

**FACTORS INFLUENCING PERFORMANCE OF THE UNITED NATIONS
DEVELOPMENT PROGRAMME SOMALIA: A CASE STUDY OF CAPACITY
DEVELOPMENT PROGRAMME**

BY

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DECLARATION

This research project is my original work and has not been presented for an award in any other university

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DEDICATION

To my late mother Teresiah Makau. Thanks for everything

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ABSTRACT

This study examined the factors influencing performance of the capacity development projects by the UNDP in Somalia. Specifically the study sought to establish how donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership influences performance of the capacity development programmes. This study adopted descriptive design and targeted 50 employees of the UNDP Somalia who are directly or indirectly involved in the implementation of the programmes. This was also the sample size which was determined through census sampling technique and the primary data collected using structured questionnaires. The data was then analyzed using SPSS version 20 and presented in tables. The results of the study concluded that donors determine the use of funds, stakeholders are highly involved in implementation, there is a functional M&E department, leaders are empowered to make decisions and possess negotiation skills especially with donors. The findings of the study therefore recommended that donors should be involved at early stages of developing programme work plans, team building activities should be there to motivate staff and project leaders should also have project planning and management besides their technical skills.

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LIST OF ABBREVIATIONS AND ACCRONYMS

CD	Capacity Development
CPD	Country Programme Document
EACC	Ethics and Anti-Corruption Commission
GDP	Gross Domestic Product
HDI	Human Development Index
HR	Human Resources
IEBC	Independent Electoral and Boundaries Commission
MDGs	Millennium Development Goals
ND	New Deal
NCIC	National Cohesion and Integration Commission
NGO	Non-Governmental Organizations
PSGs	Peacebuilding and State-Building Goals
SDGs	Sustainable Development Goals
EFS	Emerging Federal States
UK	United Kingdom
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

There has been tremendous evolvement in project management in terms of planning, coordinating controlling various activities in today's environment. The similarities in all projects centers on the way new ideas and activities ate translated. The Project Management Body of Knowledge (2004) explains project management as a way of achieving project objectives through scheduling, planning and controlling its activities. Further the Project Management Institute (2004) indicates that the needs of stakeholders are met or even expectations exceeded through skills and techniques applied in the activities of projects. In development, project management relevance has increased and as Atkinson (1999) indicates, organizations use the same to ensure projects are implemented in successful manner. He further indicates that though these measures are in place many projects still fail.

Many actions need to be taken during project execution and many things need to be in place to ensure its success which will be seen in how cost and time are minimized and quality maximized. According to Juan (2007) it is not simple how success can be achieved though respective requirements are clear. Many authors have indicated why projects fail including Field (2004) who gives a lack of understanding of user need and appreciation of scope as one reason why projects fail, another being absence of institution memory and having insensitive systems. Jeffrey and Denis (2004) observed that most projects are initiated in changing environments. It is evident therefore that projects are faced with risks and challenges throughout the cycle and despite efforts in having resources in place many do not meet the expectations.

1.1.2 UNDP in Somalia

According to the UNDP website (2015), the UNDP is part of the UN network of organizations that promotes change and connection of countries to acquire knowledge, resources and experience as well as building a better life for their citizens. It is present in almost 170 countries and regions where it helps in fighting poverty, promoting resource equalities and inclusion through development and adoption of appropriate policies. Such policies are implemented through effective leadership skills, partnerships, development of institutional capacities and abilities and building resilience for sustainable development agenda. In Somalia, the UNDP has assisted in recuperating it from the many years of conflicts through adoption of effective development programmes. At the same time it is also engaged in providing the people with humanitarian and recovery needs by looking into their needs in terms of gender, encouraging social services, making their livelihoods better, development of effective poverty reduction programmes, enhancing good governance as well as their humanitarian security. In all these activities and efforts, the body works very closely with the Somali Government, the non-governmental organizations and the civil society because of the threat posed by the continued insecurity in the country.

In its effort to help Somalia to recover from the conflicts, the UNDP has developed the Somali Compact document which was signed into action in Brussels on the 16th of September in 2013 during the New Deal Conference. This document is a guide line for its operations in Somalia. At the same time Somalia has corroborated this gesture by the adoption of a new constitution and electing their government and leaders to various institutions through its vision 2016 outline of its strategies on post-transition benchmarks for constitutional review and holding a referendum and the first post-transition national election.

The Somali compact document/New Deal lays down five goals for building peace and state rebuilding which are based on politics, justice, economic fundamentals, provision of social services, security and sustainable revenue generation programmes. At the same

time the body is partnering with the Somali government and international organizations to help in developing capacity development programmes for all the development partners.

1.1.3 UNDP funded Projects in Somalia

The UNDP collaborates with different partners and agencies such as the Somali Government, NGOs and civil organizations to develop programmes for building capacity in key areas such as access to water, sustainable food security, health and education and making them a priority in its agendas for intervention in Somalia. It also helps the local communities to rebuild the roads, markets and irrigation networks damaged during the conflicts. The security agents are also assisted in promoting the rule of law, management of public funds and monitoring the security situation in the country at all the time. Finally the body advocates for the adoption of sustainable development goals for the citizens of the Somalia in general.

The five Peace and State Building Goals laid down in the Somali Compact are PSG1 – inclusive politics, strong economic foundation, parliamentary support, community security and constitutional support PSG2 - Security includes Civilian Police Civilian Police; PSG 3 - Justice includes Access to Justice and Community Security; PSG 4 - Economic Foundations: Trade and Private Sector Development Trade, Local Economic Development and Environment and Energy Environment; PSG 5 - Revenue and Services: Joint Programme on Local and Cross-Cutting Issues which includes the Environment and Natural Resources Management, Capacity Development Programme, Gender Equality and Women's Empowerment Project and HIV AIDS Projective, (UNDP Website, 2015). These are the guiding principles upon the operations of the UNDP in Somalia are anchored on and were the focus of this study based on the capacity development programmes.

1.1.4 The UNDP Capacity Development Programme

The capacity development programmes adopted by the UNDP in Somalia are based on helping the Somali Government in their role of ensuring sustainability of the functions of

the government such as the management of public funds, effective distribution of roles and responsibilities, human resource management, development and implementation of development programmes for her citizens and coordination of internal and external activities and ensuring sustainable peace programmes (UNDP Intranet, 2015). These functions by the Government promote openness and accountability hence enhancing trust and confidentiality among the citizens of Somalia. They are run under the Strengthening Institutional Performance (SIP) Project and the Emerging States Formation Project by the UNDP. Through these programmes, the UNDP helps in responding to the institutional development of different states in various parts of the country, (UNDP Somalia project document, 2015).

The SIP projects supports the Somali Government in the implementation of its capacity development flagship projects for enhancing capacity in the civil service and strengthening capabilities of the key ministries and agencies in performing their main functions of service delivery to the citizens. The SIP project helps the government in developing organizational structures within its functions and ministries to meet the expectations of the people of Somalia. The (StEFS) supports the federal Government of Somalia and Emerging states to achieve the first goal – PSG1 as spelled out in the Somali Compact Document. The PSG1 is about inclusive politics, whose strategic objective is to attain sustainable peace and stability and also promote dialogues between the Government and her people through a process of social reconciliation, (UNDP prodoc, 2015)

1.2 Statement of the Problem

There are similar problems experienced by donor funded projects in South Africa which is common to other African nations as identified by Hough (2004), who also proposes the simplify, standardize, replicate and monitor model aimed at making projects effective. These projects can be of different types ranging from technology, monitoring and evaluation, empowerment of primary stakeholders, and accountability issues. Somalia is not new to these problems since the conflict and insecurity experienced for more than 20 years has made it difficult to implement projects

UNDP is one of the many international and humanitarian organizations which have managed to operate in unstable countries like Somalia to implement projects aimed at changing lives of the citizens. The stability of the United Nations organizational structure makes well places UNDP as the appropriate agency that is able to carry out project operations in unstable countries and risky environments. (UNDP Somalia website, 2015)

While it is evident that UNDP has made progress in Somalia in various sectors including increasing capacities of partners to help achieve efficiency, effectiveness, transparency and accountability in the use of public finances UNDP Somalia website (2015) indicates that there is still challenges associated with capacity in the new government structure. Immediate challenges are also seen when it comes to system development, infrastructure and training to increase capacity as per the new compact. Inadequate information and poor access to the same is also a challenge together with high unemployment rates lack of capacity to be able to participate in development, poor strategy for inclusive and sustainable urban development; uncoordinated institutional frameworks to support devolution. Though there generally exists organizational and individual capacity with experience in managing government, the biggest challenge lies in making devolved counties that are in line with the Constitution. To address this challenges, UNDP Somalia is taking an active role through its capacity development programme. This study therefore sought to establish the factors influencing the performance UNDP Somalia programme focusing on the capacity development programme.

1.3 Purpose of the Study

The purpose of this study was to examine the factors influencing performance of capacity development programmes by the UNDP in Somalia.

1.4 Research Objectives

The research objectives were:

1. To assess how donor conditions influences of performance of the UNDP capacity development programmes in Somalia

2. To examine stakeholders influence on performance of the UNDP capacity development programmes in Somalia
3. To find out the influence of monitoring and evaluation on performance of the UNDP capacity development programmes in Somalia
4. To assess how organizational structure influences performance of the UNDP capacity development programmes in Somalia
5. To establish the influence of project leadership on performance of the UNDP capacity development programmes in Somalia

1.5 Research Questions

The study sought to answer the following questions:

1. What is the influence of donor conditions on performance of the UNDP capacity development programmes in Somalia?
2. How does stakeholders' involvement influence performance of the UNDP capacity development programmes in Somalia?
3. What is the influence of Monitoring and evaluation on performance of the UNDP capacity development programmes in Somalia?
4. How does the organizational structure influence performance of the UNDP capacity development programmes in Somalia?
5. What is the influence of project leadership on performance of the UNDP capacity development programmes in Somalia?

1.6 Significance of the study

This study would be very beneficial to the students of project planning and management as it added onto the existing literature in this field. Future scholars and researchers would also find this study very important as a reference material on project planning and management, capacity development programmes and the role of the UNDP in Somalia and other parts of the world. Further the study was very significant to stakeholders in the

area of project management as it was an addition on the existing body of knowledge and policies in the area. Further it would assist the UNDP and Somali Government in assessing their performance in terms of building resilience among the people of Somalia and the factors affecting the capacity development programmes they are implementing in the country.

1.7 Limitations of the Study

Among the limitations faced by the researcher included timing in conducting the research, level of confidentiality in the projects being implemented especially regarding donors who could have interfered with the quality of the responses. Locations of some projects that are in Somalia that could bring problems with accessibility and challenges in accessing various information like reports from the implementing partners

1.8 Delimitations of the Study

The study was delimited to factors influencing the performance of the UNDP Somalia programmes focusing on the capacity development programme. Therefore the data collected for this study was cautiously generalizable to other programmes in UNDP Somalia. Data was collected from 50 members working to support this programme to aid in achieving the intended objectives of the research using a structured questionnaire.

1.9 Assumptions of the study

The study made three assumptions. First the study assumed the respondents are representative of the UNDP Somalia programmes and their responses would be valid and reliable in making general conclusions. The study also assumed that the respondents would be cooperative, honest and accurate upon giving information. Finally the study made an assumption that there are only independent and dependent variables influencing the performance of programme.

1.10 Definition of Significant Terms

The significant terms applied in the study are described below:

Capacity Development Programme; refers to a programme under UNDP Somalia whose focus is to support the state in their core government functions considered essential to the sustainability of government of Somalia to help it move from reconstruction to development.

NGOs; refers to legally constituted corporations created by natural or legal people that operate independently from any form of government usually to deliver resources or serve some social or political purpose

Objective; refers to the milestones which defines or rate the project as either successful or not. They targets which projects specifically aim to address.

Performance; refers to the factors used to rate the project as either being a success or not like attainment of its targets or objectives.

Project; refers to a temporary endeavor, having a defined beginning and end (usually constraint by date, but can be by funding or deliverables). Projects are undertaken to meet unique goals and objectives, usually to bring about beneficial change or added value.

Project Management; refers to the sequence in which components of a project are organized in different fields whether the project is development of a new product, the launch of a new service or a marketing campaign etc.

Project success; refers to the basis from which the project beneficiaries and other stakeholders can conclude that the objectives of the project have been realized

Somalia; refers to the Federal Republic of Somalia located in the Horn of Africa, Mogadishu as the capital.

UNDP Somalia; refers to the United Nations global development network working to advocate for change in Somalia and connecting it to knowledge, experience and resources to help build a better life.

1.11 Organization of the Study

The study is organized into five chapters. Chapter one looks at the background information to the study, the statement of the problem, the research objectives and questions, purpose and significance of the study, assumptions, limitations and delimitations of the study and definition of significant terms. Chapter two is the review of literature on the factors affecting the performance of the capacity development Programme of the United Nations in Somalia, the conceptual and the theoretical framework. Chapter three focuses on the methods of carrying out the research of the study. It covers the research design, target population, sample size, data collection instruments, data analysis ethical consideration and operational definitions of variables. Chapter four covers data presentation, analysis and interpretation. Chapter five finalizes the study by presenting the summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This is an elaborate look into various literature by other scholars and researchers regarding the factors influencing the performance of projects. It reviews in detail the literature related to the objectives of the research. It aims to seek explanations of the theoretical rationale of the problem being studied as well as what research has already been done and how the findings relate to the problem at hand.

2.2 Project Performance

Projects are basically seen as actions for generating returns. John Moore indicates that being set of specific activities with start and end time and resource allocations, projects are supposed to generate outcomes. Performance of projects are therefore assessed in their capacity to generate return throughout their lifecycle. Most projects don't meet the key beneficiary needs and have other problems including escalated costs, unachieved or unsustainable outputs, late implementation and unanticipated outcomes.

In meeting the desired objectives, project success is measured by many factors that if left without being monitored or well managed could destroy the project. (Falin, 2007), and deter it from reaching the objectives outlined at the initial stage terming it as not performing. (Lavagnon, 2011) suggests that projects don't achieve goals due to problems relating to management, organization, poor stakeholders involvement and management as well as cost overruns, and delays in fund release during implementation.

Lack of satisfaction with project outcomes and performance goes back to the 1950s. Until 2000, the World Bank rated the project failure in Africa at more than 50%. The International Finance Corporation, which is the World banks private arm also found out that in Africa only few projects succeed. The impact of time in project performance as gives an emphasis in understanding the delays in some projects (Nkamleu, 2011).

Responding to the questions relating to characteristics of a project affecting the probability of experiencing the startup delays is crucial to be able to come up with effective strategies to deal with long delays experienced in the throughout the project. Many authors have agree to the fact that factors that can be internal or external influence the way projects are executed (Chauvet, Collier, Fuster, 2007). Some factors resulting to projects underperforming include lack of experienced managers, beneficiaries not involved in the identification and design stage poor coordination between project activities and purpose and lack of identification of the external environment during project design, among others (Green &Haines, 2008).

Taking account of socio—economic context in which project operate has led to success of projects (Batten, 2001). Project managers need to be aware of these factors and how they affect the project throughout from the beginning to the (Albert, 2007). Factors influencing the project internally or externally are known as its environment, where client, consultants, contractors, suppliers, competitors, politicians, national and local government agencies, public utilities, pressure groups, the end users and the general public are termed as external, and organization management, team, departments, and stakeholders makes up the internal(Green & Haines, 2008).

The Somali compact resulting from processes aimed at determining priorities developed with consultation of citizens is an inclusive process. Faced by different challenges that are complex in terms of political social and regional dimensions, there exists strategies to help Somalia face these challenges and effectively while leading it towards recovery and sustainable peace development focusing on committed leadership and solid government structures that can deliver services to the public through project implementation. (UNDP Project document, 2015).

Many factors determining the project performance specifically in unstable government as like Somalia exists, and challenges relating to instabilities, insecurities present difficulties to operations by UNDP. Some of the factors seen as influencing project performance, will be discussed in light of projects funded by UNDP Somalia in three fold: Resource availability, community participation and time as indicated below.

2.2.1 Resource Availability

Adequate resources is critical for donor funded projects to perform. According to Yan Chang, Suzanne Wilkinson, (2012) many project suffer from lack of resource and supplies are disrupted which contributes to ultimate nonperformance of projects seen by costs being escalated and delivery not reached. They indicated that the funding source have an impact on performance of projects because donors transfer funds in phases. In addition, inadequate resources and resourcing problems are among the key dealt by the interested parties of the project.

The level of funding depends on the source. Funding can also range from being volatile, vulnerable to even “donor fatigue”. Most problems faced by project managers include raising funds and sustaining the same and financial sustainability and mostly how to preserve historical memories through continuity of main programmes when having cash flow problems Ogeh (2013). He also indicates that managers are faced with the problems of having to select on fund raising options while avoiding means that can compromise on values. There also exists a lack of platforms for monitoring resources which paves way to lack of structures and organization in accessing donor funds which might have long-term effects on the projects cash flows and ability to execute its mandate.

Chandra, 2008 indicates there is a direct link between resource availability and how projects perform whereby firms with enough funds are able to successfully complete their projects. The donor projects need to have systems and strategies for getting enough finances and manage these resources properly. Many projects funded by donors have structures of how resources flow. Government structures are mostly bureaucratic and may affect the project performance.

2.2.2: Community Participation

Community participation is geared towards creating and enhancing common interests between the individuals within a community and exists in the field of community development (Meyer 2006). To achieve organizational goals and best results stakeholders including the community must be brought together.

Community development aims at empowering persons through provision of the required skills necessary in effecting change among their communities. Mostly the skills are focused around building political power by forming large social groups to work for common purpose. Community developers should not only understand how to work with everybody but also how to largely impact the social institutions of the same (Davies 2007) indicates that when communities are empowered project failure is reduced as it will help them have a sense of pride and own the same.

Community members should not only be allowed to implement the already made decisions but also be encouraged to being part of making the decisions (Carrie 2006), which is important when it comes to performance. Juan (2003) agreed that the project performance is different in various regions depending on how community members were involved. All decisions need not be made as involving workers and beneficiaries' works to the advantage of the organization. As they know their weak areas and where the community should be involved most.

2.2.3 Programme Timeline

In as much as production and service output can be measured clearly, factors leading to this might not be visible. Measurement and feedback are however key factors for successful projects. Management of projects cannot succeed without total quality management, and so project end time should be factored in as important tool of ideal project management. The Deming cycle: plan, do, check, act, analyze, an underlying principle of quality control, clearly summarizes the importance of project management.

Many International organizations are making sure their activities are pegged to sustainable development which is also done by UNDP. This includes issues that may be outside direct control of the organization, and are difficult to characterize are mostly based on value judgments rather than hard data (Mudau et al, 2005). The complexity of measuring performance is moreover complicated by many corporations having a complex organizational structure, with different business streams, functions and projects. Country

projects not only have impacts on those who develop, build and operate them, but also on the people who may be quite far from them. The need to internalize the external costs and benefits in, frameworks, drawing on experiences in accounting for sustainable development is growing. Major challenges are however posed in identifying, evaluating and allocating the external environmental, social and economic costs and benefits of an urban environment.

2.3 Factors Influencing Performance of Projects

The definition of a project is given by the Project Management body of Knowledge (2008) as temporary measures taken to create results. Performance is undertaking events to the required standards (Guillermo, 1955). Project management Institute pulse of professional research (2013) vies project performance as reaching project goals that visibly affect the way the organization performs. Project performance is therefore the ability of projects getting the intended results using the resources at its disposal

In their research, Iyer and Jha (2005) outlined most factors that influence project cost and performance which includes: competence of project managers, support by senior management, coordination and leadership skills of managers and the staff competence among others. The factors that influence the performance of UNDP funded projects which lie under dependent variables are as discussed below.

2.3.1 Donor conditions and programme performance

The relationship between the donor and respective recipients have been subject to various studies. However, the conditions by donors when it comes to funding to in light of programmes and the organizations ability to remain autonomous have not been fully addressed. Organizational funding is often mostly related to their ways of spending where they either get direct funding from government ministries or from multi-lateral and bilateral donors that are affected by government and other spending patterns (Viravaidya, 2012). He further indicated that conditions that comes with many funds have made it challenging for most organizations to have long-term plans that will help them achieve their full potential while improving services

The relationship with most organizations with donors can be termed as shaky as most organizations are especially in developing countries that mostly rely on foreign donor funding are put in situations that make them take the money and allow donors to direct on how activities will be implemented (Viravaidya & Hayssen, 2001). The outcome is that these organizations widely or entirely rely solely on the finances given by donors. Sometimes however, "...a donor's intentions can actually be harmful to some organization as some might want to get political support while others impose dictate the direction of work..." (Viravaidya & Hayssen, 2001). However, donors are from time to time changing their strategic objectives depending on the recipient country while organizations on the other hand delay their plans' while working to understand and internalize to these changes and developments (Doornbos, 2003).

Doornbos continues to indicate that while donors continue developing their programs, preferences and priorities, organizations are trying to figure out how they might fit in or if they meet latest donor objectives. The progressive lack of certainty with funding make organizations have difficulty in planning and implementing its key activities. (Viravaidya & Hayssen, 2001), a situation which has led them to survive on 'project-to-project existence' since majority are not in a position to make to make future or long-term plans.

2.3.2 Stakeholder involvement and programme performance

Generally a stakeholder can be termed as a parties stake or share in something which in has been widely be viewed to translate into financial. In project management a stakeholder can be anyone or organization that is interested on how projects perform. Organisations have in the past adopted a passive approaches that are considered passive to inform stakeholders on developments, by using communications styles that are not dated like newsletters, publications and general meetings. A one way communication strategy has been adopted by such organisations. Successful organisations these days choose to involve stakeholder's processes of making decisions especially when it comes to new development in projects. They purpose ensure a lot of positive engagement is experienced with the project outcomes. Stakeholder Engagement is an important

discipline used to not only win support from others but also help the project managers have successful project outcomes.

Having a lot of people with different interests in development projects, makes it necessary to properly identify stakeholders, their various needs, motives, and interests as well as the relationship between them since the way in which they relate determines the type of partnership that will develop within the project. Frances 2003 suggests that target group or men and women who are the prime beneficiaries of a project should be the most important stakeholders. It is widely seen that when more people are allowed to participate in decision regarding development activities affecting them, the success and sustainability of the activities will be increased thus the project will only be considered successful when their key stakeholders acknowledge they are in a success.

It is very important for stakeholders to be part of donor funded projects because their interest levels are not the same and can differently influence the project. Some stakeholders might influence how objectives are selected, priorities and methods beliefs which might lead to supremacy battles especially when a donor organization's influence dominates due to their control of funding. The characteristics of a good sponsor rests not only on politics and power but also on their willingness and ability connect with the project, encourage the team and partner with them to address key challenges facing the project (Kiloppenborg, 2011).

2.3.3 Monitoring and Evaluation programme performance

Monitoring across the project though necessary, it is frequently not enough in most organizations. Flexible projects which can keep up with the experiences acquired as the project develops tend to succeed more than the blueprint projects that are finalized at preparation. This clearly indicates that frequent evaluation of programme, and reporting its progress is essential which means close contact with the beneficiaries need to be present, and be defined indicators of performance. According to most evaluation studies, insufficient attention is given at project preparation to working out plans for monitoring, and also lack of proper plans encourages project staff not to prioritize. Field staff often have the impression that all returns and reports are unwelcome chores that interrupt the

real work. Though the present position is that it has become customary to pay lip service monitoring importance, there is still room for making it happen more effectively. Collected information and respective reports differ from project to project.

Biasness towards projects with problems especially ex-post evaluation tend to be present as some agencies feel that they have the resources to evaluate every project. Besides, small agencies in particular are reluctant to use the time of project staff on evaluation while implementing projects. Larger agencies with separate evaluation units face problems posed by the independence of these units making them less unable to influence operational departments. The different approaches to evaluation reporting will be discussed below.

In many cases the project staff termination report can be considered as an evaluation, but it is often biased by the frustrations and difficulties, and tends to be more a catalogue of problems than a balanced account of performance. An ex-post evaluation either by an evaluation unit or by sub-contractors tends to be more open-minded, but since it is done after the event it means that it is dependent upon records and reports, which are likely to be unwritten, incomplete, unavailable, or less comprehensive than the evaluation team would wish. Personal recollection can also be another source of ex-post evaluation though it can be notoriously inaccurate. Informal ex-post evaluations in some cases can be done as part of a study of a group of projects, the present study being an example and the use of the same has been made of many others. These evaluation types are normally useful in identifying trends, and frequently-occurring good and bad factors, but being less detailed they are less effective at evaluating individual projects.

Another evaluation type is that which conducted after some years the project completion. The only agency identified to having made formal study of projects ten to fifteen years after completion is the World Bank, whose observations were found to be very instructive and it is encouraged that this type of evaluation be carried more frequently. Majority of development workers have experience with cases where past projects can only be located by the project buildings, now serving some other purpose, or by the piles of rusting machinery - which leads to the question of continuity and sustainability.

2.3.4 Organizational Structure and programme performance

Management team which is seen as increasingly professional, dynamic, and competitive and beneficiary focused is responsible for the execution of organizational functions. Previous research has been conducted to see the relationship between interdivisional relatedness and the structure of employee compensation. Rap (2004) indicates that the two aspects organization should considered includes its structure and decision flow processes. Structure gives accountabilities for the organization to achieve its stated goals and objectives and ultimately, its mission, where the organizations mission and goals are the general and specific accountabilities of senior management.

The organizational goals are then translated into specific objectives which are delegated to the next line of management for execution. The senior management job is defined by the organizational strategy, while the decision flow processes are the means by which the organization integrate results into concrete plans for developing, implanting and controlling decision-making. Bureaucracy however can make this situation challenging and pose difficulties in the whole implementation process. It is seen by management theorists and conceptualists that resources can have an impact implementation of strategies.

2.3.5 Project Leadership programme performance

Good leaders in the terms of project management are supposed to give priority to relationships, communicate their values well and pay suitable attention to processes (Turner, 2006). Above all the project manager needs to pay attention to both the management and leadership roles for him to achieve success and get the support of the team members who will be of high importance in executing the project

Projects are normally seen as unique ventures associated with uncertainties, complexities and unknown events. A project manager's duty can therefore be more challenging than that of a functional manager. Besides working in normal organizational settings, the project manager faces other challenges including informal provision of leadership and working under organizations which does not have unity of command (Cleland, 1995).

Project managers are also seen to be leading a different group of people limited control over the team members (Cleland and Ireland, 2002).

Projects are also managed by teams in a complex setup for various reasons among them the uniqueness of each project which makes the processes of selecting and motivating teams to be difficult.(Smith, 2001). Many organization structure have difficulties in selecting project teams and therefore project managers may not have jurisdiction in selecting the same besides of the members can be engaged in more than one project. Kerzner (2006) reported, lack of motivation, poor human relations, poor productivity, and lack of commitment from employees as part of the reasons why projects fail to meet the cost and time targets. It is clear from Kerzner's suggestions that people related issues play an important role in performance of projects, giving emphasis to the importance of a project manager's roles in both leading and managing.

2.4 Theoretical Framework

The theoretical review according to Sekaran & Bougie 2010 is a logically developed well described and an elaborated network giving the relationship among the variables deemed considered important to the problem or situation identified. A theoretical framework puts forward the theories that attempt to give an explanation of the research problem under study with a keen focus on the specific variables being sought in the study (William, 2006).

2.4.1 Dependency Theory

This was forwarded by Andre Gunder Frank in 1969. The theory was put forward during the colonial time when colonial rule was viewed as necessary element in safeguarding and extending main investment where colonies gave cheap raw materials as well as captive markets in exchange for other goods (Wayne, 1975). The theory indicates that, developed nations have not only underdeveloped third world countries but also dominated them. The way in which underdevelopment began was through exploitation of the underdeveloped countries by unequal trade conditions therefore resources was taken from them without getting the same in return (Graaff & Venter, 2001).

Developed countries therefore providing raw materials and other goods for underdeveloped countries making them extensions of the core. This created a system not designed foster internal development but instead was shaped to service the core countries. In East Africa for instance condition created included existence of large labor force that increasingly if not solely depended on wages for its survival (Amin, 1971: 11; cited in Wayne, 1975). Essentially the peripheral countries were exposed to the capitalist system which in theory was supposed to lead to growth economically for both, but in actual sense the growth was unequal and economic autonomy for the peripheral countries was never achieved (Rodney, 1972; Bond, 1975).

Exposure to the capitalist system of the first world countries brought about active underdevelopment to the third world countries through unequal terms of trade. Subsequently, development in one (core) meant under development in the other (periphery) (Wayne, 1975). Therefore a system of dependence was created where the periphery became totally dependent on the core for its economic survival. In the same way donor funding is slowly but surely depleting non-profit's capacity to be self-reliant and sufficient. At first these funders provide funds to NGOs to carry out programmes that they deem important within the communities they operate. However, over time these organizations become solely dependent on donor funds and are unable to rally and fundraise in order to ensure they are financially independent (Reith, 2010).

Western sponsorship of non-profits has increased and these sponsors are increasingly playing pivotal roles when it comes to other aspects of the societies/countries within which they are providing funds; they are thus playing an increasingly "...pivotal role in economic, social and political life of the country..." (Hearn, 1998:89). As such, NGOs are stuck in the dependency cycle in which they have to seek donor funding and keep looking for donors to keep their doors open, and continue to run. NGOs in East Africa are largely recipients of project based funding from donors, which comes with various restrictions attached in terms of how to use the funds (REPOA, 2007:xi).

Therefore project based funding is unsustainable in the long term due to the fact that when funding is withdrawn, activities often cease abruptly and prematurely; thus putting the NGOs in a position where they have to keep seeking donor funds in order to keep programmes and services they provide running (REPOA, 2007). Consequently NGOs have become and continue to be dependent on donor funding in order to sustain their activities and programmes. On the other hand, NGOs have the capacity and manpower to develop and drive their own agenda but due to increased competition for limited resources in terms of donor funds; they tend to end up with ‘donor friendly programmes at the expense of their inception mandate. This is the situation in which NGOs all over the world and East Africa in particular are faced with, where more and more are changing their operating objectives or continue to create new programmes to suit donor requirements in order to obtain funds (REPOA, 2007).

2.4.2 Organizational Theory

This theory is put forward by Murphy, Trailer and Hill (2006), and argues that a lot research on performance has originated from the organization theory and strategic management. It points out that business performance in an entity can be judged by its own goal, though this can be difficult since organizations have goals which poses a challenge on cross-firm comparison. By considering simultaneous achievement of multiple, generic performance aspects, the system approach somehow compensates for the goal based approach weakness. Project managers use organizational theories to manage people. Classical organizational theory emphasizes on obtaining optimal equipment and personnel and establishing universal management principles to enhance project performance. Neoclassical organization theory emphasizes the need for project team members to be happy when undertaking their activities which encourages creativity, growth and motivation that highly increases productivity and profits.

The study done by Venkatraman and Ramanujam (1986) in their detail paper suggests there is an evolvement in the business performance which reflects the perspective of strategic management as a subset of the overall concept of organizational effectiveness. Thus accountability for stakeholder group perspective on performance cannot be

addressed by both goal-based and system approaches. The multiple constituency approach factors on these differences in perspectives and examines the extent to which the agenda of various stakeholders groups are satisfied. (Thompson, 1967; Pennings and Goodman; 1977; 13 Conlon and Deutsch 1980). The catastrophe theory describes how abrupt changes such as external environmental factors such as weather ,politics ,technology and social-cultural factors impact project performance and how well the organization is prepared to handle these issues.

The organizational theory studies formal social organizations and bureaucracies and their relationship with the environment in which they operate (Daft, 2008). Developed out of different perspectives geared to achieving effectiveness in industries, the organizational theory aims to also rationalize bureaucracy. It describes the process of making decision as one that goes through many steps when choices are to be made.. With this structures and the dependency of each of them to produce an overall output, issues arise that prevent organizations to produce rapid changes as well as deal with the demands they face (Zetterquist, Müllern & Styhre, 2011). This is what makes the process of making organizational decision to be one that needs time and resource in order to add value and provide solutions

Since most organizations are complex and plural creating sense out of them may need one to utilize not only multiple perspectives but also have enough knowledge in order to come up with wide range of analysis, decisions and plans without delaying operations. Emphasis on increase efficiency, effectiveness and other objective indicators of performance through governing structures and controls is given by modern organizations (Rodrigues, 2006). This theory guides in the understanding of the first research question on the extent to which organizations influence project delays.

2.5 Conceptual Framework

The hypothesized relationship between the variables in the study depicted in figure 1

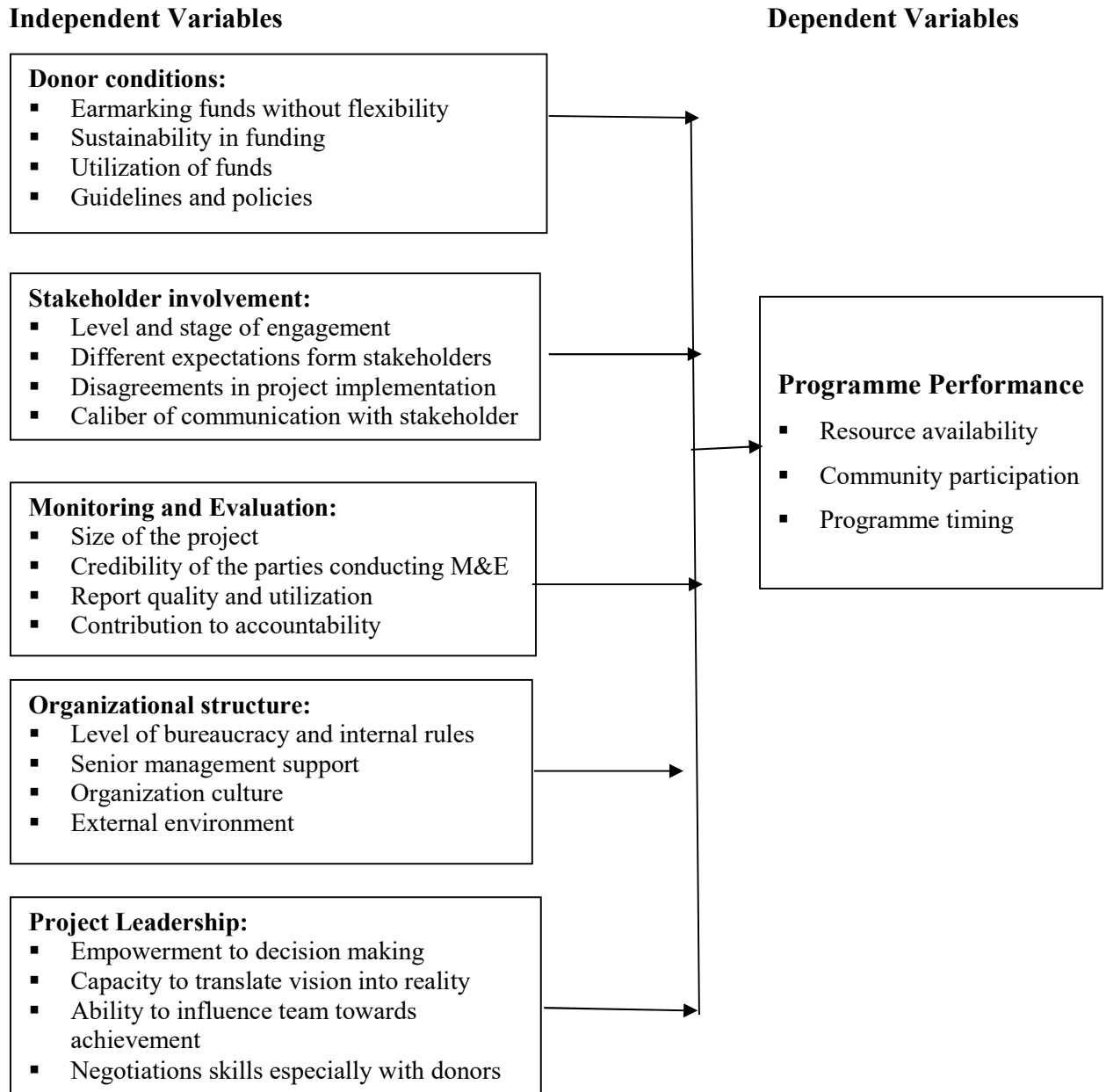


Figure 1: Conceptual Framework

The framework adopted by this study views donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership as critically influencing programme performance. These factors are identified as the independent variables. The framework further identifies the resource availability as the moderating variable that may influence programme performance. These factors are identified as the dependent variables.

2.6 Research gaps

Most of the studies reviewed in literature have been carried out in western nations and in the Asian continent with limited studies in Kenya and Somalia. Some of these studies have attempted to address project management issues ranging from planning, control, managerial actions (Chan et al., 2004); communication, plan, control (Chan & Kumaraswamy, 2002); control decision making and communication (Yu et al., 2006). Other researchers have focused on general management and organizational aspects such as flexible management, change management (Yu et al., 2006); Organizational structure (Chan et al., 2004) and procurement (Chan et al., 2004). Similar studies have focused on environment, economic, political, social, technical, industry relations (Chan & Kumaraswamy, 2002); learning from past experience, organizational culture (Fortune & White, 2006)

The main factor identified in literature is the role of the people which includes clients experience, nature, size, expectation in terms of projects cost, quality, duration and team leaders planning, organization, motivation and control abilities (Chan et al., 2004) performance managing capabilities, clients attributes (Chan & Kumaraswamy, 2002); client , user, stakeholder management (Yu et al., 2006). All these studies clearly indicate that in the Kenya and Somalia context, there is still a vacuum in knowledge generation of the influence of some of these factors reviewed in literature.

The study aims at contributing towards addressing this knowledge gap especially with respect to programme management.

2.6 Summary of the Reviewed Literature

From the reviewed literature, it is evident that a number of factors influence programme performance. For the purpose of this study, the factors that will be considered are those reported in the literature as being critical in influencing project performance. The study will focus on influence of donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership as the main factors that influence the performance of UNDP Somalia programmes under the capacity development programme.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the methodology, procedures and modalities that were used in the study. It covers research design, target population, sample size, instruments of data collection, sources of data, methods of data collection and analysis of data.

3.2 Research Design

The research design is the structure that guides the execution of a research method, and subsequent analysis of the acquired data (Bryman & Bell, 2007). The study adopted a descriptive survey research design which as observed by Creswell 2002, is used where collected data is for describing persons or organizations. The design was selected because it enabled the researcher collect data on different cases at one point to be able to collect a body of qualitative or quantifiable data in relation to more than one variables to be used in detecting the pattern of association. (Bryman, 2012). The research procedures involved identifying target population, developing questionnaires and piloting them, selection of relevant sample, and administration of questionnaires.

3.3 Target Population

The term population means the total number of individuals, objects, or any other subject of concern which by virtue of a common characteristic is of interest to the researcher and may lead to obtaining relevant information regarding a phenomenon under study (Saunders *et al.*, 2007). The target population of the study was 50 respondents comprising of UNDP Somalia staff who work to support the capacity development programme.

3.4. Sample Size

A sample is described by Kombo and Tromp (2009) as a collection of units chosen from the universe to represent it. The sample for the study consisted of all the 50 staff

members of UNDP Somalia supporting the capacity development programme. The study therefore adopted a census which targeted the entire target population that consisted of 50 staff members.

3.5 Data Collection Instruments

The study used questionnaires in collecting data from the programme team. The questionnaire was used because it is straight forward and less time consuming for both the researcher and the respondents and it enables reaching a representative number of respondents with ease (Owens, 2002). According to Bachman (2002), a questionnaire has the advantage that it can be used to collect information from large sample and diverse regions.

3.5.1: Instrument Pretesting (Pilot)

The researcher piloted the constructed questionnaire with a small representative sample similar but not including the group in the survey. Ten staff members working under different programmes were interviewed as a means of pre-testing the questionnaire. The main reason was to determine whether the questions are measuring what they are supposed to measure, check the wording and sentence construction, if the respondents are interpreting the questions clearly and whether the questions are provoking

3.5.2: Validity of Instruments

De Vos (1998) reports that a valid instrument accurately measures the concept in question. To ensure validity, the researcher used accurate measuring instruments, standardized data collection procedures by guiding the respondents appropriately and carried out piloting to determine usefulness of instruments, clarity in terminology, focus of questions, relevance and applicability, time required and methods of analysis. The findings of the pilot study and the respondents' comments were used to enhance the quality of the questionnaires so that they adequately address the constructs of the study.

3.5.3: Reliability of Instruments

A questionnaire with high reliability will get same response if it's administered again or different researchers (Bryman and Bell 2007). Utilizing data from the pilot test, the reliability was determined through the Cronbach alpha coefficient analysis. The Cronbach alpha reliability recommends a reliability coefficient of $\alpha = 0.070$ and above.

3.6: Data Collection Procedures

Data was collected primarily using questionnaires. The researcher attempted to personally administer the questionnaire to ensure correct information is received from the respondents. The collected data was organized and accounted for in terms of categorization and analysis. After collection of data it was processed for analysis. Litwin (1999) reports that the main reason for pre-processing data is to make corrections on what may have been seen in the raw data and this may include differences between the results obtained. During this stage, unusable data was eliminated, interpretation of ambiguous data from the questions was done. After correcting the errors that may influence data analysis, the researcher then formulated a coding scheme. The core function of the coding scheme was to create codes and scales from the responses, which assisted in the summary analysis of the collected data. Williams (2001) views that a coding scheme as an unambiguous set of prescriptions of how all possible answers are to be treated, and what numerical codes are to be assigned to particular responses. Coding of the data was done by first preparing a code sheet, which provided different categories for different responses. For effective data analysis the researcher made use of the statistical software package in order to save time and ensure accuracy.

3.6 Data Analysis

In order to investigate the research objectives, all collected data from the primary sources was analyzed. This involved the preparation the data collected and coding the same followed by editing and cleaning to be able to process using Statistical Package for Social Sciences (SPSS), since is not only systematic but also covers a wide range of the most common statistical and graphical data analysis. The data pertaining to the profile of the

respondents and their respective organizations was analyzed using frequency distribution and percentage. Descriptive analysis was performed to explore the underlying mean and standard deviation. To better understand the characteristic of each variable, descriptive statistical analysis was used to illustrate each of the research variables.

3.7 Ethical Consideration

Mugenda (2008) indicates that it is a voluntary exercise to participate in research and respondent can withdraw at any time. The respondents were given this information before taking part in the study and no respondent was forcefully asked to take part in the study. A permit was taken from the concerned parties before the study and confidentiality was observed for all responses while no names appeared in the data collection instruments. Above all, all the work from secondary sources was well cited to avoid plagiarism and ensure necessary acknowledgement.

3.8 Operational Definition of Variables

This section defines variables in terms of objectives, their measurable indicators with associated measures, measuring scale and data analysis processes. The breakdown is based on each objective and is depicted in table 3.1

Table 3.1: Operational Definition of Variables

Objectives	Variable	Indicators	Measures	Scale	Data Collection	Data Analysis
To establish the influence of donor conditions on the performance of UNDP funded projects in Somalia	Donor Conditions	Earmarking funds without flexibility Sustainability in funding Utilization of funds Guidelines and policies	Availability of donor funds and the respective conditions	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation

To examine the influence of stakeholders involvement on the performance of UNDP funded projects in Somalia	Stakeholders Involvement	Level and stage of engagement Different expectations form stakeholders Disagreements in project implementation Caliber of communication with stakeholder	Availability and involvement of stakeholders	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation
To find out the influence of monitoring and evaluation on the performance of UNDP funded projects in Somalia	Monitoring and Evaluation	Size of the project Credibility of the parties conducting M&E Report quality and utilization Contribution to accountability	Availability of monitoring and evaluation department	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation
To assess the influence of organizational structure on the performance of UNDP funded projects in Somalia	Organizational Structure	Level of bureaucracy and internal rules Senior management support Organization culture External environment	Functional management line and support	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation
To establish the influence of Project leadership on the performance on UNDP funded projects in Somalia	Project Leadership	Empowerment to decision making Capacity to translate vision into reality Ability to influence team towards achievement Negotiations skills especially with donors	Decision making and authority of managers	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation
To establish the influence of Resource Availability on the performance on UNDP funded projects in Somalia	Resource Availability	The level of funding for the project Skills and technical capacity of the staff	Availability of resources to run programmes	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation

To establish the influence of Project Community Participation on the performance on UNDP funded projects in Somalia	Community Participation	Level and stage of engagement Disagreements in project implementation	Involvement of communities	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation
To establish the influence of Project Time on the performance on UNDP funded projects in Somalia	Time	Duration of project implementations Dealing with delays	Duration of project implementation	Ordinal Ratio	Questionnaire	Mean Standard Deviation Correlation

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND RESULTS AND DISCUSSION

4.1: Introduction

This chapter provides a descriptive analysis of the collected data, interpretation and discussion of the findings. Following the processing and analyzing of the collected data, the findings are presented and discussed in this chapter. The findings and discussions are in line with the variables and objectives of the study. The responses on all the variables are on a Likert scale of 1 to 5 where 1 represent very low extent and 5 very great extent respectively.

4.2: Response Rate

Out of 50 questionnaires that were issued to the sampled respondents, all of them were filled and returned and all of them were used for final analysis as they were correctly filled. According to Curtin (2002), getting a high response rate (greater than 80%) from a small sample is considered preferably to a low response rate from a large sample. The

study further noted that getting a higher response rate is preferable because a census survey was done therefore proving the statistical significance of the responses. The 100% response rate was therefore deemed significant too enable generalization of the findings of the study.

4.3: Demographic Information of the Respondents

This section provides general information regarding the projects under the Capacity Development Programme, duty stations of the employees and the years of the staff who engage with the capacity development programme. According to the findings the programme is headed by a programme manager and supported by project staff in various duty stations including the country office operational and administrative staff. Of the 50 staff who directly or indirectly support the capacity development programme, 12% are based in Nairobi, 52% in Mogadishu, 16% in Puntland and 10% in Somaliland. Table 4.2 shows the distribution of the respondents according to duty station

Table 4.1: Duty Station of respondents

Duty Station	Frequency	Percent
Nairobi	4	8.0
Mogadishu	15	30.0
Puntland	10	20.0
Somaliland	21	42.0
Total	50	100.0

4.4 Findings of the Study Variables

The researcher analyzed the factors influencing the performance of UNDP Somalia funded projects specifically the capacity development programme. The selected factors which formed the independent variables were donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership. The

dependent variables were resource availability, community participation and project timing.

4.4.1: Influence of donor conditions on programme performance

The results of the analysis on factors associated with donor conditions as it relates to the performance of UNDP Somalia Capacity development programme are shown in table 4.2

Table 4.2: Donor Conditions and programme performance

Influence of donor conditions on the performance of UNDP CDP	Mean	SD
Donors determine use of funds	3.94	0.978
Donors are highly involved in project and beneficiary identification	3.92	0.966
Aid conditions foster non flexibility	3.76	1.170
Vested interests of donors have negated beneficial impact of project	3.66	1.303
Donors imposed condition on the project	3.56	1.343
High involvement of donors have limited bottom-up, all-inclusive planning	3.34	1.409

From the findings the respondents agreed to a number of issues. They agreed that donors determine how the funds are utilized (3.94), donors are highly involved in the project and beneficiary involvement (3.93), aid conditions foster non flexibility (3.76) and donors impose conditions on the project (3.56). Further the respondents were not sure whether high involvement of donors have a limited bottom-up approach and all-inclusive planning (3.34). The researcher therefore deduced that donor conditions influence the performance of the capacity development programmes of UNDP Somalia since determination of the use of funds and conditions in aid conditions narrows down the scope of operation as the programme will have to operate most of the time under the conditions set by the donors. There was no clear indication of the donor funds are sustainable meaning for the programme to well perform the managers need to be actively involved in fundraising to ensure sustainability of project.

4.4.2: Influence of Stakeholder involvement programme performance

The findings in this section are in line with the second objective of the study. Table 4.3 shows the findings in relation to the stakeholder involvement in programmes

Table 4.3: Stakeholders' involvement and programme performance

Influence of stakeholder involvement on the performance of UNDP CDP	Mean	SD
The stakeholders of project are actively involved in the programme	3.88	1.189
The stakeholders influence the expectations and perception of the residents concerning the programme	3.60	1.229
The stakeholders affect the performance of programme implementation	3.58	1.458
The stakeholders are politically and economically interested in the programme	3.56	1.373
The stakeholders affect the performance of the employees in the programme	3.30	1.515
The extent to which the stakeholders' were involved in the performance of UNDP funded programme	1.98	0.979

From the table 4.3, the results indicate that majority of the responded agreed that stakeholders of projects are actively involved in the programme (3.88). They also agreed that stakeholders influence the expectations and perceptions of the programme (3.60), they affect the performance of the programme implementation (3.58) and finally stakeholders are politically interested in the programme (3.56). On the other hand some respondents were not sure if stakeholders affect the employees in the programme (3.30) and also to what extent the stakeholders were involved (1.98). The study deduced that involving the stakeholders at any level influences the performance of the programme as they have different expectations. It is also evident that there is high caliber of communication with the stakeholders making them be highly involved.

4.4.3: Influence of monitoring and evaluation on the programme performance

The findings in this section are in line with the third objective of the study. Table 4.4. Shows the findings in relation to the stakeholder involvement in programmes.

Table 4.4: M&E and Programme Performance

Influence of M&E on the performance of UNDP CDP	Mean	SD
All staff members are exposed to participatory M&E approaches	4.08	1.027
Reports on project progress are prepared	3.96	1.160
UNDP officials visit the site to supervise the project	3.86	1.195
M&E reports are used to make decisions on projects	3.84	1.390
The team keep track of important information	3.78	1.266
Project activities are guided by the work plans developed	3.74	1.209
Monitoring and evaluation is carried out often	3.70	1.432
There is a fully functional team taking care of monitoring and evaluation	3.64	1.306

The results of the analysis as depicted in table 4.4 indicates that the respondents tends to strongly agree that all staff members have been exposed to participatory M&E (4.08). The respondents also tend to agree on all other factors relating to M&E that reports on project progress are prepared (3.96), UNDP officials visit the site to supervise projects (3.86), M&E reports are used to make project decisions (3.84), the team keep track of important information (3.78), project activities are guided by developed work plans (3.74), monitoring and evaluation is carried out often (3.70), and there is a fully functional M&E team (3.64). Positive agreement on these factors from the respondents indicates the importance of monitoring evaluation and if well taken care of can positively influence the performance of programme. From the analysis it is clear that UNDP Somalia capacity development programme activities are well monitored to ensure that the intended objectives are met.

4.4.4: Influence of Organization Structure on the programme performance

In line with the fourth objective, this finding sections shows the influence of organizational structure on performance of programme as shown in table 4.5

Table 4.5: Organization structure and programme performance

Influence of organizational structure on the performance of UNDP CDP	Mean	SD
There is a fully functional team taking care of programme implementation	4.22	0.996
The programme is well guided by UNDP rules and regulations	4.20	0.990
Reports are shared and project results submitted to all stakeholders	4.12	1.081
There is programme has senior management support	4.02	1.220
Project performance indicators are developed in advance and documented	3.96	1.087
The team is committed and supports the management in implementation	3.40	1.457
Commitment from political leaders important on the performance of the programme	1.24	0.431

The results from table 4.5 indicate that most of the respondents agree that there is a fully functional team taking care of programme implementation (4.22), the programme is well guided by UNDP regulations (4.20), reports are shared and results submitted to all stakeholders (4.12), the programme has senior management support (4.02), and that project performance indicators are developed in advance and documented (3.96). On the other hand some respondents were not sure if the team is committed and supports the management implementation (3.40) and if commitment from political leaders is important in the programme performance (1.24). The findings deduced that the programme is able to perform all its functions well as its part of a well-organized entity whose senior management supports the programme activities. However the findings also shows that the culture of team spirit in supporting the managers is not there and the

programme is also not aware of its external environment that might affect its performance.

4.4.5: The Influence of Leadership on Programme Performance

The findings in this section are in line with the final objective of the study. Table 4.6 shows the findings in relation to the project leadership and programme performance

Table 4.6: Project leadership and programme performance

Influence of project leadership on the performance of UNDP CDP	Mean	SD
Project leaders ensure equal allocation of funds for projects.	3.76	1.432
Project leaders lobby for the increase in project funding	3.56	1.298
Project leaders are devoted to the project.	3.50	1.440
Project leaders are highly educated and understand project planning and management	3.04	1.399
Project leaders affects transparency and accountability in allocation of resources	2.88	1.394

From table 4.6, the study indicates that the respondents agreed that project leaders ensure equal allocation of project funds (3.76), project leaders lobby for increase in project funding (3.56), and project leaders are devoted to the project (3.50). However the respondents were not sure if the projects leaders were highly educated and understand project planning and management (3.04), and if leaders affect transparency and accountability in allocation of resources (2.88). The study deduced that the leaders are empowered in decision making and have high negotiation skills especially with donors. However lack of understanding of project planning and management might affect the project leader’s ability to translate the vision into reality and therefore influencing the team in achieving the same.

4.4.6: Performance UNDP Somalia Capacity Development Programme

The findings in this sections sought to give an overall understanding on the performance of the programme completion status of the projects and other opinions of the respondents regarding the programme performance as depicted in table 4.7 and table 4.8

Table 4.7 Completion Status of the Projects

Completion Status of the Projects	Frequency	Percent
Behind schedule	6	12.0
On schedule	30	60.0
Ahead of schedule	8	16.0
Not applicable	6	12.0
Total	50	100.0

The findings in table 4.7 show that 60% of the respondents said the project completed on schedule, 16% said they are finished ahead of schedule while those who said that they are both behind schedule and not applicable were 12% in each case. It is therefore evident from the results that UNDP Somalia capacity development programme is able to complete its projects on time.

Table 4.8: Performance of the Projects

Opinion on Performance of the Projects	Mean	SD
The project had clearly stated goals and objectives	4.34	.798
The equipment and material bought for the project is still intact	4.28	.784
The project is self-sustaining	4.16	1.057
The project adhered to the provisions of public sector laws	3.94	.978
The project was completed within provided timeframe	3.92	1.291
The project was undertaken within forecast financial budget	3.48	1.418

From the results in table 4.8 indicate that the respondents agreed on various issues including that the projects had clearly stated goals and objectives (4.34), the project has

equipment and materials that are intact (4.28), the projects are self-sustaining (4.16), the projects adhered to public sector laws (3.94) and that the projects were completed within the provided time frame (3.92). However the respondents were not sure if the projects are undertaken within the forecast financial budget (3.48). The study deduced therefore the UNDP Somalia capacity programme are performing well as all the factors necessary for its operations are in place.

4.5: Correlation Analysis of the Relationship between the Variables

Bivariate correlation analysis was used to test how each variable influence one another. The independent variables were coded as DC for donor conditions, SI for stakeholder involvement, M&E for monitoring and evaluation, OS for organizational structure and PL for project leadership while the dependent variables was performance of CD (PCD) programmes. The bivariate correlation therefore produced pairwise correlation between the each of the independent variables and the dependent variable and between the independent variable. For this study the correlation between the dependent variable and the independent variables were interpreted. The outputs were presented in table 4.9

Table 4.9: Correlation Coefficients

		PCD	DC	SI	M&E	OS	PL
PCD	Pearson correlation	1.000	0.703	0.592	0.695	0.785	0.487
	Sig. (2-tailed)		0.000	0.001	0.000	0.000	0.001
	N	50	50	50	50	50	50
DC	Pearson correlation	0.703	1.000	0.734	0.847	0.521	0.657
	Sig. (2-tailed)	0.001		0.000	0.000	0.000	0.001
	N	50	50	50	50	50	50
SI	Pearson correlation	0.592	0.734	1.000	0.456	0.346	0.536
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.001
	N	50	50	50	50	50	50

M&E	Pearson correlation	0.695	0.847	0.456	1.000	0.357	0.245
	Sig. (2-tailed)	0.000	0.000	0.000		0.001	0.000
	N	50	50	50	50	50	50
OS	Pearson correlation	0.785	0.521	0.346	0.357	1.000	0,435
	Sig. (2-tailed)	0.001	0.000	0.000	0.000		0.000
	N	50	50	50	50	50	50
PL	Pearson correlation	0.487	0.657	0.536	0.245	0,435	1.000
	Sig. (2-tailed)	0.000	0.001	0.000	0.000	0.000	
	N	50	50	50	50	50	50

From table 4.9, the study deduced that there is a positive relationship between the donor conditions, stakeholder involvement, monitoring and evaluation, organizational leadership and project leadership and the performance on UNDP Somalia capacity development programme where organizational structure most effect (0.785) followed by donor conditions (0.703), M&E at coefficient of (0.695), this was followed by stakeholder involvement at (0.592) while political leadership had a weak effect at a correlation coefficient of 0.487. From the findings it can clearly be seen that the mentioned variables have positively contributed to the performance of UNDP Capacity development programme in Somalia and these factors can be put as the driving force for the successful implementation of the projects whose aim is to fill in the critical gaps in the selected government ministries by building a proper infrastructure.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter presented the summary of the findings, conclusions and recommendations based on the study area which was to establish the factors influencing the performance of UNDP Somalia capacity development programme.

5.2: Summary of findings

The main purpose of this study was to examine the factors influencing the performance of UNDP Somalia Programme focusing on the capacity development programme. The study was further guided by a number of objectives including establishing the influence of donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership on the performance of UNDP Somalia development programme. The study employed a descriptive research design with a sample of 50 UNDP Somalia staff. Questionnaires were used to collect information from the project beneficiaries and the collected data was analyzed with the help of SPSS. Descriptive analysis was used in data analysis and data from the questionnaire was analyzed quantitatively and presented in mean, standard deviations, frequencies and percentages. The study found out that donors influence the performance of the UNDP Somalia capacity development programme as they determine the use of funds, stakeholders are highly involved in the implementation of programme, UNDP Somalia has a fully functional M&E department that takes care of evaluation, the programme operates under a well-structured organization and it has support of senior management and that the project leaders are not only empowered to make decision but also possess negotiation skills especially with donor funds.

5.3: Discussion of the findings

This section presented a discussion of the findings based on the objectives of the study. This included donor conditions, stakeholder involvement, monitoring and evaluation, organizational structure and project leadership.

5.3.1: Donor Conditions

The study has established that the donors determine the use of funds and are highly involved in project and beneficiary identification. Also there is presence of aid conditions which foster non flexibility. From the findings it is clear that donor conditions largely influence the performance of the UNDP Somalia capacity development programme as they are involved in the programme from the identification stage where they can easily influence the way the performance of the programme as it will have to work under the conditions stipulated in the funding agreement. A positive correlation exists between the donor conditions and the Programme performance clearly indicating that the donors positively influence the UNDP Somalia capacity development programme towards achieving its stated goals and objectives.

5.3.2: Stakeholder involvement

The study deduced that the stakeholders were involved in the implementation of UNDP Somalia capacity development programme but it was not clear the level or extent of their involvement. The study also established that the stakeholders influenced the expectations and the performance of the programme and they have interest in the programme. This shows a clear indication that there is high level communication with the stakeholders who have different expectations. For UNDP Somalia capacity development programme, the stakeholder's involvement is depicted to have a positive influence in the programme performance towards achieving its objectives as they have an active role in implementation. Lavon 2004 emphasizes this by indicating that projects fail to achieve intended objective because number of problems that can be managerial, organizational, and poor stakeholder involvement.

5.3.2: Monitoring and Evaluation

The study found out that UNDP Somalia has a fully functional M&E team responsible for visiting project sites and M&E is carried out often. This is a clear indication that the capacity development programme, guided by work plans, is able to achieve its objectives since as Falin 2007 emphasizes there a number of diverse factors which if not well monitored would wreck the project apart making it difficult to achieve the intended objectives. From the findings the capacity development programme is well monitored to the extent of having all their staff participate in M&E approaches showing how important M&E is in programme implementation and if well implemented it can influence the direction of the programme towards performance.

5.3.3: Organization Structure

The study established that the structure of the organization is key to the influencing the performance of programme. From the findings the capacity development programme is well structured with fully functional team and support of senior management. This indicates that the programme is able to achieve its stated goals as Rap 2004 mentions two aspects to be considered by the organization for its structure are decision flow process and accountability. The study also found out that the programme management does not seem to have team support which can be translated to lack of motivation by the team which might affect the programme performance in the long run because even as Falin (2004) continues to indicate, an increasingly professional, dynamic and competitive team is responsible for the execution of organization functions. The study also indicates that the staff members are not aware of their external environment which is necessary as its one of the factors that influences the performance of the organization.

5.3.4: Project Leadership

The study established that the leaders of UNDP capacity development programme are empowered in decision making and they possess negotiation skills especially with donors since majority of the respondents agreed that project leaders decide on resource allocation and lobby for increase in resources and most of all they are devoted to their projects.

However the study does not provide clarity as to whether the project leaders are highly educated and understand project planning and management which might affect their ability to translate vision into reality and as Tuner (2006) reports that good leaders not only need to assign appropriate importance to relationship but also communicate values while paying attention to processes when it comes to managing projects.

5.4: Conclusions

Based on the research findings and summary of the study, the following conclusions were made on the factors influencing the performance of the UNDP Somalia programmes under the capacity development programme.

Donors determine the use of funds, they take part in identification of projects beneficiaries, and they earmark the funds without flexibility meaning the funds can only be used as per the signed agreements. On the other hand Stakeholders who also have vested interest are actively involved in the implementation of the programme. The donors and stakeholders therefore greatly influence the performance of the programme as they are involved in the implementation and influence the direction in which UNDP Somalia capacity development programme achieves its objectives.

The staffs are regularly trained on M&E and project management, make reports on the projects and report to the authorities at the right time. There is also fully functional team taking care of monitoring and evaluation and coordination and communication on implementation of the projects. The projects have competent and adequate personnel to offer the required services and have automated their services to ensure efficiency on the delivery of the projects. It can therefore be concluded that M&E greatly influences the way the capacity development programme performs since UNDP Somalia has given M&E great importance to the level of ensuring that its staff are trained in the same

Finally it can be concluded from the roles played by the project leaders of ensuring equal allocation of funds in funding, lobby for the increase in funding towards the project, their devotion to the project, that the leaders are empowered to make decisions and they possess negotiation skills especially for donor funding. This is very important in influencing the performance of the capacity development programme since without donors there will be no funds to implement the activities.

5.5: Recommendations

The study recommended a number of issues arising from the findings of this study including:

1. UNDP Somalia capacity development programme need to involve the donors in the early stages of developing the work plan so that they can work together in need identification and negotiate with the donors on the level of funding flexibility and utilization of the same by the donors
2. UNDP Somalia capacity development programme need to conduct programme team building activities to motivate its staff and to ensure that they are trained on the programme activities as they are key actors in achieving the programme goals
3. The programme should ensure that leaders selected to head the projects are not only technically qualified but understand the aspects of project management and implementation

5.6: Suggestions for Further Studies

Based on the findings of the study, the following recommendations are suggested for further studies on the following areas;

1. Challenges faced by organizations implementing projects in Somalia
2. Programme implementation and gender in Somalia
3. Factors influencing the Sustainability of the UNDP projects in Africa

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APPENDICES

Appendix I: Introductory Letter

To whom it may concern,

RE: DATA COLLECTION

I am a postgraduate student of Nairobi University pursuing a Master's degree in Project Planning and Management. I am currently collecting data for my research project entitled **“Factors Influencing Performance Capacity Development Programme of UNDP Somalia”**

In view of the above, I am humbly requesting you to cooperate in answering the attached questionnaire. Kindly read the accompanying instructions and respond to the questions as provided for. The information that you will provide will remain confidential and will be used exclusively for this research and not for any other purpose whatsoever. Your response and cooperation in this matter will be highly appreciated. Thank you in advance

Yours Faithfully,

Annette Makau

Appendix II: List of Projects under Capacity Development

The following are the projects funded by the capacity development programme in Somalia under the Somali Institution Performance and the Emerging Federal States;

1. Office of the President
2. Ministry of Finance
3. Ministry of Planning and International Cooperation – Federal
4. Ministry of Planning and International Cooperation – Puntland
5. Ministry of Interior and Federal Affairs
6. Somaliland Civil Service Institute
7. Civil Service Commission
8. Office of the Prime Minister
9. Office of the Auditor General
10. Ministry of Labor and Social Affairs
11. Ministry of Family Affairs
12. Federal Boundaries Commission
13. Aid Coordination Unit
14. KPMG East Africa
15. Office of the Accountant General

Appendix III: Questionnaire

This questionnaire is designed to gather research information regarding the factors influencing performance Capacity Development Programmes of the United Nations Development Programme in Somalia. Kindly answer all the questions by ticking in the appropriate box or filling in the spaces provided.

SECTION A: GENERAL INFORMATION

1. Projects Name.....
2. Title of your position.....
3. Duty station: Tick where applicable;
 - Nairobi [] Mogadishu []
 - Puntland [] Somaliland []
 - Others-specify.....
4. Years of employment with the capacity development programme
 - Less than 1 year [] 1-5 years []
 - 6-10 years [] Over 10 years []

SECTION B: DONOR CONDITIONS AND PERFORMANCE OF UNDP FUNDED PROJECTS

5. To what extent do you agree with the following statements regarding the donor conditions of the UNDP funded project? Use a scale of 1 to 5 where 1 is to Very Low Extent and 5 is to Very Great Extent

Donor Conditions	1	2	3	4	5
Donors are highly involved in project and beneficiary identification					
Donors determine detailed use/expenditure of funds					
Donors impose condition on the project					
High involvement of donors have limited bottom-up, all-inclusive planning					
Aid conditions foster non flexibility					
Vested interests of donors have negated beneficial impact of					

project					
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Please list any other comment relating to donor conditions and project performance

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SECTION C: STAKEHOLDERS’ INVOLVEMENT AND PERFORMANCE OF UNDP FUNDED PROJECTS

6. To what extent does the stakeholders’ involvement affect the performance of UNDP funded project?

To a very great extent [] To a great extent [] to have the highest scores

Neither great nor low extent [] Low extent []

Very low extent []

7. To what extent do you agree with the following statements regarding the stakeholder’s involvement in the UNDP funded project? Use a scale of 1 to 5 where 1 is to Very Low Extent and 5 is to Very Great Extent

Stakeholders Involvement	1	2	3	4	5
The stakeholders of project are actively involved in the project.					
The stakeholders affect the performance of project implementation					
The stakeholders are politically and economically interested in the project					
The stakeholders affect the performance of the employees in the project					
The stakeholders influence the expectations and perception of the residents concerning the project					

Please list any other comment relating to stakeholders involvement and project performance

.....

SECTION D: MONITORING AND EVALUATION AND PERFORMANCE OF UNDP FUNDED PROJECTS

To what extent do you agree with the following statements regarding the monitoring and evaluation of the UNDP funded project? Use a scale of 1 to 5 where 1 is to a Very Low Extent and 5 is to Very Great Extent

Monitoring and Evaluation	1	2	3	4	5
All project staff are trained in monitoring and evaluation					
Monitoring and evaluation is carried out as often					
Reports on project progress are prepared					
M&E Reports are used to make decisions on projects					
Project activities are guided by the work plans developed					
There is a fully functional team taking care of monitoring and evaluation					
UNDP officials visit the site to supervise the project					
All members of staff have been exposed to participatory monitoring and evaluation approaches					
The team keep track of important information					
Community members/stakeholders have been trained to be involved in monitoring and evaluation					

Please list any other comment relating to monitoring evaluation and project performance

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SECTION E: ORGANIZATION STRUCTURE AND PERFORMANCE OF UNDP FUNDED PROJECTS

8. To what extent do you agree with the following statements regarding the organization structure of the UNDP funded project? Use a scale of 1 to 5 where 1 is to a Very Low Extent and 5 is to Very Great Extent

Organization Structure	1	2	3	4	5
There is a fully functional team taking care of monitoring and evaluation					
All project staff use computers to prepare for training					
Members of staff are sufficiently trained					
Reports are shared and project results submitted to all stakeholders					
Project performance indicators for the project are developed in advance and documented					
The project has enough personnel to offer the required services/benefits					
Only competent staff are recruited to carry out Project's activities					
There is project management committee					
The team coordinates and communicate well in implementing the project					
The team is committed and supports the management in influencing the success of the organization					

Please list any other comment relating to organizational structure and project performance

.....

.....

.....

SECTION F: PROJECT LEADERSHIP AND PERFORMANCE OF UNDP FUNDED PROJECTS

9. Is the commitment from political leaders important on the performance of the UNDP funded project?

Yes [] to have high score No []

10. To what extent do you agree with the following statements regarding the leadership of the project?

Project Leadership	1	2	3	4	5
Project leaders are devoted to the project.					
Project leaders influences the project committee in procurement processes					
Project leaders affects transparency and accountability in allocation of the project					
Project leaders ensure equal allocation of funds in funding projects.					
Project leaders lobby for the increase in funding towards the project					
Project leaders are highly educated and understand project planning and management					
Project leaders sensitize the public and government official on fighting corruption					

Please list any other comment relating to project leadership and project performance

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.....

SECTION G: PERFORMANCE OF UNDP FUNDED PROJECT

11. What is the completion status of the project?

- Behind schedule []
- On schedule []
- Ahead of schedule []
- Not applicable []

12. Please indicate the extent to which you agree with the following statements regarding the performance of the project. 1 – Strongly disagree, 2- disagree, 3- not sure, 4- agree, 5- strongly agree.

Performance	1	2	3	4	5
The Project was completed within provided timeframe.					
The Project was undertaken within forecast financial budget					
The project adhered to the provisions of Procurement laws					
The project is self-sustaining					
The project had clearly stated goals and objectives					
The equipment and material bought for the project is still intact					

Thank you