sense of identity which increased their commitment to work as indicated by three quarters of the respondents at 54(75%), 10(13.9%) were uncertain with 8(11.1%) held divergent opinion from the majority; the item mean= 3.85< aggregate of mean (3.89), SD=0.929. This implies that a sense of belonging exists in the organisation. A good collaboration existed among teams in the organisation as stated by 51(70.9%) of the respondents, 12(16.7%) were not sure while 9(12.5%) firmly held divergent opinion on the

collaboration; the item mean= 3.74< aggregate of mean (3.89), SD=0.888, implying that culture of teamwork exists in the organisation. More than three quarters of the respondents at 57(79.2%) were of the opinion that there was timely dissemination of information from leadership to all relevant employees with 8(11.1%) having divergent opinion on the same as 7(9.7%) were unclear whether information from leadership reached all relevant employees in a timely manner or it does not; the item mean= 3.93< aggregate of mean (3.89), SD=0.939 implying that the top-down flow of information is effective in the organization.

Nearly two thirds of the respondents at 47(65.3%) were in agreement that rules set out within the organisation were practical and fair, 15(20.8%) were uncertain while those who felt that the rules set out within the organisation were impractical and unfair formed the minority at 10(13.9%); the item mean=3.61< aggregate of mean(3.89), SD=0.897. This implies that the organizational policies are embraced by the employees. Organisational recognition of Gender, Diversity and Inclusion (GDI) at the workplace was by large shared by 66(91.6%) of the respondents, 4(5.6%) were uncertain while the least number of respondents at 2(2.8%) felt that Gender, Diversity and Inclusion (GDI) at the workplace were not recognised in the organisation; the item mean= 4.22< aggregate of mean(3.89), SD=0.678. This implies that gender, diversity and inclusion form an integral part of the culture of the organization.

The aggregate of mean and the standard deviation were close, an indication that data was reliable. The mean of 3.89 is an indication that culture has been integrated and operationalized to a great extent. If culture is enhanced, the performance of the projects will be impacted positively.

4.4.2 Project Manager's Competency

A 5-point Likert Scale questions where 1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree was provided to the respondents. The scale was based on the following rankings: strongly disagree (1.00-1.80); disagree (1.81-2.60); neither disagree nor agree/undecided (2.61-3.40); agree (3.41-4.20); strongly agree (4.21-5.00). The variables under the project manager's competency were measured using twelve indicators. The descriptive statistics showing the characteristics of the indicators of this variable are shown in Table 4.2.

Table 4. 2: Project Manager's Competency

Project manager's competency	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	$\bar{x}$	SD
The project manager has good technical skills and understanding of the subject	0(0.0%)	0(0.0%)	2(2.8%)	35(48.6%)	35(48.6%)	4.46	0.555
The project manager has good communication skills	0(0.0%)	2(2.8%)	9(12.5%)	33(45.8%)	28(38.9%)	4.21	0.768
Project manager possesses sensible decision-making skills	0(0.0%)	0(0.0%)	10(13.9%)	43(59.7%)	19(26.4%)	4.13	0.627
The project manager possesses coordination skills for achieving quality results	0(0.0%)	1(1.4%)	10(13.9%)	37(51.4%)	24(33.3%)	4.17	0.712
The project manager's skills help in planning, monitoring, evaluation and forecasting	1(1.4%)	0(0.0%)	8(11.1%)	43(59.7%)	20(27.8%)	4.13	0.711

ICRAF instils competency as one of its core principles.	0(0.0%)	3(4.2%)	9(12.5%)	33(45.8%)	27(37.5%)	4.17	0.805
The project manager possesses good liaison skills and is a team player	0(0.0%)	0(0.0%)	7(9.7%)	39(54.2%)	26(36.1%)	4.26	0.628
The project manager understands contract clauses	1(1.4%)	2(2.8%)	14(19.4%)	30(41.7%)	25(34.7%)	4.06	0.888
The project manager has good analytical skills	0(0.0%)	0(0.0%	4(5.6%)	48(66.7%)	20(27.8%)	4.22	0.537
The project manager has good leadership and interpersonal skills	0(0.0%)	2(2.8%)	7(9.7%)	42(58.3%)	21(29.2%)	4.14	0.698
Financial management skills are necessary for a project manager	0(0.0%)	1(1.4%)	4(5.6%)	35(48.6%)	32(44.4%)	4.36	0.657
The project manager has risk management skills	0(0.0%)	3(4.2%)	16(22.2%)	38(52.8%)	15(20.8%)	3.93	0.743
The project manager has the capability of managing project constraints: Scope, time and costs.	0(0.0%)	2(2.8%)	13(18.1%)	42(58.3%)	15(20.8%)	3.97	0.712
Aggregate of mean						4.17	0.451

Likert scale was based on the following: (1.00-1.80) strongly disagree;(1.81-2.60) disagree; (2.61-3.40) neither disagree nor agree/undecided; (3.41-4.20) agree; (4.21-5.00 strongly agree.

Source: Survey data (2020)

The project managers had good technical knowledge of the subject as widely shared by almost all the respondents at 70(97.2%) only 2(2.8%) were uncertain; the item mean= 4.46< aggregate of mean (4.17), SD=0.555 implies that technical skills is very necessary for successful

management of projects. Those who held the opinion that the project managers had good communication skills were the majority of the respondents at 61(84.7%), 9(12.5%) were unsure while the least number of respondents at 2(2.8%) were of divergent opinion with the majority; the item mean= 4.21< aggregate of mean (4.17), SD=0.768. This implies that communication skills are a prerequisite for project managers.

The manager possessed sensible decision-making skills as indicated by the majority of the respondents at 62(86.1%), 10(13.9%) of the respondents felt that the project manager lacked sensible decision-making skills; the item mean= 4.13< mean of means (4.17), SD=0.627, implying that decision-making skills is one of the necessary qualities of a project manager Firmly stating that the project manager possessed coordination skills for achieving quality results were the preponderance of the respondents at 61(84.7%); 10(13.9%) were uncertain, while one respondent (1.4%) was of the opinion that the project manager lacks coordination skills for achieving quality results; the item mean= 4.17 aggregate of mean (4.17), SD=0.712, implies that coordination skills are key for a project manager since projects are implemented by a number of stakeholders which call for good coordination skills for it to succeed.

The project manager's skills helped in planning, monitoring, evaluation and forecasting as was indicated by 63(87.5%), 8(11.1%) of the respondents were unsure while 1(1.4%) respondent was opposed to the statement; the item mean= 4.13< mean of means (4.17), SD=0.7111. Failure to plan is planning to fail hence a project manager must be a good planner which will allow for good project monitoring, evaluation and forecasting. On whether ICRAF instilled competency as one of its core principles, 60(83.3%) of the respondents were in agreement, 9(12.5%) of the respondents were uncertain 3(4.2%) felt that ICRAF did not instill competency as one of its core principles; the item mean= 4.17< aggregate of mean (4.17), SD=0.805 implying that

competency in project management is key hence ICRAF has ensured that it is anchored in its corporate strategy document.

The project manager possessed good liaison skills and is a team player as stated by almost all the respondents at 65(90.3%), the rest disagreed at 7(9.7%); the item mean= 4.26< aggregate of mean 7), SD=0.628 This implys that liaison skills is very necessary for the project manager since the project implementation involved many stakholders. Understanding contract clauses by the project manager was widely shared by 55(76.4%) of the respondents, almost one fifth at 14(19.4%) were unaware while minority of the respondents at 3(4.2%) held divergent opinion from the majority; the item mean= 4.06< mean of means (4.17), SD=0.888. implying that a good understanding of the project agreement ensures compliance with the donor requirments.Almost all the respondents at 68(94.4%) were of the opinion that the project manager had good analytical skills as the least of them at 4(5.6%) were not sure; the item mean= 4.22< aggregate of mean (4.17), SD=0.537. This implies that analytical skills is key for a project manager.

Majority of the respondents at 63(87.5%) stated that the project manager had good leadership and interpersonal skills, 7(9.7%) were unaware while the minority at 2(2.8%) disputed the leadership quality and interpersonal skills of the project manager; the item mean= 4.14< s aggregate of mean (4.17), SD=0.698 implying that good leadership skills is very necessary for project management. Preponderance of the respondents at 67(93%) opined that financial management skills was necessary for a project manager , 4(5.6%) were indiferent while one respondent was oppossed; the item mean= 4.36< aggregate of mean (4.17), SD=0.657. This implies that financial management skills is critical for a project manager since most projects fail due to cost overruns.

Slightly less than three quarters of the respondents at 53(73.6%) opined that the project managers had the risk management skills, 16(22.2%) were unaware, while 3(4.2%) firmly stated that the project manager lacks the risk management skills; the item mean= 3.93< aggregate of mean (4.17), SD=0.74, implying that project risk management skills is important for project in view of the number of stakeholders involved and the environment in which the project is being implemented More than three quarters of the respondents at 57(79.1%) were in agreement that the project managers had the capability of managing project constraints: Scope, time and costs, 13(18.1%) were unsure while minority at 2(2.8%) were of the opinion that the project manager lacked the capability of managing project constraints: Scope, time and costs; the item mean= 3.97< aggregate of mean (4.17), SD=0.712. This implies that a project manager must have the capacity to manager the scope, time and budget contraints of a a project to avoid project failure.

The SD is close, meaning that the data is reliable. A mean of 4.17 suggests that the competency of the project managers are developed to a large extent. If the project manager's skill were enhanced, the performance of the project would be positively impacted.

4.4.3 Stakeholder Engagement

A 5-point Likert Scale questions where 1-strongly disagree, 2-disagree, 3-undecided, 4-agree and 5-strongly agree was provided to the respondents. The scale was based on the following rankings: strongly disagree (1.00-1.80); disagree (1.81-2.60); neither disagree nor agree/undecided (2.61-3.40); agree (3.41-4.20); strongly agree (4.21-5.00). The variables under the stakeholder engagement were measured using nine indicators. The descriptive statistics showing the characteristics of the indicators of this variable are shown in Table 4.3.

Table 4. 3: Stakeholder Engagement

Stakeholder engagement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	$\bar{x}$	SD
Stakeholder interests are considered at all stages of the project cycle.	0(0.0%)	5(6.9%)	12(16.7%)	38(52.8%)	17(23.6%)	3.93	0.828
Stakeholder participates in the analysis of the problem to understanding and become part of the decision-making process.	0(0.0%)	3(4.2%)	14(19.4%)	43(59.7%)	12(16.7%)	3.89	0.723
Stakeholder participates in analysis of the to understand extent of their contribution.	0(0.0%)	6(8.3%)	12(16.7%)	42(58.3%)	12(16.7%)	3.83	0.805
Stakeholders enhance support of the project	2(2.8%)	0(0.0%)	2(2.8%)	44(61.1%)	24(33.3%)	4.27	0.654
Stakeholder views are considered in the project decision making processes.	0(0.0%)	4(5.6%)	11(15.3%)	39(54.2%)	18(25%)	3.99	0.796
Stakeholder participates in the provision of project progress feedback	1(1.4%)	6(8.3%)	11(15.3%)	39(54.2%)	15(20.8%)	3.85	0.899
Stakeholder Reports on risks and take action to enhance performance of the project	3(4.2%)	3(4.2%)	16(22.2%)	34(47.2%)	16(22.2%)	3.87	0.867
Stakeholder's views are systematically sought during project implementation	0(0.0%)	4(5.6%)	18(25%)	35(48.6%)	15(20.8%)	3.85	0.816

All stakeholders are engaged directly and/or indirectly both primary and secondary, men women, the elderly and marginalized groups	1(1.4%)	3(4.2%)	18(25%)	33(45.8%)	17(23.6%)	3.86	0.877
Aggregate of mean						3.93	0.539

Likert scale was based on the following: (1.00-1.80) strongly disagree;(1.81-2.60) disagree; (2.61-3.40) neither disagree nor agree/undecided; (3.41-4.20) agree; (4.21-5.00 strongly agree

Source: Survey data (2020)

The study ascertained that stakeholder interests are sought at all stages of the project cycle as indicated by more than three quarters of the respondents at 55(76.4%), 12(16.7%) were not sure while 5(6.9%) disagreed that the stakeholder interests were sought at all stages of the project cycle; the item mean= 3.93< aggregate of mean (3.93), SD=0.828 implying that involving stakeholders at every stage of the project cycle contributes to the successful implement of the project.

More than three quarters of the respondents at 55(76.4%) noted that stakeholder analysis informed decision making, 12(16.7%) were unclear on their stand while 3(4.2%) had a divergent view from most of the respondents; the item mean= 3.89< aggregate of mean (3.93), SD=0.723. This emphasized the importance of involvement the stakeholders in all the stages of project implementation.

Three quarters of the respondents at 54(75%) felt that stakeholders participated in problem analysis to understand the extent of their contribution, 12(16.7%) were unsure whether stakeholders participated in problem analysis to understand extent of their contribution or not while 6(8.3%) of the respondents were in disagreement; the item mean= 3.83< aggregate of

mean (3.93), SD=0.805 implying that the contribution of the stakeholder in project implementation is key.

Majority of the respondents at 68(94.4%) shared the opinion that stakeholder engagement enhanced the support of the projects, while an equal proportion of respondents at 2(2.8%) were both undecided and opposed to the majority of the respondents; the item mean= 4.27< (aggregate of mean 3.93), SD=0.654 implying that there is no doubt about stakeholder involvement in project implementation without which the project would either not take off or fail due to stakeholder related factors for instance lack of legal and regulatory issues.

In support of the opinion that stakeholders improved the project decision making processes were the majority of the respondents at 57(79.2%), 11(15.3%) were unsure, while the minority at 4(5.6%) felt that the stakeholders did not improve the project decision making processes; the item mean= 3.99< aggregate of mean (3.93), SD=0.796. This implies that stakeholder engagement in project implementation is important for successful delivery of projects.

Three quarters of the respondents at 54(75%) noted that stakeholders participated in the provision of project progress feedback, 11(15.3%) of the respondents were unclear about this while a paltry 7(9.7%) indicated that stakeholders did not participate in the provision of project progress feedback; the item mean= 3.85< aggregate of mean (3.93), SD=0.899 implying that feedback mechanism is all inclusive and important for the success of the project.

More than two thirds of the respondents at 50(69.4%) reported on risks and implementation of actions to enhance project activities. 16(22.2%) were uncertain, while the minority at 6(8.4%) disagreed that there was reporting on risks and corrective action for project improvement; the

item mean= 3.87< aggregate of mean(3.93), SD=0.867, implying that risk management is key for project implementation.

Also widely shared by 50(69.4%) of the respondents was the systematic soliciting of stakeholder views during project implementation, 18(25%) unaware, while 4(5.6%) of the respondents disagreed; the item mean= 3.85< aggregate of mean (3.93), SD=0.816. This is a further attestation to the consultative approach to project implementation in view of the many stakeholders.

More than two thirds of the respondents at 50(69.4%) noted that all stakeholders were engaged directly and/or indirectly both primary and secondary, men, women, the elderly and marginalized groups), one quarter at 18(25%) not sure while 4(5.6%) of the respondents had a divergent view from the majority; the item mean= 3.86< aggregate of mean (3.93), SD=0.877 implying that the all-inclusive approach to stakeholder engagement is important for the success of a project.

The variables under extent of stakeholder engagement were measured using five indicators. The descriptive statistics showing the characteristics of the indicators of this variable are shown in Table 4.4.

Table 4. 4: Extent of Stakeholder Engagement

Extent of Stakeholder Engagement	Not at all	Minimal Extent	Moderate	Large	$\bar{x}$
Project institutional partners	0(0.0%)	7(9.7%)	31(43.1%)	34(47.2%)	3.38
Primary and secondary beneficiaries	7(9.7%)	9(12.5%)	30(41.7%)	26(36.1%)	3.04
Donors	0(0.0%)	6(8.4%)	13(18.1%)	53(73.6%)	3.72
Administrative/government representatives	3(4.2%)	14(19.4%)	30(41.7%)	25(34.7%)	3.1
Community Representatives	5(7%)	19(26.4%)	29(40.3%)	19(26.4%)	2.97
Media	25(34.8%)	27(37.5%)	15(20.8%)	5(6.9%)	2.11
Aggregate of Mean					3.05

Source: Survey data (2020)

4.4.4 Extent of Stakeholder Engagement

The study analysis showed that the donors were the most involved (mean=3.72) in the project planning, design, implementation, monitoring and evaluation and audit, followed by Project institutional partners (mean =3.38), Administrative/government representatives (mean=3.1), Primary and secondary beneficiaries (mean=3.04). The least involved was the Media (mean=2.11).

Overall, there is a general agreement among the respondents that stakeholder's engagement is an important factor for project performance with an aggregate mean of 3.05.

4.4.5 Funds Disbursement Procedures

A 5-point Likert Scale questions where1-strongly disagree, 2-disagree, 3- undecided, 4- agree and 5-strongly agree were provided to the respondents. The scale was based on the following rankings: strongly disagree (1.00-1.80); disagree (1.81-2.60); neither disagree nor agree/undecided (2.61-3.40); agree (3.41-4.20); strongly agree (4.21-5.00). The variables under

funds disbursement procedures were measured using eight indicators. The descriptive statistics showing the characteristics of the indicators of this variable are shown in Table 4.5.

Table 4. 5: Funds Disbursement Procedures

Funds disbursement procedures	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	$\bar{x}$	SD
The procedures for funds disbursement are easy to understand	0(0.0%)	10(13.9%)	17(23.6%)	30(41.7%)	15(20.8%)	3.69	0.959
The funds approval procedures are clear and easy to understand	2(2.8%)	8(11.1%)	16(22.2%)	33(45.8%)	13(18.1%)	3.65	0.995
Funds disbursement schedules are flexible	7(9.7%)	11(15.3%)	14(19.4%)	34(47.2%)	6(8.3%)	3.29	1.131
There are no bureaucracies or red tapes involved in the disbursement of funds	7(9.7%)	21(29.2%)	20(27.8%)	13(18.1%)	11(15.3%)	3	1.222
Budgets are allocated based on actual budgetary requirements	0(0.0%)	6(8.3%)	13(18.1%)	38(52.8%)	15(20.8%)	3.86	0.844
Financial reports are key requirements for funds disbursement	2(2.8%)	1(1.4%)	4(5.6%)	26(36.1%)	39(54.2%)	4.38	0.879
Funds disbursement procedures are aligned to project	2(2.8%)	7(9.7%)	15(20.8%)	31(43.1%)	17(23.6%)	3.79	0.97

technical reporting							
Audit requirements are key factors for funds disbursement	1(1.4%)	6(8.3%)	10(13.9%)	33(45.8%)	22(30.6%)	3.96	0.956
Aggregate of Mean						3.7	0.613

Likert scale was based on the following: (1.00-1.80) strongly disagree;(1.81-2.60) disagree; (2.61-3.40) neither disagree nor agree/undecided; (3.41-4.20) agree; (4.21-5.00 strongly agree.

Source: Survey data (2020)

Nearly two thirds of the respondents at 45(62.5%) noted that procedures for funds disbursement are easy to understand, 17(23.6%) were not sure while minority of the respondents at 10(13.9%) felt that these policies, guidelines and procedures for funds disbursement were not easy to understand; the item mean= 3.69< aggregate of mean (3.70), SD=0.959. This implies that the funds disbursement procedures are fairly understood by the project team.

Most of the respondents at 46(63.9%) noted that the funds approval processes were clear and easy to understand , 16(22.2%) were uncertain while the minority at 10(13.9%) were of the opinion that the funds approval processes were not clear and not easy to understand; the item mean= 3.65< aggregate of mean(3.70), SD=0.995. This means that the funds approval processes are understood and clear.

Slightly more than half of the respondents at 40(55.5%) agreed that there is flexibility of funds disbursement, one quarter of the respondent at 18(25%) opined that there was no flexibility in funds disbursement, 14(19.4%) respondents were uncertain; the item mean= 3.29< aggregate of mean (3.70), SD=1.131. This implies that flexibility in funds disbursement is not obvious in project performance since the number of respondents in support and against this statement were nearly at par.

Almost two fifths of the respondents at 28(38.9%) noted that there are bureaucracy or red tape involved in the disbursement of funds, one third at 24(33.4%) were of the feeling that there were no bureaucracy or red tape involved in the disbursement of funds while the least number of respondents at 20(29.2%) were unaware whether there were or were not any bureaucracy or red tape involved in the disbursement of funds; the item mean= 3.00< aggregate of mean (3.70), SD=1.222. This result implies that there is some bureaucracy or red tapes in the disbursement of funds which negatively affect the performance of projects.

Nearly three quarters of the respondents at 53(73.6%) noted that budgets were allocated based on actual budgetary requirements, 13(18.1%) respondents were unsure while the least at 6(8.3%) felt that the allocation was not based on actual budgetary requirements; the item mean= 3.86< aggregate of mean (3.70), SD=0.844 implies that budgets are allocated on actuals to avoid under or over-expenditures.

Nearly all the respondents at 65(90.3%) stated that financial reports were key requirements for funds disbursement, 4(5.6%) were unclear on the same while 3(4.2%) were of the idea that the financial reports are not key requirements for funds disbursement; the item mean= 4.38< aggregate of mean(3.70), SD=0.879. This implies that compliance in financial reporting is important for timely disbursement of funds which will ensure timely delivery of the project.

Nearly two thirds of the respondents at 48(66.7%) noted that funds disbursement procedures are aligned to project technical reporting, 15(20.8%) neither agreed nor disagreed while 9(12.5%) firmly stated that funds disbursement procedures are not aligned to project technical reporting; the item mean= 3.79< aggregate of mean(3.70), SD=0.970. This implies that compliance with technical reporting is necessary for the timely disbursement of funds.

Slightly more than three quarters of the respondents at 55(76.4%) felt that audit requirements were key factors for funds disbursement, 10(13.9%) uncertain while,7(9.7%) stated that the audit requirements were not key factors for funds disbursement; the item mean= 3.96< aggregate of mean (3.70), SD=0.956, implies that fulfilling audit requirements positively impact project performance. In general, this implies that funds disbursement procedures are a key element of project performance.

4.4.6 Project Performance

A 5-point Likert scale where1-strongly disagree, 2-disagree, 3- undecided,4- agree and 5-strongly agree was used. The scale was based on the following rankings: strongly disagree (1.00-1.80); disagree (1.81-2.60); neither disagree nor agree/undecided (2.61-3.40); agree (3.41-4.20); strongly agree (4.21-5.00). The variables under project performance were measured using six indicators. The descriptive statistics showing the characteristics of the indicators of this variable are shown in Table 4.6.

Table 4. 6: Project Performance

Project Performance	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	$\bar{x}$	SD
Project objectives and deliverables are achieved within budget	1(1.4%)	15(20.8%)	16(22.2%)	30(41.7%)	8(11.1%)	3.72	0.881
Projects are always completed within time frame	1(1.4%)	6(8.3%)	16(22.2%)	37(51.4%)	11(15.3%)	4.41	1.000
Targeted beneficiaries are satisfied with the quality of services provided	0(0%)	6(8.3%)	17(23.6%)	38(52.8%)	10(13.9%)	3.73	0.881
Stakeholders are satisfied with the project deliverables/outcomes	0(0%)	3(4.2%)	17(23.6%)	42(58.3%)	8(11.1%)	3.79	0.700
The projects are likely to create long-term improvement in social and economic status of community members	1(1.4%)	3(4.2)	10(13.9%)	35(48.6%)	22(30.6%)	4.04	0.869
The projects are sustainable and could run even after funding ceases	2(2.8%)	13(18.1%)	21(29.2%)	23(31.9%)	10(13.9%)	3.38	1.045
Aggregate of Mean						3.45	0.896

Likert scale was based on the following: (1.00-1.80) strongly disagree;(1.81-2.60) disagree; (2.61-3.40) neither disagree nor agree/undecided; (3.41-4.20) agree; (4.21-5.00 strongly agree

Source: Survey data (2020)

One (1.4%) of the valid responses strongly disagree that the overall project costs are always within budgeted amount, 15(20.8%) disagree, 16(22.2%) undecided, 30(41.7% agree and 8(111%) strongly agree. One (1.4%) of the valid responses strongly disagree that projects are completed within stipulated time frame; 6(8.3%) disagree, 16(22.2%) undecided, 37(51.4%)

agree and 11(15.3%) strongly agree. None of the respondents strongly disagree, 6(8.3%) of the valid responses disagree that target beneficiaries are satisfied by the quality of service provided, 17(23.6%)undecided, 38(52.8%) agree and 10(13.9%)strongly agree. Additionally, none of the respondents strongly disagree, 3(4.2%) of the valid responses disagree that stakeholders are satisfied with the project deliverables/outcomes, 17(23.6)undecided, 42(58.3%) agree, 8(11.1%) strongly agree. One 1(1.4%) of the valid responses strongly disagree that the projects are likely to create long-term improvements in social and economic status of community members, 3(4.2%) disagree, 10(13.9%) undecided, 35(48.6%) agree and 22(30.6%) strongly agree. Two (2.8 %) of the valid responses strongly disagree that the projects are sustainable and could run even after funding ceases, 13(18.1%) disagree, 21(29.2%) undecided, 23(31.9%) agree and 10(13.9%) strongly agree.

Further analysis was done on the overall project performance and ranked on a scale of 1-5 where 1-below average; 2-average; 3-good; 4-very good; 5-excellent as shown in Table 4.7.

Table 4.7: Project Performance

Project Performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below average	1	1.4	1.4	1.4
	Average	8	11.1	11.4	12.9
	Good	34	47.2	48.6	61.4
	Very good	22	30.6	31.4	92.9
	Excellent	5	6.9	7.1	100.0
	Total	70	97.2	100.0	
Missing	-99	2	2.8		
Total		72	100.0		

Source: Survey data, (2020)

Out of the 72 respondents only 70 responses were valid as the remaining 2 had missing values.

One (1.4%) of the valid responses indicated that the performance was below average. Eight (11.1%) indicated that project performance is average. 34(47.2%) indicated that the performance was good, 22(30.6%) very good, and 5(6.9%) indicated excellent. The results indicate that the range from good to excellent was 61(84.7%) implying that the overall project performance is good.

4.6 Inferential Statistics

Inferential statistics was carried out to determine the effect of independent variables on the dependent variable. Data was collected on each of the independent variables after which regression analysis and correlation analysis were carried out.

4.7 Regression Analysis and correlation analysis Models

A regression analysis and correlation analysis were carried out to establish how the variables relate to each other using the p-values. The p-value for each independent variable tests the null hypothesis that the variable has no correlation with the dependent variable.

4.8 Diagnostic Tests

Diagnostic checks and tests were carried out to test for statistical problems to ascertain that it complied with the assumptions of the Classical Linear Regression Model (CLRM). Diagnostic tests carried out in this study included normality, homoscedasticity, and multicollinearity.

4.8.1 Normality Test

In normality test, the Shapiro-Wilk test was used. In this test, if the significance value $p > 0.05$, the data is normal, and if it is <0.05 the data is considered significantly deviated from normal.

Table 4. 8: Test of Normality

Tests of Normality						
	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organisational Culture	0.144	71	0.001	0.969	71	0.076
Project Manager's Competency	0.131	71	0.004	0.972	71	0.112
Stakeholder Engagement	0.121	71	0.012	0.974	71	0.156
Funds Disbursement Procedures	0.074	71	.200*	0.986	71	0.620
Project Performance	0.109	71	0.036	0.970	71	0.091

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

S**ource: Survey data (2020)**

In Table 4.8, the significance level for the organisational culture was 0.076, the project manager's competency at 0.112, stakeholder engagement was at 0.156, funds disbursement procedures at 0.620 and project performance at 0.091. For a normally distributed data, the p-value should be >0.05 (Gujarati and Porter, 2009). The results for this study showed that the values for p were >0.05 implying that the data was normally distributed.

4.8.2 Homoscedasticity Test

Homoscedasticity (homogeneity of variance) refers to the assumption that the dependent variable shows similar amounts of variance across the range of values for an independent variable (Hair, et *al.*, 1998). Homoscedasticity also assumes equal standard deviations between dependent and independent variables. The study used Leven's test to assess the presence of homoscedasticity as shown in Table 4.9 below. The value was based on mean, p>0.05. Since all the values were >0.05, it can be concluded that the variance is homogeny for data used for the study.

Table 4. 9: Test of Homoscedasticity

Test of Homogeneity of Variances				
	Levene's Statistic	df1	df2	Sig.
Organisational Culture	0.793	14	54	0.672
Project Manager's Competency	1.445	14	54	0.165
Stakeholder Engagement	1.032	14	54	0.437
Funds Disbursement Procedures	1.528	14	54	0.132

Source: Survey data (2020).

4.8.3 Multicollinearity Test

Multicollinearity test assumes non- linear relationship among explanatory variables of a regression model. Multicollinearity test was carried out to establish if there existed any correlation among the independent variables that could influence the interpretation of results. The presence of multicollinearity means that the variables are highly correlated making it difficult to separate the effect of independent variable on the dependent variable. In this test the tolerance values for the independent variables were not greater than 10 which was within the acceptable limit. Hair, et *al*. (1995) considers 10 as the maximum level of the variable inflation factor (VIF) while Ringle et *al*. (2015) considers 5 and the maximum level for VIF. In either case, the VIF values were less than 5 hence considered acceptable. The level of multicollinearity in these models, therefore, can be tolerated and does not influence the validity of the findings as shown in the Table 4.10.

Table 4. 10: Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Organisation Culture	0.664	1.505
Project Manager's Competency	0.553	1.808
Stakeholder Engagement	0.574	1.742
Funds Disbursement Procedures	0.623	1.604

Source: Survey data (2020)

Table 4. 11: Correlation Matrix

	Project Performance	Organizational Culture	Project Manager's Competency	Stakeholder Engagement	Funds Disbursement Procedures
Project Performance	1.000	0.572	0.661	0.471	0.448
Organisational Culture	0.572	1.000	0.522	0.464	0.375
Project Manager's Competency	0.661	0.522	1.000	0.498	0.456
Stakeholder Engagement	0.471	0.464	0.498	1.000	0.547
Funds Disbursement Procedures	0.448	0.375	0.456	0.547	1.000

Dependent variable: Project performance

Source: Survey data (2020

In Table 4.11, Pearson's correlation coefficient was used to test statistic that measures the statistical relationship or association between two continuous variables. It gives information about the magnitude of the association, or correlation, as well as the direction of the relationship. The Pearson correlation matrix table shows that the correlation coefficients for all the variables are at 0.5 and above indicating the strongest correlation relationship. In this case project

managers' competency shows the highest strength of association among the independent variables followed by organisational culture. The stakeholder engagement showed medium association while funds disbursement procedures showing the least association.

The results of the correlation between the project manager's competency and stakeholder engagement showed 0.498 (49.8%) while that of the relationship between project manager's competency and funds disbursement procedures was 0.456 (45.6%). The relationship between stakeholder engagement and funds disbursement procedures stood at 0.547 (54.6%). Based on these results, it is evident that the correlation coefficients for all the independent variables were less than 0.9 implying that there is no significant association between the independent variables.

Table 4. 12: Model Summary

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.730[a]	0.533	0.497	0.37660	0.533	14.850	5	65	0.000

a. Predictors: (Constant), Funds disbursement, Organisational culture, Project Manager Competency, Stakeholder Engagement
b. Dependent Variable: Project Performance

Source: Survey data (2020)

In the model summary Table 4.12 above, R^2 shows the strength of relationships between predictors (independent variables) and observed values (dependent variable). R^2 measures how well or close the model fits the data. A higher percentage of R^2 indicates a better fit for model which implies that there is a strong positive relationship between independent variables and dependent variable. In this case R^2 =53.3% implying that there is a strong relationship between predictors and the observed value. This demonstrates that 53.3 % of the variation in project

performance was explained by the organizational factors. The other 46.7% was attributable to the other variables outside this model.

Table 4. 13: Analysis of Variance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.531	5	2.106	14.850	.000[b]
	Residual	9.219	65	0.142		
	Total	19.750	70			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Funds disbursement, Organisational culture, Stakeholder Engagement, Project Manager's Competency

Source: Survey data (2020)

The above results sought to examine the statistical significance of the model in establishing the association between the study variables. In Table 4.13 above, the model was at p=0.00,F=14.850 with 5 degrees of freedom). This implies that the model was statistically significant and the independent variables (organizational culture, project manager's competency, stakeholder engagement and funds disbursement procedures) worked in explaining the variations in the dependent variable (project performance). This confirmed that the model was fit for the data.

4.9. Multiple Regression Results

This section presents the empirical investigation of the effect of organisational factors on performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. Multiple regression model was used to analyse the effects of each variable on the performance of projects implemented in the region. The composite variables were then regressed using multiple regression model (Table 4.14).

According to the regression analysis as generated in the above table 4.19, the regression equation:

Project Performance =-0.118+0.252(organisational culture)+0.466(project manager's competency) + 0.046(stakeholder engagement) + 0.077(funds disbursement procedures).

Table 4. 14: Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.118	0.451		-0.262	0.794
	Organisational Culture	0.252	0.100	0.263	2.532	0.014
	Project Manager's Competency	0.466	0.134	0.396	3.472	0.001
	Stakeholder Engagement	0.046	0.110	0.046	0.415	0.679
	Funds Disbursement Procedures	0.077	0.095	0.087	0.810	0.421

Source: Survey data, (2020)

From the regression model above, project performance was found to be at -0.118. This implies that when all predictor variables(independent variables) are held constant the observed value (dependent variable) is -0.118The negative performance values shows that the predictor factors in our model are necessary in achieving the best in projects.

The results in Table 4.14 shows that if all factors (organizational culture, project manager's competency, stakeholder engagement and funds disbursement procedures) are held constant, project performance would be equal to -0.118. Based on the magnitudes of unstandardized beta coefficients of variables, project manager's competency had the highest effect on project performance with a beta value of β= 0.466 and a p-value of 0.001. This was followed by

organizational culture with a beta value of β=0.252 and a p-value of 0.014 while funds disbursement procedures had a beta value of β=0.077 and a p-value of 0.421 and a beta value of β=0.046 and a p-value of 0.679 for stakeholder engagement. This implies that funds disbursement procedures and stakeholder engagement had the least effect on project performance.

Both the project manager's competency and organisational culture were found to be statistically significant in predicting project performance since they had p-values of less than 0.05 while funds disbursement procedures and stakeholder engagement were not statistically significant for predicting performance of project. Their p-values were greater than 0.05 at 0.679 and 0.421 respectively.

In terms of hypothesis testing, the study shows that the project manager's competency unstandardised a beta coefficient of 0.466 and a p-value of 0.001 is statistically significant with the highest effect on project performance. This implies that the project manager's competency has 0.446 significant increase on project performance. Similarly, organisational culture with unstandardised beta coefficient of 0.252 and a p-value of 0.014 is statistically significant. This implies that organizational culture has 0.252 significant increase on project performance. This implies that both variables rejected the null hypothesis thus statistically significant . The results of the study concurs with Ahmed (2017) who observed that intellectual competencies of project managers have an impact on the successful delivery of projects. Similarly, Mary, (2014) concluded that there was a significant relationship between the project manager's leadership and the performance of Compassion International (CI) assisted projects in Kitui County. This

study focused on project manager's leadership skills which is a component of the project managers competency.

This result further supports the findings of Ochiel, Iravo and Wandera (2016) who opined that organizational culture is one of the dominant dimensions of a work climate. Also, in concurrence was the observations of Cross and Inim (2019) who concluded that understanding the culture inherent in an organization is critical for the successful completion of a project. When culture is embedded in every aspect of an organization it has a significant influence on the performance of individuals and their relationships with people around them and their work commitment.

Based on the unstandardized beta coefficients of stakeholder engagement at 0.046, p-value of 0.679 and funds disbursement procedures at 0.077 and p-value of 0.421 as shown in Table 4.14, both variables have low effect on project performance with stakeholder performance with the least effect. The p-values of both are higher than 0.05, that is >0.05. This implies that the variables have failed to reject the null hypothesis which states that if p>0.05 the independent variables have no significance on the dependent variable. Therefore, stakeholder engagement and funds disbursement procedures are not statistically significant and have no significant effect on project performance. This study does not agree with the findings of Menoka (2014) that stakeholder engagement in the construction projects can significantly contribute towards their success. The results also does not support the findings of Nyandika and Ngugi (2014), which revealed that there is need to involve stakeholders to improve the performance of road projects.

From the above findings, it is noted that although stakeholder engagement and funds disbursement procedures are important factors in project performance, if they are held constant, project performance will still be achieved. Also noted was the fact that >90% of the respondents were degree holders which implies that they had good understanding and value of project performance and understood the survey tool.

4.10 Summary of supporting statements for qualitative analysis

The qualitative data was derived from the open-ended sections of the questionnaire. The data was analysed into four categories: organisational culture, project manager's competency, stakeholder engagement and funds disbursement procedures which were derived from the study objectives. The results of the analysis are presented as follows:

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

A summary of the study, conclusions, recommendations and suggestions for further studies are presented in this chapter. The study sought to establish the effect of organisational factors and the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa Region. The data collected is presented using charts and tables to reveal the various responses received from the respondents. Regression analysis on the relationship between the variables is also presented with descriptive and inferential statistics used to illustrate the effects of individual variables on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa.

5.2 Summary of the Study

The study was guided by the following specific objectives: to evaluate the effect of organisational culture on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region; to assess the effect of project manager's competence on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region; to evaluate the effect of stakeholder engagement on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region; and to evaluate the effect of funds disbursement procedures on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. A conceptual framework was used to illustrate the relationships between the five variables.

Data was collected using semi- structured questionnaire and analyzed using descriptive and inferential statistics. The descriptive statistics including frequency tables, charts, means and standard deviations were used explain the patterns in the data collected. Multiple regression model was used to establish the relationship between the variables.

The regression analysis revealed that project manager's competency and organisational culture were statistically significant in improving project performance. However, stakeholder engagement and funds disbursement procedures were found to be not statistically significant in improving project performance.

The findings indicated that the overall response rate was 76.6% which was considered very good for analysis and reporting. The gender was balanced with males slightly high at 50.58%. the study can therefore be viewed as devoid of gender biasness. All age groups participated in the survey, an indication that the responses obtained reflect the reality on what could be affecting project performance.

Most of the respondents were degree holders which implies that they had good understanding of the value of project performance evaluation thus they understood the questions in the survey tool. Further, the responses obtained were expected to be well thought and a true reflection of what happens during project implementation. Majority of the staff in charge of the projects are scientists and therefore it is expected that the projects would be successfully implemented. However, the scientists may not necessarily have the project management skills for efficient and effective project performance. More than half of the total respondents had a length of service at ICRAF of at least 3 years which is about the same length of most research project. This shows that most of the information obtained are by staff well versed with project activities.

The first specific objective of the study evaluated the organisational culture and its effects on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. The results showed an improvement in project management culture, good management structure and style, structure communication styles, gender, diversity and inclusion culture showed a moderate positive effect on project performance.

The basis of the second specific objective was to assess the effects of project manager's competency on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. The study revealed that, holding other factors constant, the project manager's competency made the greatest contribution to project performance. This implies that any improvement in project management skills which includes, liaison and teamwork, conflict management, technical skill and interpersonal skills would significantly improve project performance.

The third specific objective evaluated the extent to which stakeholder engagement affects the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. The study showed that the association between the stakeholder engagement and project performance was not statistically significant.

With regards to the fourth specific objective of the study which focused on the evaluation of the effect of funds disbursement procedures on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region, the study revealed

that the relationship between funds disbursement procedures and project performance was not statistically significant.

5.3 Conclusions

Organisational culture had a statistically significant effect on the performance of projects by World Agroforestry regional office for the Eastern and Southern region. This means that if the culture is properly engrained, nurtured and understood in the organization, the performance of projects will improve significantly.

The project manager's competency had a statistically significant effect on the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. This implies that the competency of the project manager is key to project performance in an organization and if enhanced, the performance of projects would be positively impacted to a great extent.

The findings on stakeholder engagement effect on project performance was not statistically significant. From the study, the findings concluded that the stakeholder participation in the projects have no effect on the overall project outcome.

The study revealed that the effect of funds disbursement procedures on project performance was not statistically significant. Based on the results in this model, it can be concluded that funds disbursement procedures do not have less effect on project performance. These are important factors in project performance but not significant.

5.4 Recommendations

The culture of the organisation needs to be well understood especially during project initiation and subsequently throughout the project life. This study looked at project management culture, management structure and style, communication style and gender, diversity and inclusion in an organisation. This should be well articulated and understood for better project delivery.

The project manager's competency is key to project performance hence there is need to enhance project manager's project management skills in relations to liaison and teamwork, conflict management, technical and interpersonal skills. This could be achieved through training and capacity building. The other recommendation is the recruitment of a qualified project manager since most of the projects are managed the scientists whose core business is research and may not have the necessary skills or project management.

The importance of stakeholders in the project need not be emphasized since they have no significance in this study. However, stakeholder participation in projects should not be taken lightly due to the everchanging environment like involving key stakeholders i.e. policy makers in the implementation process.

The study revealed that funds disbursement procedures did not have effect on project performance. However, other factors which are not covered in this study, like time can affect project performance financial, technical and audit reporting ae not complied with. Therefore, well-structured financial disbursement procedure might improve project performance.

5.5 Suggestions for further studies

The study was carried out in the Eastern and Southern Africa regional office. A similar study should be carried out in the other five ICRAF regional offices and research units . Besides having the same donors in most instances but for different projects, they are geographically distinct and located in different continents. Furthermore, the geographical, political economic, socio-economic, demographic landscapes and donor funding preferences are not the same in these regional offices and research units.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Rose V. A. Onyango

Kenyatta University

PO Box 43844 – 00100

Nairobi, Kenya

Dear Respondent,

RE: REQUEST TO COMPLETE THE QUESTIONNAIRE

I am an MBA student at Kenyatta University conducting a research on the topic: *Organisational factors and the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region.* This research is undertaken in partial fulfilment of the requirement for the award of the MBA degree.

This letter therefore serves to request for your support by completing the attached questionnaire. It will take you about 15-20 minutes to complete. Be assured that the information provided will be used for academic purposes only.

Your support in this endeavor will be highly appreciated

Yours faithfully,

Rose Onyango

APPENDIX II: QUESTIONNAIRE

Below is a set of questions on the organisational factors and the performance of projects by World Agroforestry regional office for the Eastern and Southern Africa region. You are requested to provide accurate responses to the best of your knowledge to facilitate completion of an academic study. This information will remain anonymous and confidential and will be used for academic purposes only. The answers provided together with that of other respondents will help the researcher complete the academic paper. Please do not indicate your identity (Name or any other initial anywhere on the questionnaire).

(Please tick your answers as appropriate in the boxes and in the spaces provided)

PART A: GENERAL INFORMATION

1. **Gender**

   Male [ ] Female [ ]

2. **Please indicate your age bracket.**

   20-30 years [ ]

   31-40 years [ ]

   41-50 years [ ]

   51 and above [ ]

3. **Highest academic qualification**

   Undergraduate [ ]

   Diploma [ ]

   Post-graduate [ ]

4. Staff Category (please tick <u>only one</u> you consider main role)

Principal Investigator	[ ]	
Project Scientist	[ ]	
Project Administrator	[ ]	
Human Resource	[ ]	
Finance Team	[ ]	
Other	[ ]	Please specify _____

5. Workstation

Headquarters	[ ]	
ESAf regional Office	[ ]	
Ethiopia office	[ ]	
Malawi office	[ ]	
Tanzania office	[ ]	
Other	[}	Please specify_____

6. Length of service at ICRAF

Less than 1 year	[ ]	1 to 3 years	[ ]
3 to 6 years	[ ]	6 to 9 years	[ ]
Above 10 years	[ ]		

PART B: ORGANISATIONAL CULTURE

7. Below are several statements on organisational culture. Please state how strongly you concur with the statements below regarding organisational culture using a scale of 1 to 5, where, Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2; Strongly disagree = 1.

STATEMENT	**SCALE**				
	1	**2**	**3**	**4**	**5**
The organisation has a culture that determines the way business is conducted.					
The organisational culture encourages the employees to communicate freely with the managers.					
All employees in the organisation are made to feel that their contributions are valued and appreciated.					
Staff in the organisation often share their ideas on how to solve issues					
Employees often seek clarity whenever they encounter an issue.					
Employees have a sense of identity which enhances their commitment to work.					
There is good collaboration among teams in the organisation.					
Information from leadership reaches all relevant employees in a timely manner.					
Rules established within the organisation are practical and fair.					
Gender, Diversity and Inclusion (GDI) at the workplace is recognised in the organisation.					

Additional Comments:

_____

PART C: PROJECT MANAGER'S COMPETENCY

8. Below are several statements on the project manager's competency. Please state how strongly you concur with the statements below related to the project manager's competency using a scale of 1 to 5, where, Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2; Strongly disagree = 1.

STATEMENT	**SCALE**				
	1	**2**	**3**	**4**	**5**
The project manager has good technical skills and understanding of the subject.					
The project manager has good communication skills.					
Project manager possesses sensible decision-making skills.					
The project manager possesses coordination skills for achieving quality results.					
The project manager's skills help in planning, monitoring, evaluation and forecasting.					
ICRAF instils competency as one of its core principles.					
The project manager possesses good liaison skills and is a team player					
The project manager understands contract clauses.					
The project manager has good analytical skills.					
The project manager has good leadership and interpersonal skills.					
Financial management skills are necessary for a project manager.					
The project manager has risk management skills.					
The project manager has the capability of managing project constraints: Scope, time and costs.					

Additional Comments:

_____

PART D: STAKEHOLDER ENGAGEMENT

9. Below are several statements on the stakeholder engagement. Please state how strongly you concur with the statements below related to stakeholder engagement using a scale of 1 to 5, where Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2; Strongly disagree = 1.

STATEMENT	**SCALE**				
	1	**2**	**3**	**4**	**5**
Stakeholder interests are considered at all stages of the project cycle					
Stakeholder participates in the analysis of the problem to understand and become part of the decision-making processes					
Stakeholder participate the analysis of the problem to understand the extent of their contribution.					
Stakeholders views are considered in the decision-making process					
The project has a feedback mechanism to the stakeholders					
Stakeholders participate in the provision of project progress feedback					
Stakeholders report risks and act to enhance the performance of the project					
Stakeholder's views are systematically sought during project implementation					
All stakeholders are engaged directly and/or indirectly both primary and secondary, men women, the elderly and marginalized groups					

10. Please indicate to what extent the following groups participated in project planning, design, implementation, monitoring and evaluation and audit using a scale of 1 to 4 where 1 = Not at all; 2=Minimal extent; 3=moderate; 4=large.

PART E: EXTENT OF STAKEHOLDER ENGAGEMENT

STAKEHOLDERS	**SCALE**			
	1	**2**	**3**	**4**
Project institutional partners				
Primary and secondary beneficiaries				
Donors				
Administrative/government representatives				
Community Representatives				
Media				

Additional comments:

_____

PART F: FUNDS DISBURSEMENT PROCEDURES

11. Below are several statements on funds disbursement procedures. Please state how strongly you concur with the statements below regarding funds disbursement procedures using a scale of 1 to 5, where, Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2; Strongly disagree = 1.

STATEMENT	**SCALE**				
	1	**2**	**3**	**4**	**5**
The procedures for funds disbursement are easy to understand.					
The policies, guidelines and procedures are always adhered to					
The funds approval procedures are clear and easy to understand					
There are no bureaucracies or red tapes involved in the disbursement of funds.					

Budgets are allocated based on actual budgetary requirements.					
Financial reports are key requirements for funds disbursement.					
Funds disbursement procedures are aligned to project technical reporting.					
Audit requirements are key factors for funds disbursement.					

Additional comments:

PART G: PROJECT PERFORMANCE

12. Below are several statements on project performance. Please state how strongly you concur with the statements below regarding the performance of projects by World Agroforestry regional office ESAf using a Likert scale of 1 to 5, where Strongly Agree = 5; Agree = 4; Undecided = 3; Disagree = 2; Strongly disagree = 1.

STATEMENT	**SCALE**				
	1	**2**	**3**	**4**	**5**
The project objectives sand deliverables are achieved within budget					
Projects are always completed within timeframe					
Targeted beneficiaries are satisfied with the quality of services provided					
Stakeholders are satisfied with the project deliverables/outcomes					
The projects are likely to create long-term improvement in social and economic status of community members					
The projects are sustainable and could run even after funding ceases					

13. How would you rate the overall performance of the projects of World Agroforestry regional office for the Eastern and Southern Africa region?

1. Poor	[ ]	3. Below average	[ ]	5. Very good
2. Average	[ ]	4. Good	[ ]	6. Excellent

Thank you.

APPENDIX III: STATUS OF PROJECTS IN ESAF REGIONAL OFFICE

Country	Projects	Closed	On-going
Burundi	1	1	0
Ethiopia	14	3	11
Kenya	19	15	3
Malawi	15	13	2
Madagascar	1	1	0
Rwanda	12	9	3
Tanzania	9	7	2
Somalia	2	1	1
Uganda	9	4	5
Zambia	7	2	5
Zimbabwe	2	1	1
TOTAL	91	57	33

Source: ICRAF grants database, (2019)

APPENDIX IV: SIZE OF ESAF REGIONAL OFFICE PROJECTS

	GRANTS				
COUNTRY	**Small (<0.5m)**	**Medium (0.5-5.0m)**	**Large (5-15m)**	**Mega (>15m)**	**TOTAL**
Burundi	2	0	0	0	**2**
Ethiopia	18	1	1	2	**22**
Kenya	21	32	0	1	**52**
Madagascar	1	0	0	0	**1**
Malawi	10	3	0	0	**13**
Mozambique	3	0	0	0	**3**
Rwanda	8	0	0	0	**8**
Somalia	2	0	0	0	**2**
Sudan	2	0	0	0	**2**
Tanzania	13	0	0	0	**13**
Uganda	19	0	0	0	**19**
Zambia	6	1	0	0	**7**
Zimbabwe	1	0	0	0	**1**
TOTAL	**106**	**37**	**1**	**3**	**147**

Source: ICRAF grants database, (2019)

APPENDIX V: LIST OF ESAF REGIONAL OFFICE PROJECTS: 2014 - 2019

DONOR	2014	2015	2016	2017	2018	2019	Total
Adam Smith International Limited				2			2
Australian Centre for International Agricultural Research		1		3	1	1	6
Bill and Melinda Gates Foundation	1					2	3
Brazilian Agricultural Research Corporation - EMBRAPA				1			1
Catholic Relief Services		2					2
Centro Internacional de Agricultural Tropical, Colombia	2			1			3
Centro International de la Papa					1		1
CGIAR System Organization				4			4
Columbia Global Centre in Eastern & Southern Africa - CGC Africa	1						1
Common Market for East and Southern Africa	1						1
Concern Universal		1					1
Concern Worldwide	1	1					2
Danish International Development Agency					1		1
David and Lucile Packard Foundation					1		1
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH				1	1	1	3
Deutsche Gessellschaft fur Technische Zusammenarbeit					1		1
Dupont Pioneer Inc	3						3
Eco-Agriculture Partners			1				1
European Space Agency					1		1
European Union		1		1			2
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety				1			1
Federal Research and Training Centre for Forests, Natural Hazards and Landscape					1		1
Finland			1				1
Flemish Office for Development Cooperation and Technical Assistance		1	1				2

Food and Agriculture Organization of the United Nations		2	3	1	1	2	9
Forum for Agricultural Research in Africa					1		1
German Academic Exchange Service		1					1
GlobalGiving					1		1
Governors of St. Francis Xavier University - COADY		1					1
Heifer International			1				1
International Centre for Research in Organic Food Systems	1						1
International Fund for Agricultural Development	2	2	3	2			9
International Institute of Tropical Agriculture			1		1	1	3
International Livestock Research Institute	2					1	3
International Maize and Wheat Improvement Centre	1						1
International Union for Conservation of Nature and Natural Resources	1		2				3
International Water Management Institute		1	1		1		3
Ireland	1			1	1		3
Kansas State University					1		1
Kenya					3	1	4
London School of Hygiene & Tropical Medicine		2		1			3
Mercy Corps			1				1
Mercy Corps Europe						1	1
Ministry of Agriculture and Food Security (Lesotho)				1			1
Montana State University			1				1
Multi donor	1	3	2	1	1	1	9
Mvule Trust					1		1
National Institute of Agricultural Botany					1		1
Natural Resources Institute	1						1
Netherlands	1						1
Norwegian Agency for Development Cooperation				1	1		2
Norwegian Refugee Council					1		1
Operational Support Unit Collaboration	1						1

Republic of South Africa Government					1		1
Rwanda Natural Resources Authority			1				1
SNV Netherlands Development Organisation			1				1
Starfish Initiatives			1				1
Stockholm Environment Institute					1		1
The Centre for International Forestry Research CIFOR					1		1
The Nature Conservancy				1			1
TMG Research gGmbH						1	1
UN Habitat					1		1
United Nations Environmental Programme	2	1		3	1		7
United States Agency for International Development	1						1
United States Department of Agriculture	1	1		1	1		4
University of Copenhagen	1						1
University of Edinburgh					1		1
University of New Hampshire			1				1
US Civilian Research & Development Foundation					1		1
World Bank	2						2
World Vision					1		1
World Vision International	1						1
WYG International ltd			1				1
Grand Total	**29**	**21**	**23**	**27**	**32**	**12**	**144**

Source: ICRAF Grants database (2019)

APPENDIX VI: RESEARCH PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 721824

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RESEARCH LICENSE

This is to Certify that Ms.. Rose Auma Onyango of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: ORGANISATIONAL FACTORS AND THE PERFORMANCE OF PROJECTS BY WORLD AGROFORESTRY REGIONAL OFFICE FOR THE EASTERN AND SOUTHERN AFRICA REGION for the period ending : 16/March/2021.

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