APPLICATION OF MANAGING FOR RESULTS BY REACHING AGENTS OF CHANGE PROJECT AMONG SELECTED COUNTRIES IN SUB-SAHARA AFRICA

FRANK ODHIAMBO OJWANG

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER 2014

DECLARATION

I declare that this research project is my own account of own research and has not been presented for examination before for the award of other degree or qualification in any university.

Signed………………………………………… Date…………………………………

Ojwang Frank Odhiambo

D61/60642/2013

The project has been submitted for examination with my approval as university supervisor.

Signed………………………………………… Date…………………………………

Prof. Evans Aosa

School of Business

University of Nairobi

DEDICATION

This study is dedicated to all my colleagues who were a part of the Reaching Agents of Change Project in SSA. Dr. Adiel Mbabu, Dr. Hilda Munyua, Dr. Jonathan Mkumbira, Godfrey Mulongo, Dr. Sonii David and the larger RAC Project team. You all have been a source of inspiration and great encouragement to me during the MBA program.

To my precious Sandra Laleti and Audrey Lendiwe – am setting the pace, walk in my footstep too. Moses Oduor and Madonna Awuor – am proud of the academic path you have both chosen, it pays.

To Dr. Kawango Agot and her wonderful daughter Gift-Noelle Wango, I owe this and much more to you. To my wonderful mentor Dr. Zenete Peixoto, thank you for believing in me and encouraging me. May God bless you.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

ACCRONYMS AND ABBREVIATIONS

BMGF	Bill and Melinda Gates Foundation
CBO	Community Based Organization
CGIAR	Consultative Group on International Agricultural Research
CIAT	International Centre for Tropical Agriculture
CIP	International Potato Centre
CIPD	Chartered Institute of Personnel and Development
EMU	Eduardo Mondlane University
FAEF	Faculty of Agronomy and Forestry Engineering
FTE	Full-time Equivalent
GAA	Gender and Advocacy Advisor
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immunodeficiency Syndrome
HKI	Helen Keller International
IRS	Internationally Recruited Staff
LFA	Logical Framework Approach
M&E	Monitoring and Evaluation
MfDR	Managing for Development Results
NARO	National Agriculture Research Organization
NGO	Non-Governmental Organization
NPCK	National Potato Council of Kenya
NRI	National Research Institute
NRS	Nationally Recruited Staff
OFSP	Orange-Fleshed sweetpotato
PM	Project Manager
RAC	Reaching Agents of Change
RRS	Regionally Recruited Staff
SASHA	Sweetpotato action for Security and Health in Africa
SME	Small and Micro-Enterprises
SP	Sweetpotato
SPHI	Sweetpotato for Health Initiative

SSA	Sub-Sahara Africa
SUA	Sokoine University of Agriculture
TOT	Training of Trainers
USAID	United States Agency for International Development
USDA	United States Department of Agriculture
VAD	Vitamin A Deficiency
WRI	World Resource Institute

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Managing for Results (MFR) is a management approach that has been revered by management scholars and organizations globally. Driven by the desire for impact and change in the society, international, regional, local organizations and governments are struggling to understand and adopt MFR approach in their everyday management with an array of challenges experienced in the implementation process. The challenge with adopting MFR is in its diversion from the process-driven and resource-centric approaches that most institutions and governments have been using. Adopting and successfully implementing MFR plays a guiding role that keeps the players reminded on the 'why' various activities are implemented, and goes a step further to outline desired outcomes if the proposed activities are implemented as proposed. This research study brings out the role played by MFR in performance of a project or program being undertaken and suitability of the MFR approach to organizations and/ or governments. The research is a case study of the Reaching Agents of Change (RAC) project, a regional project implemented in Tanzania, Nigeria and Mozambique. This was a case study. The researcher used interview guides to collect primary data and information from the respondents. This data/ information were analyzed qualitatively to draw conclusions and formed the basis for the recommendations. The study focused on project staff understanding of MFR and the tools used in MFR, it also sought to understand if they would recommend the approach for regionally dispersed and multi-disciplinary projects, and other projects/ programs and finally to establish the key challenges they faced. We conclude that it is critical to take all staff through MFR training at the beginning of any project or program, and all staff joining along the way should be taken through MFR training to bring them up to speed with the results-delivery framework. This management approach can turn around the face of developing nations and impact can be seen within short periods. This approach best connects research and technology with development interventions.

CHAPTER ONE: INTRODUCTION

1.1 Background

Managing for Results (MFR) is a management concept that focuses on deliverables, outputs and outcomes to create an impact to beneficiaries that usually comprise the vulnerable group. Managing refers to the strategic process and mechanism that facilitates the attainment and/ or delivers an end result. Result is an end-product of a process or activity that is expected to create an impact in the status of a beneficiary, more often the vulnerable women and children in the development agenda.

Managing for Results or as others call it, Managing for Development Results is principally based on the strategic management concepts, with the stewardship theory guiding its framework for achieving results while the Competitive Advantage concept informs how firms sustain their achievement trends. MFR builds on the dynamic capabilities model to outshine and glow as a 'delivery outfit'. Furthermore, it relies on information to inform the steps taken for and in the course of delivering results, bringing the knowledge-based theory into perspective. The game theory comes into sharp focus when reviewing the multi-disciplinary approach that the various teams are focusing on delivering and goes on to show how results can be achieved if the teams focus on the goal. The MFR is a systematic process that enhances unity of objective and purpose.

Managing for results needs to be considered in the context of new Consultative Group on International Agricultural Research (CGIAR) guidelines and World Bank guidelines for project implementation that should adopt Result-Based Management. According to the Hunger Project, 98% of the world's undernourished people live in developing countries. It further reports that 223 million people in SSA suffer from hunger. It adds that 50% of pregnant women in developing countries lack proper maternal care, resulting in 240,000 maternal deaths annually from childbirth. Furthermore, a third of all childhood death in sub-Saharan Africa is caused by hunger. It reports that 50% of hungry people are farming families. 12 percent of the world's population uses 85 percent of its water and none of the 12 percent lives in developing countries.

1.1.1 Management for Results

Management for Results (MFR) is an approach anchored on development objectives to inform the activities/ tasks, outputs and expected goals by and for an organization (Drucker, 1985). It builds on the Result-Based Leadership theory and is anchored on the Theory of Change (Ulrich, Zenger, and Smallwood, 1999). The Result-Based Leadership theory has it that a leader needs marshal his team to focus on the eventual development objective or desired outcome. Theory of change on the other hand defines all building blocks required to bring about a given long-term goal and under certain assumptions. This set of connected building blocks–interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process.

MFR is objective in its approach to implementation of a project and/or program. MFR hugely relies on information to inform its log-frame, knowledge management strategies and ToC. Thus the study finds the Knowledge based theory useful. This theory considers knowledge as the most strategically significant resource of the firm. Its proponents argue that because knowledge-based resources are usually difficult to imitate and socially complex, heterogeneous knowledge bases and capabilities among firms are the major determinants of sustained competitive advantage and superior corporate performance. This knowledge is embedded and carried through multiple entities including organizational culture and identity, policies, routines, documents, systems, and employees. Originating from the strategic management literature, this perspective builds upon and extends the resource-based view of the firm (RBV) initially promoted by Penrose (1959) and later expanded by others (Wernerfelt, 1984), (Barney 1991) and (Conner 1991).

1.1.2 Global and Regional Organizations

International Organizations, Non-Governmental Organizations and governments have been grappling with management approaches that best deliver desired development objectives for the various projects that they undertake in the ever changing environment (Drucker, 1999). University of Pretoria, South Africa has launched a course in 2014 –

Managing for Results that is offered to managers of the 21st Century with the view that it will impact on developing countries (Appendix 4. Course Announcement for University of Pretoria).

All institutions, organizations, governments and non-governmental outfits desire to implement projects to successful completion in a timely, efficient and effective manner. Often this has not been tenable as a result of the different management approaches taken by the various institutions. The conventional management approach has tended to focus on processes and resources, with the management focusing on having unqualified audit reports and no loss of funds, but little emphasis has been placed on the impact of the outcomes of the project activities.

Managing for Results (MFR) aims at building synergy in an inter-disciplinary and multi-disciplinary team to implement activities, deliver outputs and attain desired goals within the outlined time period. This approach has been tested by few International NGOs implementing projects in the developing countries such as SNV Netherlands and federal governments in the US. The results from these institutions that have implemented the MFR approach have proven that it can lead to success stories for projects in developing countries (MDF Training and Consultancy, 2008).

1.1.3 The Selected Countries of Concern in this Study

The Reaching Agents of Change Project was implemented in 5 countries in SSA. The project activities were implemented in Mozambique, Tanzania, Nigeria, Burkina Faso and Ghana. To give a fair representative picture of the SSA region in the RAC Project activities, the study will focus on the following 3 countries: Nigeria (representing Western Africa), Tanzania (representing Eastern Africa) and Mozambique (representing Southern Africa). Both implementing organizations have offices in the 3 countries, and this was used as the basis of selecting the 3 countries.

1.1.4 The Reaching Agents of Change Project

The Reaching Agents of Change Project was a three-and-a-half year project implemented using MFR strategy from 2011 - 2014. This brought two independent organizations co-implementing one project. Each of the two organizations had an objective to address and the project had one project manager based at CIP. The Project Manager worked with thematic leaders who headed Objective one (HKI) and Objective two (CIP) to deliver the goal of the project (see Appendix 1. RAC Project brochure).

The two organizations were identified based on their strengths in achieving the two objectives in the five countries that were identified as being the stepping stone towards contributing to the fight against vitamin A deficiency (VAD) & food insecurity in Sub-Saharan Africa. It was also anticipated that this would lead to an improved health status and livelihoods of households, particularly for women of reproductive age and young children, and that is through strategic policy advocacy and resource mobilization, and technical capacity building for large-scale use and dissemination of Vitamin A rich Orange-fleshed sweet potato (OFSP).

The International Potato Center, known by its Spanish acronym CIP, was founded in 1971 as a root and tuber research-for-development institution delivering sustainable solutions to the pressing world problems of hunger, poverty, and the degradation of natural resources. CIP is a global center, with headquarters in Lima, Peru and offices in thirty developing countries across Asia, Africa, and Latin America. Working closely with its partners, CIP seeks to achieve food security, increased well-being and gender equity for poor people in the developing world. CIP furthers its mission through rigorous research, innovation in science and technology, and capacity strengthening regarding root and tuber farming and food systems. CIP is part of the Consultative Group on International Agricultural Research (CGIAR), a global partnership that unites organizations engaged in research for a food secure future.

Founded in 1915 by Helen Keller and George Kessler, Helen Keller International (HKI) is among the oldest international non-profit organizations devoted to preventing

blindness and reducing malnutrition. Its headquarters is based in New York City. HKI works in twenty-two countries: thirteen in Africa, eight in Asia-Pacific, and in the United States. HKI builds local capacity to combat blindness and malnutrition by establishing low-cost, sustainable programs.

1.2   Research Problem

There is an overall lack of, or where it exists, a weak Key Performance Indicator and/ or monitoring and evaluation framework in developing countries. Managing for results continuously focuses on the cascading logic's role played by the various levels of results delivery. Lack of a clearly defined framework for achieving the desired outcomes and creating predicted impact continues to weigh down developing nations in SSA. Problems continue to evolve without resolving previously existing problems and worse yet, no one is held to account. This has led to a system of impunity and as a result, no development to show despite efficient use of resources.

A survey of developing nations in SSA revealed an overall poverty spread across the continent with many countries having an average of 80% or more of the population living in poverty. The main problem nations faced was that billions of dollar-equivalent (state and grant funds) was spent annually but little change and impact was registered in the lives of the ordinary citizens' lives, especially in SSA. Many organizations did report efficient and effective management of resources, but with this efficiency and effectiveness in resource management, there was little or no change, change to transform and bring commensurate development to the beneficiaries. This is the challenge of linking innovation and technology to up-scaling to the masses (IFAD Rural Poverty Report, 2011).

In the UK, a study by the Chartered Institute of Personnel and Development (CIPD) standards (2004) established that the focus for Managing for Results was providing direction, gaining commitment, facilitating change, improving organizational performance, satisfying customers (or beneficiaries), maintaining quality and continuous improvement/ knowledge management (Watson and Gallagher, 2005). Managing for Results 2005 survey report by IBM revealed that managers were tasked with the use of

information and performance indicators to make decisions that affected the future of the firm. The Third Edition of the Sourcebook on Emerging Good Practice in Managing for Development Results found out that MFR was neither a science nor a theory: it is a management strategy in which data on performance guide implementation determine resource allocations

At the International Conference on Financing for Development in Monterrey, Mexico (2002), the international community agreed that it would be important to provide more financing for development – but more money alone was not enough. Donors and partner countries alike wanted to know that aid would be used as effectively as possible, and they wanted to be able to see that it was, in fact, making a difference (United Nations, 2002).

Managing for results is concerned with addressing the weaknesses noted in the key performance indicators and M&E framework. It brings out the significance of a cascaded logic to delivering results and up-scaling activities. MFR is focused on addressing the wide-spread poverty in Sub-Sahara Africa and focuses on reducing the number of those living in poverty through up-scaling of project activities. This can be achieved through institutionalization of development agendas and capacity building activities fostered through bilateral partnerships according to the World Bank. MFR has made significant contributions towards bringing organizational structure to adopt a unity of objective in their delivery framework. MFR also increases the chances of delivering tangible outcomes. What kind of strategies were adopted by Reaching Agents of Change Project?

1.3   Research Objectives

This case study had two objectives;

i.   To establish the application of managing for results strategy in the Reaching Agents of Change project.

ii. To establish the significance of managing change in the application of managing for results.

1.4   Value of the Study

This research project will be useful to policy makers, practitioners and other researchers in the MFR field, organization management and project management. Many institutions and scholars have attempted to document the processes involved in implementing the MFR strategic approach, little or no resourceful literature had been found in managing complex projects that work in regionally dispersed multi-disciplinary teams in the developing countries and especially in SSA.

This research will enable policy makers to be able to see how advocacy efforts and strategies can be incorporated in the result framework to deliver policy change. Practitioners will be able to see how the team appreciated the approach from its inception, implementation and the impact of an MFR strategy in project implementation. Researchers will have the scope for further research widened for them to further conduct more studies on MFR, and to reveal even more insights on the benefits and merits and/ or demerits of MFR.

This study formed a good platform for reference by future researchers, scholars and institutions in developing countries that wish to adopt the MFR approach of handling a dynamic organization's strategic planning and desired outcomes. The literature has been skillfully tailored to act as an eye opener for managers and strategists focusing on achieving results. It will guide the readers and researchers on the steps for practical implementation to ensure it is even more resourceful to managers and scholars.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter sought to highlight relevant literature that were useful in not only defining the theoretical context within which this study was carried out, but also to steer a consistent and a logical way of not only collecting and synthesizing data, but also providing a solid foundation of interpreting the findings of the study. The field of my interest in this study was Strategic Management with a clear focus on Managing for Results, a strategic approach to steering organizations.

2.2 Theoretical Foundation of the Study

The study was informed by the stewardship theory which assumed that managers are stewards whose behaviors are aligned with the objectives of their principals. The theory argues and looks at a different form of motivation for managers drawn from organizational theory. The organization theory is the study of formal social organizations, such as businesses and bureaucracies, and their interrelationship with the environment in which they operate. The stewardship theory thus assumes that managers are viewed as loyal to the company and interested in achieving high performance. The dominant motive, which directs managers to accomplish their job, is their desire to perform excellently. Specifically, managers are conceived as being motivated by a need to achieve, to gain intrinsic satisfaction through successfully performing inherently challenging work, to exercise responsibility and authority, and thereby to gain recognition from peers and supervisors (Barney and Hesterly, 2008).

This study also drew from Dynamic Capability theory that examined how firms integrate, build, and reconfigure their internal and external firm-specific competencies into new competencies that match their turbulent environment (Teece, Pisano, and Shuen, 1997). The theory assumes that firms with greater dynamic capabilities will outperform firms with smaller dynamic capabilities. The aim of the theory is to understand how firms use dynamic capabilities to create and sustain a competitive advantage over other firms by responding to and creating environmental changes (Teece, 2007).

MFR also builds on the Game theory, which is a branch of applied mathematics devised to analyze certain situations in which there is interplay between parties that may have similar, opposed, or mixed interests like we find in a multi-disciplinary team. Game theory was originally developed by John Von Neumann and Oscar Morgenstern in their book The Theory of Games and Economic Behavior (1944). In a typical game, or competition with fixed rules, "players" try to outsmart one another by anticipating the others' decisions, or moves – a system based illustrated through the theory of change. A solution to a game prescribes the optimal strategy or strategies for each player and predicts the average, or expected, outcome.

This study was motivated by the Competitive Advantage concept, which believes in attribute(s) that allow an organization to outperform its competition. These attributes may be market position, superior skills, or superior resources (Porter, 1985). In the NGO and INGO sectors, consistently delivering organizations continuously receive grants from the donors. MFR approach can enhance the habitual delivery of results and by extension register impact to the intended beneficiaries.

According to the Contingency theory, managerial leadership has influenced organizational activities in many ways. These influences include motivating subordinates, budgeting scarce resources, and serving as a source of communication. Over the years researchers have emphasized the influences of leadership on the activities of subordinates. These emphases by researchers led to theories about leadership. The first and perhaps most popular, situational theory to be advanced was the Contingency Theory of Leadership Effectiveness' developed by Fred E. Fiedler (Bedeian, Glueck 504). This theory explains that group performance is a result of interaction of two factors. These factors are known as leadership style and situational favorableness. This is the foundation on which MFR is built.

The MFR approach on the other hand is in conflict with other theories and models. The Upper Echelons theory holds that top executives view their situations - opportunities, threats, alternatives and likelihoods of various outcomes - through their own highly

personalized lenses. These individualized construals of strategic situations arise because of executives' experiences, values, personalities and other human factors. Thus, according to the theory, organizations become reflections of their top executives. MFR approach delinks from personalization of agenda, as it is anchored on a desired outcome, usually a higher development objective such as reduce child mortality among children under 5 years.

MFR was also in sharp contract with the Resource Dependence theory that is concerned with how organizational behavior is affected by external resources the organization utilizes, such as raw materials. While some scholars argued that the theory was important because an organization's ability to gather, alter and exploit raw materials faster than competitors wss seen to be fundamental to success, it did not recognize the impact of use of resources to beneficiaries. Examples include brief-case organizations that are excellent in resource mobilization, but do not contribute anything meaningful to change or impact on the lives of their 'beneficiaries'.

2.3   Managing for Results Framework

Strategic management is an ongoing process that evaluates and controls the business and industries in which the company is involved. It assesses its competitors and sets goals and strategies to meet all existing and potential competitors. It then reassesses each strategy annually or quarterly to determine whether it has succeeded or needs replacement by a new strategy (Lamb, 1984).

Strategic Management includes understanding the strategic position of an organization, strategic choices for the future and managing strategy in action (Johnson, Scholes, and Wittington, 2008). The dynamic model of the strategy process is a way of understanding how strategic actions occur. It recognizes that strategic planning is dynamic; that is, strategy-making involves a complex pattern of actions and reactions. It is partially planned and partially unplanned. Competitive dynamics thus looks at how competitive firms act and react.

A brief overview of the advances in management over the past forty years allows us to put the advent of Result-Based Management (or MFR) into perspective. Public sector management has evolved considerably since the Planning, Programming and Budgeting Systems (PPBS) approach of the late 1960's with its emphasis on financial planning and cost accounting. The management of inputs, i.e., human resources, operating and capital costs was of paramount importance in demonstrating management control over the allocation and use of financial resources. Program Management by Activity (PMBA) became prominent in the 1970s and 1980s when donor organizations were heavily involved in physical infrastructure and industrial development projects. It combined several tools and techniques to plan and schedule activities, e.g., Work Breakdown Structure (WBS), the Gantt Chart, Critical Path Method (CPM), Program Evaluation and Review Technique (PERT). These conventional "blue-print" techniques emphasized the implementation of activities according to a planned schedule and were derived from the fields of construction engineering and systems management. (Meier, 2003)

Although it has a much earlier history, Management-By-Objectives (MBO) in the mid-seventies enjoyed a resurgence of enthusiasm in the public sector. It allowed managers to take responsibility for the design and implementation of a programme or project under controlled conditions by setting objectives and identifying performance indicators. It provided organizations with a modicum of control and predictability while still being able to delegate responsibility to individuals and teams. The most common application at the time was the Logical Framework Approach (LFA) used in the early seventies by the U.S. Agency for International Development (USAID). It has since been widely adopted and adapted by the international donor community and is used mostly as an analytic tool for project design and approval; while it's potential for performance monitoring and evaluation have never been fully realized.

An alternative version referred to as Objectives-oriented Project Planning included standard procedures for participatory analysis, problem solving and objectives setting with partner organizations and target groups. The diverse use to which the LFA has been put over the years is a testimony to the enduring strength of the approach.

2.4   Managing the Change Process

Companies that take a proactive approach to change are often trying to avoid a potential future threat or to capitalize on a potential future opportunity. Reactive change occurs when an organization makes changes in its practices after some threat or opportunity has already occurred. This is influenced by changing paradigms in the field of management of organizations, planned or emergent (Ogutu, 2013). Strategic Management for Results is built on managing change. This brings the models of planned change into perspective such as action research that is research on an action with a goal of making that action more effective (Lewin, 1946).

Acclaimed father of the change process identified three phases in initiating and establishing any change—unfreezing, changing or moving, and refreezing. He argued that successful change in organizations should follow these three steps (Lewin, 2010). We will assess how change management was executed in the RAC Project, and see how the models come into play in the course of implementing the project. Phases of Planned change analyzed over 30 cases of change management before arriving at their own 4-phase model of programmed change which can be applied to almost any circumstance including in the MFR, and these are exploration, planning, action phase and integration (Bullock and Batten, 2010).

The 8-step model was later developed and it was argued out as a process and not a check list for managing change (Kotter, 2007). Furthermore, the Ten Commandments for implementing change have been cited as instrumental in effecting and implementing change (Kanter, Stein, and Jick, 1992). Bill Gates considered a successful entrepreneur has from time to time not shied away from communicating change by his company and foundation to the world. All these models have evolved with the subsequent models building on the previous models. Managing for Results has also evolved from previous strategic management approaches that focused on processes and resources to current championed approach of focusing on results.

2.5 The Link between Managing for Results and Managing the Change Process

Managing for results can succeed well if the change process is strategically planned for and managed well. Managing for Results is a new framework that is deviating from the usual management techniques that have tended to focus on resources and/ or processes. Thus Managing for results cannot be successfully implemented if change management strategies are not taken into account. The leadership has an obligation to introduce and manage change strategically for the success of the managing for result approach.

Change usually faces resistance for various reasons. The leadership needed to anticipate resistance and develop a framework for combating such resistance to changes that was considered progressive. The leadership had a responsibility to find out likely sources of resistance, and develop a mechanism for addressing such anticipated challenges well before rolling out the managing for results approach. Furthermore, it was desirable that the staff involved in rolling out the managing for results agenda be engaged and involved in the planning process, so that they can own the MFR agenda in their organization.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the methods and procedures that were used by the researcher to conduct the study in order to achieve the objectives. It provides details of the research design, the data collection and data analysis.

3.2 Research design

The research design took the form of a case study in order to specifically research on how managing for results strategic planning and implementation facilitated success in the Reaching Agents of Change Project. Kothari (1990) described a case study as a careful and complete examination of a social unit, institution, family, cultural group or an entire community. A case study he argued embraces depth rather than breadth of a study.

The researcher used a case study design in order to have an in-depth understanding of the implementation experience of the MFR strategic approach, and the strategic planning and impact of implementation at the RAC Project. The case study design supports the use of content analysis that has more material details with systematic characteristics leading to trends being achieved.

3.3   Data collection

The researcher collected primary data. The primary data was to be collected through in-depth interviews of respondents that are staff in the RAC project in the 3 countries and the regional office. The researcher trained 1 data clerk that was responsible for interviewing the respondents. He recorded the interview sessions, and later transcribed the interview before presenting to the researcher for review and analysis. The responses were anonymously assigned codes to ensure confidentiality.

The interview guide was the main instrument used as a guide to the key questions for discussion. The interview guide was different for the various cadres of staff. It captured few quantitative data such as gender and management level, but was largely qualitative.

The interviewer read through the guiding questions and recorded the open-ended responses through a tape recorder for transcription at a later stage. The same interview guide was used for closed-ended questions to derive a general opinion on key issues in the managing for result approach.

Personal interviews were conducted by the trained data clerk. Open ended questions were asked to gather more information and give the interviewee the liberty to answer questions. The questions covered staff's understand of the tools used in MFR approach by the RAC project. This method was preferred because it gave respondents freedom to seek clarity where a question was not clear and ensured that the researcher also captured intended data for analysis. The interviewees were assured of the confidentiality of the interview and were informed that the interview was being recorded for transcription purposes and academic research use only. There was a consenting process that was orally administered by face-to-face or via skype technology before the interview started, and was used as the basis for committing confidentiality and professionalism in the entire interview session and throughout the data analysis process.

The respondents included the RAC Project Manager who is based at the CIP regional office in Nairobi, Kenya; the Gender and Advocacy Advisor who is based in the HKI regional office in Nairobi, Kenya. 2 technical staff based in Mozambique and Nigeria, working as Agronomists. It also included 2 advocacy staff based in Tanzania and Mozambique. 1 regional staff working in Sub-Sahara Africa and heading the various thematic areas in the RAC project was also interviewed. The data clerk was unable to interview 1 administrative staff based in the regional office to see the role played by administration in supporting the MFR strategy as he was grossly engaged in project close out activities. In total, 10 people were interviewed.

There was an interview guide to get information from the Project Manager that captured a different set of data for review and analysis. The thematic leaders also had a different interview guide for gathering the information from them and eventually the technical staff had a different interview guide that was used to gather information from them.

The official language of data collection was English, but as was expected ,the Tanzania-based staff used Kiswahili in their interview sessions whereas the staff based in Mozambique used a little Portuguese as English is not one of their languages of communication. The data clerk was knowledgeable in the 3 languages and assisted in the translation of Kiswahili and Portuguese Languages during transcription. The researcher reviewed the transcription and verified the translations (through back-translation of Kiswahili to English and Portuguese to English).

3.4   Data Analysis

The data collected was checked for completeness and accuracy before analysis and was geared towards answering the research question. A content analysis was performed on the data to allow for in-depth understanding of the issues in the case. Nachmias and Nachmias (1996) noted that content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same approach to relate to trends.

The data obtained after performing content analysis was cleaned and interpreted to form useful information. The content analysis technique was chosen for the purpose of having clarity, preciseness, ease of understanding and better interpretation of the results.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter describes the methods and procedures that were used by the researcher to conduct the study in order to achieve the objectives. It provides details of the research design, the data collection and data analysis.

4.2 The Respondent Profiles

The respondents comprised the top management and technical staff of the International Potato Centre and Helen Keller International's RAC Project staff. In total the researcher interviewed nine out of the eleven respondents that had been intended to be interviewed as in the research design. This included the RAC Project Manager who has since been promoted to the position of Regional Director for CIP in SSA. Three thematic leaders were also interviewed – Gender and Advocacy Advisor responsible for Objective 1 of the project and Deputy Project Manager who is also the Communication and Training Specialist who leads objective 2. The researcher also interviewed the Regional Seed Systems Specialist who is responsible for regional agronomic activities that is a part of objective 2. The researcher also interviewed the Regional Advocacy Advisor, but because of her schedule, her interview was not completed to the end. The researcher finally interviewed one technical staff from Tanzania, 2 technical staff from Mozambique and 1 technical staff from Nigeria. The researcher could not interview the administrative staff as she was busy working on the final report and took annual leave.

One respondent's recorded session was lost as the recording process did not capture voice, and thus there was no data to transcribe. However, the researcher used available notes to draft the respondent's responses that were available.

All the respondents had attained university degrees with the thematic leaders and project manager being PhD holders with years of experience in regional organization. All the staff interviewed had worked in the RAC Project for over 2 years, and were thus considered knowledgeable on the project management strategy.

4.2.1 Gender

The respondents were well engendered and thus will be able to give a balanced view from both gender perspectives as shown in the Table 4.1.

Table 4.1 Gender Representation

Gender	Male	Female
CIP	4	1
HKI	1	3
Total	5	4

(Source: Research data)

4.2.2 Experience with Managing for Results

Out of the nine project staff interviewed, only two had worked with Managing for Results approach before joining the RAC Project. The remaining seven cited the MFR approach as new to them, and acknowledged that it enabled them to learn on the MFR approach as illustrated in Figure 4.1.

Figure 4.1 Experience with MFR
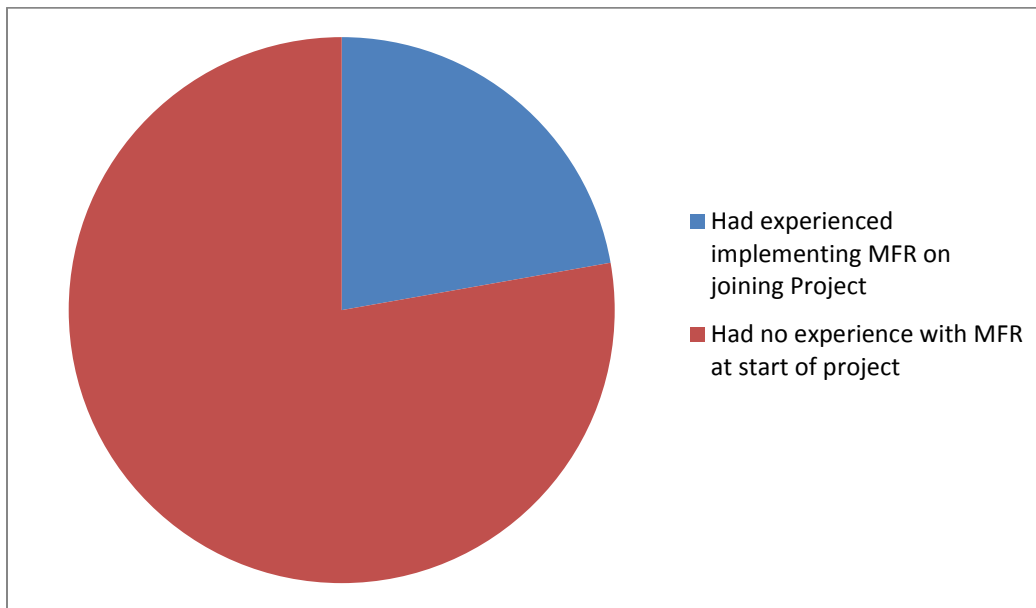
(Source: Research data)

4.3   Staff Understanding of and Application of MFR by the RAC Project
4.3.1   Understanding of MFR approach

The interviewer sought to find out from the Project leadership their understanding of the MFR and how it was applied in the RAC Project. The project manager explained that the MFR approach was applied in the implementation of the RAC project to enhance achievement of the goals of the project. It was systematic in aligning activities to outputs, which informed the outcomes and fed into the project goals. The interviewer sought to find out the same from the thematic leaders and the technical teams to establish if the team had a common understanding of MFR and its significance to the RAC Project.

There was an overall agreement and a shared understanding of the MFR and how the approach was used in the RAC Project with all 9 respondents outlining the link between activities and outputs, and the link of outputs to outcomes, and outcomes to objectives. One respondent said, "the focus of MFR is on desired outcomes and outputs, and not emphatic on managing resources." Another participant cited that in MFR, work plan was used to align activities to output, and output linked to the outcomes with a clear focus on the overall goal or desired result(s). Another participant said that "What was interesting, there was a project log frame that was broken down into milestones, that was further broken down to pieces that would add up to the overall objective of the project. It was very structured and made reporting easier." MFR is an approach anchored on development objectives to inform the activities/ tasks, outputs and expected goals by and for an organization (Drucker, 1985).

4.3.2   Understanding the Meaning and Application of MFR tools by RAC Project Staff

All 9 respondents were asked to define and share their understanding of the application of various tools used in MFR. All 9 respondents defined and explained the application of MFR tools in (i) and (ii). Only 8 respondents proceeded to answer (iii), (iv) and (v). One respondent's interview was cut short citing the respondents' regional role that kept the

respondent cut short for other meetings. The respondents defined and outlined the application of the following terminology used in MFR:

i. Logical framework

All 9 respondents explained the significance of the logical framework from their understanding and perspective. One respondent said that "it is the blue-print of the project, it is the road map of the project because it lays out the activities and what will be achieved in a defined period of say a year, 2 years and 3 years to the end of the project." Another respondent said, "log frame gives break down of the project at a glance; one can look at objectives and deliverables. It synthesizes what is to be achieved. Log frame takes one to the overall goal".

Another respondent cited that in the previous organization, all staff were party to a log frame, so even if one did not agree with anything, they accommodated them as they were agreed upon as a team. The respondent noted that the RAC design and log frame was pre-designed and thus the respondent could not explain the application of the logical framework in RAC project. A different response by another respondent who said, "logical framework is the ability to align each aspect being tracked in the various categories, and how to monitor them and establish a link with results. Helps in taking alternative decisions". Another respondent said that "Log frame has objectives, output, outcomes and goals, thus in any given project the log frame is the tool that guides the activities and strategies for achieving the goals. "Log frame looks at various pieces of overall goal and links the outputs to activities. It is a summary of all project on a piece of diagram explaining the entire project".

In summary, 6 respondents were in agreement on the definition and application of the logical framework as applied in RAC project whereas the other 3 respondents could not define the logical framework or explain its application in the RAC project as shown in Figure 4.2.

Figure 4.2 Understanding of Logical Framework
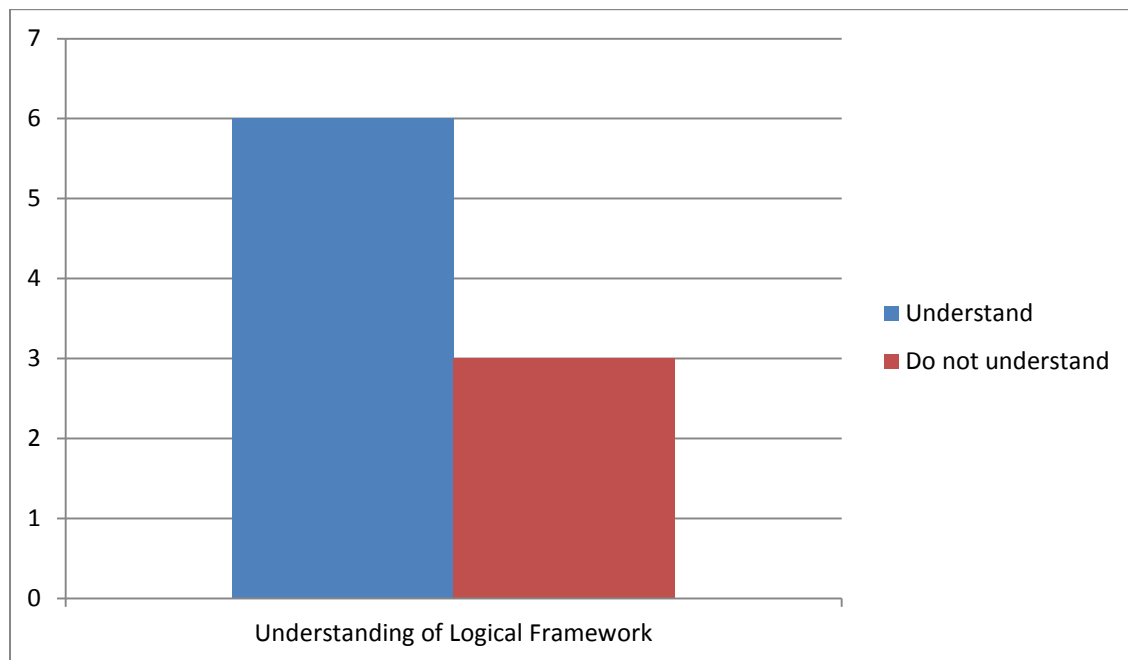
(Source: Research data)

A log frame (also known as a Project Framework) is a tool for planning and managing development projects. It looks like a table (or framework) and aims to present information about the key components of a project in a clear, concise, logical and systematic way. The log frame model was developed in the United States and has since been adopted and adapted for use by many otherdonors, including the Department for International Development (DFID) (BOND, 2011).

ii.   **Cascading Logic**

All 9 respondents responded to this question. A respondent said, "Starting from a broader perspective and going down to activity level," as another responded that "I don't understand the term. But in my understanding, it is has the building up element." Another respondent said, "I do not understand cascading logic, but I know that it is good." Another respondent said, "smaller group kick-starts and you have another level stepping it down." Another respondent gave an example of where cascading approach was applied, saying "cascading approach on the training, vine multiplication – you train 1, the 1 trains 5 each, the 5 train 10 each etc thus the number grows" "set of projects that contribute to a

21

program. Sets of projects build up to a bigger program, and when all are implemented, they should focus on program goal – takes dimension of project-program"

Five respondents had a common understanding of the cascading logical model, with another three not being able to respond or cite an application scenario of the cascading logic in RAC Project as illustrated in Figure 4.3.

Figure 4.3 Understanding of Cascading Logic
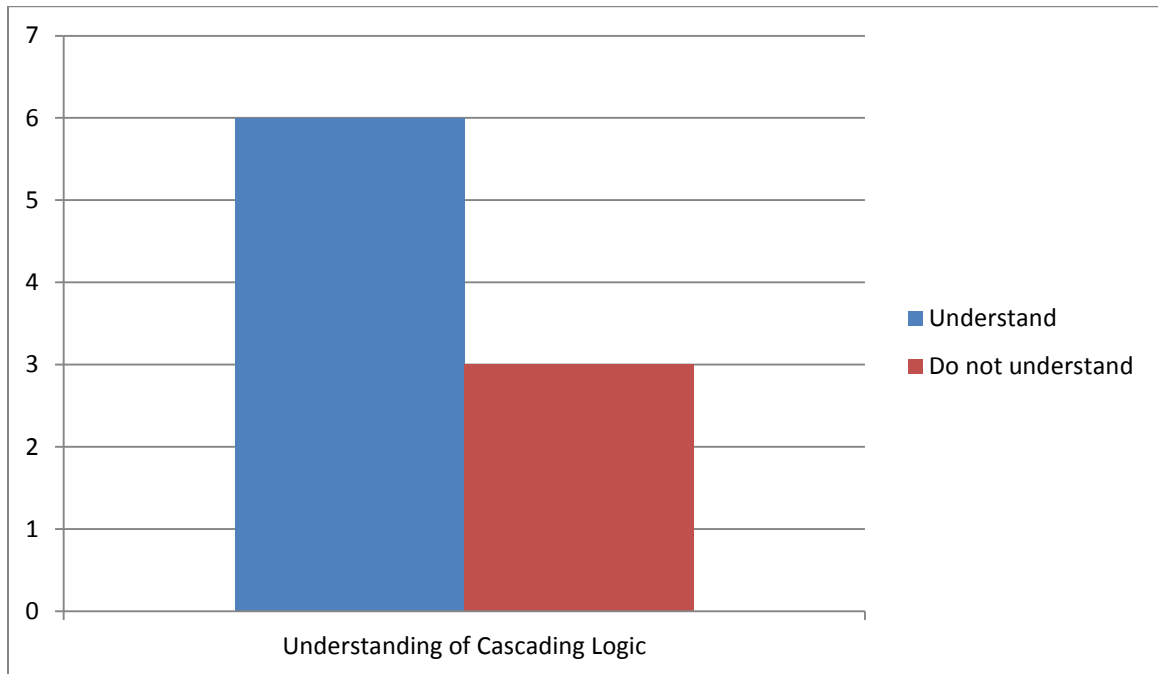
(Source: Research data)

The cascading logic model posits a series of components that define an infrastructure for effective statewide implementation of effective innovations (Weiner, 2009)

iii. Knowledge management

Only eight respondents were able to respond to this question. A responded said, "trying to ensure that as you implement anything, you document and understand the process. It also means putting together documentation in the repository." The respondent felt that the knowledge management component would have been enhanced had the project hired staff with a specified academic profile. Another respondent said, "at times in RAC

Project, we did things that may have applied this tool, but we may not have known that it was knowledge management." "Civic-CRM is a major tool for documentation," said another respondent. Most respondents associated the knowledge management with documentation f various activities or events. A respondent felt there was no comprehension of the significance of certain tools from the onset of the project, and only realized the importance at the end such as the focus on documentation and being visibly available to other people or partners. All 8 respondents explained the knowledge management in the context of documentation, with 2 emphasizing the significance of lessons learned, monographs and the role of bi-weekly updates in records management.

Knowledge management (KM) is the process of capturing, developing, sharing, and effectively using organizational knowledge. It refers to a multi-disciplined approach to achieving organizational objectives by making the best use of knowledge.

iv. **Theory of Change**

Eight respondents gave their responses to the theory of change (ToC). One responded said, "ToC requires people who are reflective to develop a road map based on given assumptions. It requires people with experience to develop assumptions, usually drawn from experiences." Another respondent said,"I have been seeking clarification on ToC. I look at it as doing something different from what we had agreed on before," yet another respondent said, "I don't know how it was applied to RAC." Another responded said, "it was not clear from the beginning – it would have been clear to emphasize ToC from the onset". "ToC at times I tend to see it as log frame. It is not so different from that, as it highlights interaction between activities and outcomes. One can get lost in ToC when one reasons a lot," concluded another respondent. Yet another respondent said, "ToC – like a tree, links a set of activities to the output, and links output to outcomes".

Four respondents were able to highlight the the link between assumptions and expected outputs/ outcomes whereas another four did not give a ToC-linked response, but associated it with either the log frame or the cascading logic as illustrated in Figure 4.4.

Figure 4.4 Understanding of Theory of Change
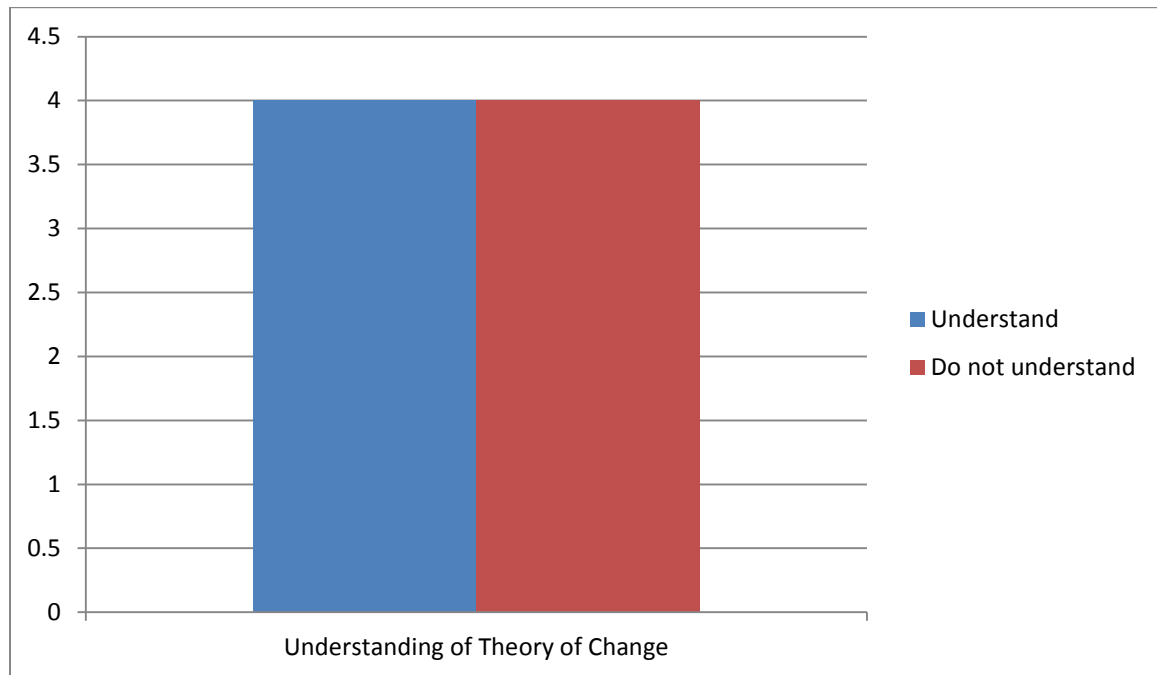
(Source: Research data)

Theory of Change defines all building blocks required to bring about a given long-term goal. This set of connected building blocks–interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process. (Wikipedia, 2014)

v.   **M&E**

M&E is a system and all the above tools mentioned in i-iv are components of the M&E. A respondent felt that M&E could have been made better by developing key tools for capturing data and figures as well as investments. There was a common understanding from all the 8 respondents that monitoring was a routine and regular process of verifying that the results were on course, whereas evaluation played a critical role in verifying performance against the outlined milestones of the project. A participant said that there was no tool in place for monitoring/ tracking investments regularly.

The 'M&E System' is a commonly used term- can it be broken down to provide a better understanding of an M&E system is? The fact that we use the term system means there are critical parts or constituents, which individually would not function effectively but when put together achieves what the system was set up for. (Matafeni, 2012)

4.3.3 Recommendation of the MFR Approach to Other Projects

Eight out of the nine respondents recommended the MFR approach for other projects. A respondent said "definitely I would recommend this strongly as a management approach because it is very objective and results-oriented.

While focusing on MFR in a multi-disciplinary and regionally dispersed team, respondents felt that right caliber of staff was critical considering there were 5 countries and 2 organizations implementing the RAC project. All respondents agreed that MFR was the best management approach for managing this unique type of project. A participant remarked that "MFR was well conceived at regional level and less conceptualized at country level. The approach was not bad, but the management was not good at country level. Had the Country Directors been taken through the MFR approach and how it worked, the technical & management team would have worked on the same level of effort, and things would have been different. Management always came to resolve issues late." Either way, all respondents agreed that it was the best management approach under the circumstance for achieving the results and goals of the project.

Another responded noted that managing RAC project was challenging. There was little control on output, outcomes and impacts for advocacy activities. A participant thus felt that results of the RAC project should have been provided for to be shown or verified in the end of some years after the project is over e.g. 5 years after life of project. This was because the responded felt that the momentum had been created but results may not be seen immediately. Otherwise on a scale of 1-5 (where 1 is weak and 5 is strong), respondents had an average score of 4 for recommending MFR to governments and other projects.

4.3.4 Key Challenges faced in the MFR Approach

Eight respondents gave their views of the key challenges of MFR approach. Three respondents felt that the orientation meeting did impact a little in bringing staff to understand MFR. A respondent said felt that it needed a fairly longer time for majority of staff to understand the concept of MFR. Another respondent felt that there was need to provide staff with a manual or handbook on MFR. A respondent felt that since majority of the staff joined the project with little or no experience with MFR, there was need for a well-structured orientation that focused on MFR. Furthermore, Country Directors were not roped into the MFR. A participant felt this would have impacted significantly in facilitating support for RAC project. Two people cited that It would have made a bigger difference had the CDs been taken through an indepth understanding of MFR. Management style affected the delivery of results in some countries (at country level)

Another critical challenge cited by two respondents related to the policy difference between two organizations CIP and HKI. Since RAC project was implemented by two entity organizations, there were few occasions when it was not clear which policy should have been applied.

One respondent noted that Staff turnover also affected the pace of the project activities, as it took a while for new staff to come up to speed with the result framework. Another respondent felt that the right staff was required especially, citing the challenge faced by some staff in handling their roles and further challenges in delivering results. A respondent noted that then uniqueness of project had no room for mistakes. That meant that all staff had to be experienced and competent to deliver the project objectives, and more specifically the elusive advocacy and fund-raising objective.

The challenge of Documentation was cited by 3 respondents, as critical in keeping staff reminded on things to be done, and those carried forward for future implementation.

4.4 Strategic Approaches that the RAC Project Adopted to Respond to Changes in the External Environment

4.4.1 Change Management Strategies in RAC Project

MFR is a new concept and strategy among many projects. MFR was not familiar to most staff that came from backgrounds that focused on managing for resources/ processes. Initially when the PM introduced and explained the MFR approach, RAC project staff had challenges identifying activities and how to link them with outputs, and outcomes. Six respondents admitted that when they understood the concept, it started making sense and flowing. They felt that MFR kept the staff reminded of the goals of the project and one could not do anything without recording achievements/ milestones! A respondent admitted that s/he did not know what s/he was doing but followed the guided track, and s/he felt that it enabled the project to achieve outputs.

A respondent felt that the MFR approach at regional level was conceptualized well. The responded however reported that the technical teams faced the challenge of CDs not understanding the approach and the project design, and this led to conflicts. The MFR approach needed to rope in all teams from both organizations to deliver RAC project results.

4.4.2 Success of Change Implementation in RAC Project

The RAC Project activities end officially on the 30th September 2014. RAC Project has been considered a success and won the 1st position out of 20 projects at the recently concluded Sweetpotato for Health Initiative exhibition held in Nairobi on 10th Sep 2014.

RAC Project is touted as having managed change strategically and objectively. This enabled the team to gradually be a part of the MFR approach. The project manager summarized his opinion of the success of change implementation as having been more than satisfactory. His strategy was to guide the time to see the sense behind all activities and asnwe the question – why are we implementing this? How does it contribute to the desired outcome? He shared further that the use of concept notes enhanced staff

understanding of MFR and thus facilitated the change process. A respondent said, "MFR is much better as you work with your manager as a team member, and not as your boss. A manager plays the role of a facilitator and one becomes the manager of his own work." The respondent felt that the other management styles did not guide staff to know what they were supposed to be achieving, but were driven by the manager's directive.

MFR encouraged innovation, that led to staff not being managed, but taking on managerial roles of their various activities. This showed how well staff had grasped the MFR concept and that it had made them managers of their key areas of result-delivery.

While other managers use directive approaches, MFR encourages team spirit. MFR prompts for dynamics in approaching various activities. MFR discourages micro-management and lays emphasis on players being responsible for decisions they take..

4.4.3 Cost Effectiveness of MFR

Six respondents gave their opinion on whether MFR was cost-effective or not. 4 respondents felt it was cost-effective, 1 respondent felt the costs were similar whether one used MFR or an alternative management approach while the final respondent felt that it depended on the nature of the project, and thus could not be determined yet.

A respondent felt that since the focus of project was on activities, the funds were channeled purposefully to the right activities that yielded desired milestones as planned. Another respondent however said, "I don't think it would cost anything differently had a different management approach been adopted, so it's equal costing." Another respondent said, "It is cost effective as we were achieving our results through others in the RAC project, thereby using minimal resources to record high success".

4.5   Discussion

The process of managing strategic change by the RAC Project is comparable to that of other organizations who have attempted to initiate and implement strategic change. The experience also validates some of the developed theories of managing strategic change as postulated by various scholars and authors. It demonstrates that managing strategic change is both a science guided by key principles but an art as well dependent on the skill of the leader in charge of the change process.

The resistance to change experienced by RAC Project staff at the formative stage of the project is typical of the scenario that is created when managers at the helm of an organization proceed with change implementation without building support from staff who are among the key beneficiaries of the strategic change. The RAC project staff experience reinforces the centrality of leaders and open communication in the process. Comparison can be drawn both in the theoretical realm as well as from empirical evidence as discussed in the next sections.

4.5.1 Comparison with Theory

Barney and Hesterly (2008) pointed out that managers are conceived as being motivated by a need to achieve, to gain intrinsic satisfaction through successfully performing inherently challenging work, to exercise responsibility and authority, and thereby to gain recognition from peers and supervisors. MFR transformed all staff to managers of their various activities, and with the knowledge that they were managers, as the stewardship theory holds it, RAC staff had their activities and behaviors aligned with the objectives of the principal – project manager. The stewardship theory argues and looks at a different form of motivation for managers drawn from organizational theory. The stewardship theory assumes that managers are viewed as loyal to the company and interested in achieving high performance. The dominant motive, which directs managers to accomplish their job, is their desire to perform excellently.

Teece (2007) explained the need by firms to understand how they use dynamic capabilities to create and sustain a competitive advantage over other firms by responding to and creating environmental changes. Dynamic competitive theory holds it that firms integrate, build, and reconfigure their internal and external firm-specific competencies into new competencies that match their turbulent environment (Teece, Pisano, and Shuen, 1997). RAC Project managed to use their highly competent staff to adjust to the changes that were not anticipated in the project design, and adapted the theory of change to achieve results.

Managerial leadership has influenced organizational activities in many ways. These influences include motivating subordinates, budgeting scarce resources, and serving as a source of communication. RAC project manager applied the influences of leadership on the activities of subordinates. These emphases by the project manager and thematic leaders created a favorable leadership style and situational favorableness. This is the foundation on which MFR is built.

Organizations become reflections of their top executives. The project manager was dedicated in his pursuit for the project results, and marshalled the team objectively to keep their eye on the goals always. MFR approach delinks from personalization of agenda, as it is anchored on a desired outcome, usually a higher development objective such as reduce child mortality among children under 5 years. MFR approach thus conflicted with the Upper Echelons theory which holds that top executives view their situations - opportunities, threats, alternatives and likelihoods of various outcomes - through their own highly personalized lenses. The RAC goal was viewed through the development objective expected of the project.

MFR was also in sharp contract with the Resource Dependence theory that is concerned with how organizational behavior is affected by external resources the organization utilizes, such as raw materials. The RAC project was flexible to re-direct resources to

where they were considered critical in enhancing results delivery. This flexibility made it possible for the project to be on course in achieveling various milestones as planned.

4.5.2 Comparison with Other Studies

The case of RAC project gives credit to some of the earlier studies by various scholars and authors of strategic management, change management and RBM. Wataka (2013) who studied managing strategic change in Pact Kenya, an International NGO concluded that the senior management did not build the capacity of the technical staff on their role in the results-delivery framework. The most common method employed to tackle resistance to change was communication. In the case of RAC project, the project manager repeatedly emphasized the need to focus on the results at every forum and engagement with staff. This case study also validates the study by Mberia (2006) on the Commercial banks in Kenya which concluded that leadership is key in the change management process. RAC project's case study concluded that change management was critical in adopting MFR.

SNV World implementing MFR in Kenya reported challenges with staff who did not understand how to align their activities with outputs, and how to link the outputs with expected outcomes. Scott Villiers (2003) who examined the RBM implementation at SNV, concluded that the leadership had a critical role of bringing up to speed the entire staff of SNV if they were to achieve meaningful impact. The RAC project manager took on the role of facilitating RBM at every platform, and this yielded fruit more towards the end of the project, as staff began to see how their outputs fed into the outcomes and objectives.

The case of RAC project gives credit to some of the earlier studies by various scholars and authors of strategic management, change management and RBM. Wataka (2013) who studied managing strategic change in Pact Kenya, an International NGO concluded that the senior management did not build the capacity of the technical staff on their role in the results-delivery framework. The most common method employed to tackle resistance to change was communication. In the case of RAC project, the project manager

repeatedly emphasized the need to focus on the results at every forum and engagement with staff. This case study also validates the study by Mberia (2006) on the Commercial banks in Kenya which concluded that leadership is key in the change management process. RAC project's case study concluded that change management was critical in adopting MFR.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This section summarizes the findings of the research, presents the conclusions from the study and makes recommendations derived from the experiences encountered by RAC Project in the course of implementing MFR approach and managing its strategic change. The section also looks at the limitation of this study and makes recommendations for future research.

5.2   Summary

Overall the process of implementing MFR and adapting the project staff to the strategic change seems to have done well due to the approach adopted by the anchor of MFR in the RAC project – the project manager. While the project however did well, the individual organizations did not work with MFR as part of their management approach in development work, and that led to a challenge more so at country level where the country directors engaged their management approaches. Most of the staff are not fully aware of, or inspired by the regional strategy of MFR and only focus on implementing existing projects by focusing on processes and resources.

The project staff also showed a fair understanding of MFR and the tools used in the implementation of the approach. 6 out of the 9 respondents interviewed were able to define and explain the application of the various tools applied in MFR. Eight of the nine respondents strongly recommended the MFR approach in implementing projects, especially for regionally dispersed teams. Seven of the eight respondents (that exclude the project manager) felt that there was need for a specific meeting to enlighten staff on MFR at the beginning of the project, and to explain its significance before implementation of activities is started. The noted however that it was mentioned at every meeting, but felt the impact would have been more had there been a specific session dedicated to MFR.

The management at RAC project underwent an external mid-term evaluation in 2013 by a senior consultant Prof. Felix Nweke (for the Bill & Melinda Gates Foundation). The consultant was amazed at the progress made by the project mid-way through the project. Considering that RAC project was focusing on 2 objectives: Fund-raising and advocacy as the first objective, and capacity building and institutionalization agenda for OFSP as the second objective, the consultant was satisfied that the project was well on course to achieving its goal. The mid-term review added value to the MFR approach, as it helped re-affirm that the project was in the right track to delivery of its goals.

5.3   Conclusion

The strategy by the RAC Project management was well applied at the regional level, but not fully conceptualized and applied at the country level during the life of the project. Managing for Results approach was well conceived and successfully applied in the RAC Project, the project being a regional project that was being implemented in Nigeria, Tanzania and Mozambique. MFR steered the project objectively, with 5 staff saying that they appreciated the concept more after the Project Management Course. They added that the approach was clearer towards the end of the project, when they conceptualized the approach as they made sense of the 'why?' to every activity. They also appreciated the approach as it steered the team to the project goal through well-crafted reporting structure from bi-weekly reporting through to the project final report.

MFR needs to be accompanied with a strategic approach to managing the change process that comes with the approach. Staff felt that even though the approach was mentioned at every forum by the project manager, it would have been more helpful to have a session/ workshop to discuss MFR approach and how it was being implemented. They felt that this would have made them understand faster their role in the project as guided by MFR approach. The project manager shared that from his experience, the strategy employed in managing change was successful as in the end, most if not all staff understood and appreciated MFR.

5.4   Recommendations for Policy

Global and regional organizations that implement regional projects should involve everyone who plays any role in the project in the workshop to understand the MFR approach and how it works. This ensures that there is unity of objective at country and regional level as the project is implemented.

It is also critical that staffs that join a project once the implementation has commenced should be well taken through the MFR approach and expectations during their orientations. This is to ensure they catch up with the rest of the team that will have already grasped the MFR concepts and appreciated the 'why?' basis of implementation.

The monitoring aspect of M&E should be organized at country level for ease of progress tracking by individual staff and country performance. 3 technical staff felt that there was a challenge whenever there was need to monitor progress at an individual level, as the staff had to wait for quarterly or semi-annual reporting periods in order to make meaningful deductions from their data. A respondent said, "had there been a country M&E specialist, it would have been easy to know our cumulative performance at a short notice as compared to the RAC project where we had to wait for a reporting milestone to be reached."

MFR is strongly recommended for government and other organizations/ firms, especially when implementing projects. MFR made RAC project to deliver results in a multi-disciplinary and regionally dispersed team. RAC Project managed to surpass its targets for most of the objective 2 activities, with a fair progress made in the achievement of objective 1 activities. It was however noted that objective 1 was elusive and as such, the performance was satisfactory. The team could have done better however, had they adopted stronger documentation techniques like the use of CIVIC –CRM.

5.5   Limitations of the Study

The RAC project comprised staff with a multi-disciplinary background and was regionally dispersed in the SSA region. This made data collection very challenging, as

the researcher had to schedule the interviews during staff meeting events. This was further delayed by the university's approval process that had to review the proposal before approval for data collection was granted. This voided all meetings that took place prior to the approval of the proposal. These meetings would have been used for data collection.

There was the challenge of getting the respondents to sit through an entire interview without disruption. One respondent had to have the interview cut short citing the respondents busy schedule being a manager of a regional portfolio. It will be noted further that the data was being collected towards the end of the project when most staff were busy with report writing, and this delayed the data collection process.

Nevertheless the limitations did not compromise the quality of the research. The respondents provided adequate data to enable the researcher to understand the process of MFR and how the project managed strategic change at the project over the period of three-and-a-half years.

5.6   Suggestions for Further Research

There is need to establish and find out how many organizations and/ or projects adopt the managing for results approach in their implementation process. This organizational mapping may help to establish the popularity and performance of those organizations using MFR approach.

There is also need to conduct a research to establish if MFR is cost-effective compared to other management approaches that are employed by the various organizations and/ or projects operating in Kenya, and by extension SSA.

It would also be interesting to find out from the organizations' (CIP and HKI) whether they noticed that RAC project was implemented differently, and if they learnt any lessons from how it was managed (with the focus on MFR). This would help in concluding that

MFR approach is better than the management approaches that the two organizations had before the RAC project was implemented.

REFERENCES

Accra High Legal Forum. (2008). *Accra HLF*. Retrieved March 26, 2014, from Accra
    HLF: http://accrahlf.net/accra-high-legal-forum/

American Psychological Association. (2010). *Publication Manual of the American
    Psychological Association* (6th Edition ed.). Washington DC.

Barney, J. B., & Hesterly, W. S. (2008). *Strategic Management and Competitive
    Advantage.* Columbus, Ohio: Pentice Hall.

Bryman, A., & Bell, E. (2003). *Business Research Methods.* Oxford University Press.

Bullock, R. J., & Batten, D. (2010). Phases of Planned Change. In P. O. Passenheim,
    Change Management (pp. 14-15). London: Bookboon.

Cole, G. A. (1995). *Organization Bahvior, Theory and Practice.*

Cooper, D., & Schinder, P. (2003). *Business Research Methods* (8th Edition ed.). Tata
    McGraw-Hill.

Drucker, P. F. (1985). *Managing for Results.* Claremont, California: Harper Collins.

Drucker, P. F. (1999). *Management Challenges for the 21st Century.* Burlington, MA:
    Elsevier Ltd.

Essex, L., & Kusy, M. (n.d.). *Fast Forward Leadership - How to Change Out Modeled
    Practice Quickly for Forward -Looking Leadership today.* London: Prentice Hall.

Huse, M. (2007). *Boards, Governance and Value Creation.* Cambridge: Cambridge
    University Press.

Johnson, A., Scholes, K., & Whittington, R. (2008). *Exploring Corporate Strategy* (8th
    Edition ed.). Prentice Hall.

Johnson, G., Scholes, K., & Wittington, R. (2008). *Exploring Corporate Strategy.* Essex:
    Pearson Education Ltd.

Kanter, R., Stein, B., & Jick, T. (1992). Implementing Change. *The Challenge of Organizational Change*.

Kotler, J. P. (1999). On what leaders do. *A Harvard Busines Review*, 14-19.

Kotter, J. P. (2007). Leading Change. *Harvard Business Review*, pp. 122-132.

Lewin, K. (1946). Action research and minority problems. *Journal of Social Issues*, 34-46.

Lewin, K. (2010). Three-Step model. In H. Pathak, *Organizational Change* (pp. 116-124). Jawaharlal: Pearson Education.

Luthans, F. (2005). *Organization Behavior.* New York: McGraw-Hill.

Maassen, G. F. (2002). *An International Comparison of Corporate Governance Models.* Amsterdam: Gregory Francesco Maassen.

Mbabu, A. N., & Hall, A. (2012). *Capacity Building for Agricultural Research for Development: Lessons from Papua New Guinea.* Maastricht: Caxton Offset Private Ltd.

Nachmias, C., & Nachmias, D. (1996). *Research Methods in Social Sciences* (5th Edition ed.). St. Martin Press.

Ogutu, P. M. (2013, November 18). Approaches to Change Management. *Management for Strategic Change*.

O'tool, J. (n.d.). *Leadership A to Z - A Guide for Appropriate Ambitions.* San Francisco: Bass Publishers.

Porter, M. E. (1980). *Competitive Strategy.* The Free Press.

Porter, M. E. (1985). *Competitive Advantage.* New York: Free Press.

Sekaran, U. (2003). *Reserahc Methods for Business: A Skill Building Approach* (4th Edition ed.). Wiley.

SNV World. (Unknown). *SNV World*. Retrieved March 26, 2014, from SNV World: http://www.snvworld.org/en/MFR

Stathers, T., Low, J., Mwanga, R., Carey, T., Gibson, R., Namanda, S., et al. (2013). *Everything you ever wanted to know about sweetpotato: Reaching agents of change ToT manual* (Vol. Volume 1). Nairobi: Cleantone Graphics.

Teece, D. J. (2009). *Dynamic Capabilities and Strategic Management.* Oxford: Oxford University Press.

Ulrich, D., Zenger, J., & Smallwood, N. (1999). *Results-Based Leadership.* Boston, MA: Harvard Business School Press.

United Nations. (2002). International Conference on Financing. Monterrey.

Walters, J., Abrahams, M., & Fountain, J. (Unknown). *Managing for Results—An Overview.* Norwalk: Governmental Accounting Standards Board.

Watson, G., & Gallagher, K. (2005). *Managing for Results* (2nd Edition ed.). London: Chartered Institutse of Personnel and Development.

World Bank. (2005). *Aid Harmonization.org*. Retrieved March 25, 2014, from Aid Harmonization.org: http://www.aidharmonization.org/

World Bank. (2007, February 7). *Managing for Development Results*. Retrieved March 25, 2014, from Managing for Development Results: http://www.mfdr.org/3rd_Roundtable.html

APPENDICES

Appendix 1. RAC Project Brochure

Reaching Agents of Change (RAC) Project - Brochure Information

---

Reaching Agents of Change*: Catalyzing African advocacy and development efforts to achieve broad impact with orange-fleshed sweetpotato*

Reaching Agents for Change is a new initiative that has the objective of promoting investment in and consumption of orange-fleshed sweetpotato, as part of a wider effort to reduce vitamin A deficiency and improve the livelihoods of women farmers.

This initiative will work to further create awareness and increase capacity of African institutions, advocates, and implementing organizations to raise additional resources and effectively implement programs in three focal countries.

Why Orange-Fleshed Sweetpotato?

- The orange-fleshed sweetpotato is an excellent source of pro-vitamin A, which is an essential nutrient for the growth and well being of children.
- Orange-fleshed sweetpotato is a good source of energy and many other vitamins and minerals.
- Sweetpotato is mostly cultivated and managed by women. The adoption of improved varieties of the crop by rural women provides an opportunity for economic empowerment as well as an option to address Vitamin A Deficiency with a food-based approach
- Because orange-fleshed sweetpotato is such a rich source of vitamin A, only a small area of land is needed to produce enough vitamin A for a household.
- The Vitamin A component is largely retained when the sweetpotato is boiled, steamed or roasted.

What do we hope to achieve?

By the end of 2014, the Reaching Agents of Change Project seeks to;

- Create a group of trained African advocates who will ensure the use of OFSP as an integral part of strategies that address food insecurity and malnutrition at regional and sub-regional levels in Sub Saharan Africa
- Generate new investments by governments, donors, and NGOs to scale up the adoption of orange-fleshed sweetpotato in five target countries; Tanzania, Mozambique, Nigeria, Ghana and Burkina Faso. Major NGOs with a focus on food security and agriculture will assist in promoting orange-fleshed sweetpotato programs.
- Increase the capacity of implementing agencies to design and implement technically strong and cost-effective interventions that drive the uptake of orange-fleshed sweetpotato.

Where are we going to work?

The most intensive efforts will be focused in Tanzania, Mozambique, and Nigeria, with limited activities in Ghana and Burkina Faso.

Project Components

1. **Intensive Country Level Advocacy for Resource Mobilization**.

- A team of African advocates will seek to influence leaders in the agriculture, nutrition, and health fields as well as NGOs and donor organizations to expand investment in the promotion of orange-fleshed sweetpotato as a means to combat Vitamin A Deficiency.

  - This variety of sweetpotato is a staple food that can supply significant amounts of vitamin A *and* energy simultaneously, thus helping to address both Vitamin A Deficiency and undernutrition.

- These change agents will also advocate for the creation of favorable policy environments for food-based interventions to combat Vitamin A Deficiency at regional, sub-regional, and country levels.

- This particular component will focus on the three primary target countries of Tanzania, Mozambique, and Nigeria.

2. Regional Advocacy and Country-Level Advocacy

- A regional ambassador will target policy makers in higher-level bodies to advocate for the inclusion of orange-fleshed sweetpotato as an integral part of strategies to combat VAD and food insecurity in Sub Saharan Africa; as well as an important potential source of incomes for smallholder farmers.
- This component will focus on the two secondary target countries of Ghana and Burkina Faso.

3. Capacity Building for implementing Agencies

Building the capacity of national implementing agencies to design and implement technically strong and cost-effective training interventions that drive the update of OFSP.

Success Targets

The Reaching Agents of Change project seeks to achieve three major targets of success:

1) To mobilize at least $18 million devoted to orange-fleshed sweet potato programs in five target countries Tanzania, Mozambique, Nigeria, Ghana and Burkina Faso.
2) Substantial progress by a group of trained African advocates in ensuring the use of orange-fleshed sweet potato as an integral part of strategies that address food insecurity and malnutrition at regional and sub-regional levels in Sub Saharan Africa.
3) To establish technical capacity for successful project implementation and continued awareness raising, resource mobilization, and change agent training in each major sub region in Sub Saharan Africa (East and Central, West, and Southern Africa).

Project Impacts

- General increase in policy action in the national arenas of food production and nutrition
- Increased diversification of diets, vitamin A intakes and food security at the household level

Key Partner Organizations

- The International Potato Center (known by its Spanish acronym CIP), will lead the project, based on its expertise in orange-fleshed sweet potato production, use and promotion.

- Helen Keller International, an NGO with considerable experience in food-based nutrition interventions, health programs to combat Vitamin A Deficiency and advocacy for increasing investments to combat micronutrient deficiencies, will be the major implementing partner.

You too, can be a Vitamin A Sweetpotato Champion! For more information, visit the <u>www.sweetpotatoknowledge.org</u> and join the community of practice.

Or Contact:

International Potato Center (CIP)
Regional Office; P.O. Box 25171
Nairobi- 00603, Kenya
Email: cip-nbo@cgiar.org
Website: <u>www.cipotato.org</u>

Helen Keller International
Regional Office; P. O. Box 35132
Nairobi-00603, Kenya
Email: info@hki.org
Website: <u>www.hki.org</u>

Appendix 2. RAC Results Framework

Contribute to the fight against vitamin A deficiency & food insecurity in Sub-Saharan Africa, and improve health status and livelihoods of households, particularly women of reproductive age and young children, through strategic policy advocacy and resource mobilization, and technical capacity building for large-scale use and dissemination of Vitamin A rich Orange-fleshed sweet potato (OFSP).

SO1: Generate new investments by governments, donors and NGOs to scale up the adoption of OFSP in target countries

SO2: Build capacity of implementing agencies to design and implement technically strong and cost-effective interventions that drive uptake of OFSP

SO3: Strengthen intra/inter-stakeholder shared learning for effective scale up and adoption of OFSP in target countries

IR 1.1: Heightened country level advocacy for resource allocation by governments, donors and NGOs to scale up OFSP
IR 1.2: Enhanced promotion and advocacy of OFSP at the sub-regional and regional levels

IR 2.1. Improved capacity of change agents and national agricultural research and/or extension organizations to offer training courses on the implementation and management of OFSP projects
IR 2.2. Enhanced capacity to design &

IR 3.1: Improved shared learning and evidenced/result based management

• Amount of money committed by different sources for the upscalling of OFSP

• Proportion of advocates actively influencing key stakeholders and decision makers to raise the profile of OFSP in thier countries, sub-region or region

• # of policy and technical documents into which biofortification/OFSP utilization has been included
• #/Type of innovative OFSP advocacy small-grants schemes awarded/funded   •
#/Type of innovative OFSP advocacy small-grants schemes awarded/funded   •Type
of action taken/implemented to address key bio-fortification and other foodbased approaches issues identified at the regional and sub-regional levels/bodies

• # of regional and sub-regional strategy papers that explicitly mention bio-fortification and other foodbased approaches

• # persons trained on extension services, implementation and management of OFSP projects

• # of hectares under OFSP primary, disease free planting material

• # of implementing agencies implementing high quality, gender sensitive OFSP projects

• # direct & indirect beneficiary households obtaining OFSP

•# & type of systematic, corrective actions taken based on lessons learned from routine monitoring & learning assessments

• Proportion of trained change agents utilising quality data/information associated with OFSP to enhance project management

45

Appendix 3. CGIAR Agenda

Partners & Stakeholders

Work with us for a food secure future. Consulted through the **Global Conference for Agricultural Research for Development.**

Consortium

Integrates and coordinates researchers and funders. The Consortium consists of the **Consortium Board, Consortium Office** and **15** research centers.

Independent Evaluation Arrangement

Evaluates the work of the **CGIAR Research Programs.**

Fund

Ensures funds for the research of the Consortium. The Fund consists of the **Funders' Forum, Fund Council** and the **Fund Office.**

Independent Science & Partnership Council

Advises the **Fund** on research priorities and funding.

Appendix 4. Course Announcement for University of Pretoria

Appendix 5. Interview Guide (Project Management)

1. Gender

2. What is MFR?

3. What made you implement the RAC project using the MFR approach?

4. How well do you think the MFR approach was understood among different categories of the RAC staff?

5. Are you satisfied with that level of understanding?

6. If not, how do you think the level of understanding would have been increased?

7. To what extent do you think the level of understanding of MFR by the RAC staff influenced the extent of delivery of RAC objectives?

8. Would you recommend this management approach to the government, NGOs and other project implementers in developing countries like Kenya? Please explain your answer.

9. Please explain the significance of the following tools in the MFR approach in general and in RAC in particular.

   a. Logical framework
   b. Cascading Logic
   c. Knowledge management
   d. Theory of Change
   e. M&E
   f. Other:

   ………………………………………………………………………………………
   ………………………………………..
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………………………………………………………
   ………………………………………

10. What was your experience introducing, implementing and institutionalizing the MFR approach in the RAC project? (Focusing on how staff adjusted from Managing For Processes to MFR)

11. From your experience, what are the challenges of implementing MFR in a multi-disciplinary and regionally dispersed team? And in leading 2 independent organizations towards a common goal?

Appendix 6. Interview Guide (Thematic Leaders)

1. Gender

2. It is my understanding that RAC management chose to use MFR to implement the project. What is your understanding of MFR?

3. Would you recommend this management approach to the government, NGOs and other project implementers in developing countries in SSA?

○   Strongly Recommend

○   Somehow recommend

○   Not recommend

○   Other (explain):

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………

4. Please explain the significance of the following tools in the MFR approach in general and in RAC in particular.
   a. Logical framework
   b. Cascading Logic
   c. Knowledge management
   d. Theory of Change
   e. M&E
   f. Other:

……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………
……………………………………………………………………………………
………………………………………………

5. What was your experience introducing, implementing and institutionalizing the MFR approach in the RAC project? (Focusing on how staff adjusted from Managing For Processes to MFR)

6. From your experience, what are the challenges of implementing MFR in a multi-disciplinary and regionally dispersed team? And in leading 2 independent organizations towards a common goal?

Appendix 7. Interview Guide (Technical Staff)

2. Gender

3. It is my understanding that RAC management chose to use MFR to implement the project. What is your understanding of MFR?

4. Would you recommend this management approach to the government, NGOs and other project implementers in developing countries in SSA?

◯   Strongly Recommend

◯   Somehow recommend

◯   Not recommend

◯   Other   (explain):

………………………………………………………………………………………………………
…..   ……………..
………………………………………………………………………………………………………
………………………………………………………………………………………………………
………………………………………………………………………………………………………
………………………………………………………………………………………………………
………………………………………………………………………………………………………
…….

5. Please explain the significance of the following tools in the MFR approach in general and in RAC in particular.

     i.   Logical framework
     ii.   Cascading Logic
     iii.   Knowledge management
     iv.   Theory of Change
     v.   M&E
     vi.   Other:

         ………………………………………………………………………………
         …………………………………..

……………………………………………………………………………………………
……………………………………………………………………………………………
……………………………………………………………………………………………
………………………………………

6. What was your experience introducing, implementing and institutionalizing the MFR approach in the RAC project? (Focusing on how staff adjusted from Managing For Processes to MFR)

7. From your experience, what are the challenges of implementing MFR in a multi-disciplinary and regionally dispersed team? And in leading 2 independent organizations towards a common goal?

8. Rate your thematic leaders understanding of MFR on a scale of 1-5 (where 1 is weak and 5 is strong).

9. Would you recommend project implementation using this approach in the future and why?

10. Does MFR enhance delivery of results in a regionally dispersed team compared to the managing for processes/ resources conventional approaches? Explain.

11. From your experience, is there a cost-benefit of implementing a project by adopting MFR over MFP?

12. What do you think would have been different if the project management of RAC project had adopted a different management approach instead of MFR?