ST. MARY'S UNIVERSITY

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FACTORS AFFECTING THE EFFECTIVENESS OF THE COMPREHENSIVE AFRICA AGRICULTURE DEVELOPMENT PROGRAMME (CAADP)

BY

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ADDIS ABABA, ETHIOPIA

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A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY THE SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF MASTERS IN PROJECT MANAGEMENT

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DECLARATION

I, the undersigned, declare that this research is my original work, prepared under the guidance of Dr. Maru Shete (Associate Professor). The sources of the materials used in this Thesis are duly acknowledged. The Researcher further confirms that the Thesis has not been submitted either in part or in full to any other learning institution to earn any degree.

Name: Tapiwa Moloise

Signature

Date: July 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate studies for examination with my approval as a university advisor.

Dr. Maru Shete (Associate Professor)   19 May 2020

Name of Advisor   Signature   Date

APPROVAL SHEET

As members of the board of examining of the final MA thesis open defence, we certify that we have read and evaluated the Thesis prepared by Tapiwa Moloise under the title " Factors affecting the Effectiveness of the Comprehensive Africa Agriculture Development Programme (CAADP) " we recommend that this Thesis be accepted as satisfying the thesis requirement for the Degree of Master of Project Management.

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ACRONYMS

AUC	African Union Commission
AUDA-NEPAD	African Union Development Agency
CAADP	Comprehensive Africa Agriculture Development Programme
CPM	Critical Path Method
CSF	Critical Success Factors
DREA	Directorate of Rural Economy and Agriculture
DSS	Decision Support Systems
IFAD	International Fund for Agricultural Development
IS	Information Systems
QAM	Quantitative Analysis Method
MS	Member States
NAIP	National Agriculture Investments Plan
NEPAD	New Partnership for Africa Development
OAU	Organization of African Unity
PERT	Programme Evaluation and Review Technique
PMTTs	Project Management Tools and Techniques
RBM	Results Based Management
RECs	Regional Economic Communities
SPSS	Statistical Package for Social Sciences

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ABSTRACT

Organisations are grappling with poor implementation of programmes, which results in low achievements of results. This study sought to assess the Critical Success Factors (CSFs) that affect the effectiveness of the Comprehensive Africa Agriculture Development Programme (CAADP). The study covered participants from various institutions implementing CAADP such as AU Member States Ministries of Agriculture, Regional Economic Communities, African Union Development Agency-NEPAD and the African Union Commission CAADP Unit who completed an online questionnaire. The study design is descriptive to help describe the analysis of the collected data, and explanatory, to answer the question on the relationship between CAADP effectiveness and the CSFs. The study approach is quantitative to assist in numerical analysis of the data collected. Before data analysis, a reliability statistics Cronbach's Alpha was conducted, which gave the acceptable results of 0.745. Data was analysed using Statistical Package for Social Sciences (SPSS) Programme\IBM\SPSS\Statistics\20). Tables, graphs and charts were used to present the analysed data or results. Findings showed that less than 50% of the respondents perceived that not all the CSFs were fully employed in CAADP implementation and the level of employing each factor varied from each organisation or country. On the relationship between CAADP effectiveness and the CSFs, the ANOVA yielded a p-value of .001, which is less than 0.05, indicating that the linear relationship is statistically significant between the dependent and independent variables. The study concluded that the CSFs need to be obligatory for CAADP to achieve its set objectives and goals and recommended the introduction of CAADP Champions, targeted training for implementers and prioritization of programmes in order to focus on results.

Keywords: Critical Success Factors, Tools & Techniques, CAADP, Effectiveness.

Chapter 1

INTRODUCTION

1.1   Background of the Study

Problems arise in every organization, such challenges as what products/systems to develop, should capacity be expanded, or should a computer be procured are just a few of an endless number of continuing problems about which management must concern itself if the Organisation is to be sustainable (Maserang, 2002). According to RG Perspectives (2017), successful programme management is no longer restricted to managing a schedule. As explained by RG Perspectives (2017) programme managers need to integrate key elements of the program to deliver it on time and on budget with available resources and also stresses that for a programme to be successful, it needs to be driven by a Programme Manager, who will be responsible for ensuring the programme is successfully completed.

As Shehu and Akintoye (2009) point out Organisations should structure the programme so that there is a strong bond between the work groups and functions and support each function by using experienced project and programme managers.

However, programme management is not without its own challenges, ranging from cost over runs, schedule delay and scope change, amongst others. According to Zwikael and Globerson (2006), in spite of the fact that Critical Success Factors are well-known, the rate of unsuccessful projects in Organisations still remains very high. Heales, Rohde and Susilo (2007) state that research findings to date show that the average percentage rate of successful projects over a number of years is still considered to be low.

The AUC prepares a programme budget for continental programmes in excess of USD 200 million annually, with funding from contributions by Member States and International Partners (IPs). It is spearheading the implementation of Agenda 2063, the AU's blue print and Master Plan for Africa's socio and economic transformation over a 50 year period. One of the key continental frameworks on which realization of Agenda 2063 is hinged, is the Comprehensive Africa Agriculture Development Programme (CAADP), which is the focus of this study.

The AUC has a critical role to play in championing and advancing Africa's development agenda and this huge mandate calls for effective programme management by all stakeholders to ensure that African citizens benefit from these programmes. Implementation

of AU programmes is centrally coordinated and managed by the AUC technical departments, who work with MS and Regional Economic Communities (RECs) to ensure that they are fully implemented. All these continental initiatives are meant to benefit African citizens in all 55 AU Member States. Management of these programmes has its challenges, as outlined by Maizemoor International (2014) that among the key processes, the area of planning, reporting and monitoring and evaluation is of major concern and importance, as it forms the basis for decision-making and policy formulation.

According to Maizemoor International (2014), the benefits of effective programme management for clients (African citizens), Member States and Regional Economic Communities are improved client orientation, as their satisfaction is an important performance indicator of the AUC's success; increased Member States ownership of the programmes that AUC supports; increased proactivity and responsiveness in solving problems encountered in these programmes; contributing more effectively to improving the livelihoods of Member States societies and demonstration to Member States and donors/partners that resources are managed effectively and for the maximum benefit of poor people. As stated by Reiss (1996) the benefits of programme management include: achieving the overall strategic goals of an organisation, effectively managing resources among projects within a programme and managing risks across the programme efficiently).

The key focus of this study, CAADP is a continental initiative designed to help African countries eliminate hunger and reduce poverty by raising economic growth through agriculture-led development. Through CAADP, African governments agreed to allocate at least 10 percent of national budgets to agriculture and rural development, and to achieve agricultural growth rates of at least 6 percent per annum (www.au.int). The CAADP Results Framework is an integral part of country CAADP implementation. According to the AUC/NEPAD Planning and Coordination Agency CAADP Results Framework 2015-2025 (2014) implementing the Framework implies integrating its features and principles into CAADP implementation exercises and processes at all levels. The AUC/NEPAD Continental Agribusiness Strategy Framework Document (2017) enlightens that the development of agribusiness on the continent is yet to reach the scale and capacity one would expect it to have, stating that much of the fragmentation can be attributed to lack of information technology infrastructure and physical infrastructure ie. transportation hubs and roads, which are the binding and integral building blocks of robust value chains.

Other implementation challenges as outlined in the CAADP Framework Document (2003) include, amongst others; poor political and economic governance, policy and institutional weaknesses, technological stagnation, weakness of entrepreneurship and the private sector, low and falling agricultural productivity, agricultural research and extension services are not playing their important roles. The Framework Document further explains that the issue of participation is also dire, as the International Fund for Agricultural Development (IFAD) observes for Western and Central Africa that "First and foremost, the poor have little or no voice in many major decisions affecting their livelihoods".

According to the Inaugural Biennial Review Report on CAADP (2017), out of the forty seven (47) Member States that reported progress in implementing the Malabo Declaration, only twenty (20) reported to be on-track for achieving the commitments by 2025.

CAADP implementation is experiencing challenges, therefore, the purpose of this study is to assess the CSFs that affect its effectiveness. In addition, propose solutions to the problems identified and provide recommendations to improve CAADP effectiveness.

1.2   Statement of the Problem

The AUC has been experiencing poor programme execution at both technical and financial levels, CAADP inclusive. According to the AUC Implementation Report, (2019), the financial and technical execution rates for the Department of Rural Economy and Agriculture CAADP has been low, ranging from 20% to 46% as indicated in Table 1.1 below:

Table 1.1: Execution Rate of CAADP

Year	Financial Execution (%)	Technical Execution (%)
2015	31	32
2016	20	20
2017	46	20
2018	44	35

Source: (AUC, 2018), Annual Implementation Report

According to the Africa Agriculture Status Report (2018), Africa is still producing too little food and value-added products and productivity has been broadly stagnant since the 1980s. The Status Report explains that despite recent efforts to increase investment, it is still too

low.

The Biennial Report on the Implementation of the Malabo Declaration (2019) posits that despite the efforts undertaken by governments, the continent is still not-on-track as only 11 countries out of the 49 African countries that reported are on-track to achieve the 2025 commitments. The Biennial Report further explains that none of the Member States is on-track on the performance categories of public expenditures to agriculture, access to finance, access to agriculture inputs and technologies, agricultural GDP and poverty reduction and investment in resilience building.

CAADP is experiencing bottlenecks in its implementation such as low productivity, lack of access to finance and other inputs for programme implementation and low execution of the availed funds. There is a general problem of poor implementation of CAADP, as indicated by the financial and technical execution rates in Table 1.1. The continuous poor programme delivery affects beneficiaries negatively because if programmes are not implemented timely results are not delivered on time. This study is conducted to contribute to CAADP effectiveness for the benefit of African citizens. Therefore, the study endeavours to assess the CSFs that affect its effectiveness and make recommendations for improvement.

1.3 Research Questions

In light of the above, this research aimed to find answers to the following questions:

a. What are the Critical Success Factors (CSF) that affect the effectiveness of CAADP?
b. What are the measurements of effectiveness in implementing CAADP?
c. What are the tools and techniques that may be used to improve CAADP implementation?
d. What is the relationship between CAADP effectiveness and the CSFs?
e. What are the major challenges encountered in CAADP implementation?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of the study is to assess the CSFs that affect the effectiveness of CAADP. In addition, propose solutions to the problems identified and provide recommendations to improve CAADP effectiveness.

1.4.2 Specific Objectives

a. To assess the CSFs that affect the effectiveness of CAADP;

b. To identify measurements of effectiveness in implementing CAADP;

c. To identify tools and techniques that may be used to improve CAADP implementation;

d. To analyse the relationship between CAADP effectiveness and CSFs;

e. To identify major challenges in the implementation of CAADP.

1.5 Scope and Limitation of the study

The focus of the study is to assess factors that affect CAADP effectiveness. The study covers key informants of CAADP from the following institutions with a mandate to work on CAADP:

a) The AUC Department for Rural Economy and Agriculture CAADP Unit, based at the AU Headquarters in Addis Ababa, which is involved in CAADP policy setting and strategic guidance.

b) AUDA-NEPAD, which is an African Union Development Agency (based in Midrand, South Africa), responsible for coordination of implementation, monitoring, reporting and technical back stopping on CAADP.

c) Regional Economic Communities CAADP Focal Points, who drive the regional CAADP Agenda.

d) African Union Member States Ministries of Agriculture CAADP Focal Points and country teams who drive CAADP country priority setting and implementation.

For manageability of the study, only key informants were identified from the above institutions. The variables in the study include the following:

1. Critical Success Factors: Communication, Top Management Support, Leadership Skills and Programme Manager's experience.

2. Measurement of effectiveness: Programme results (goals, outcomes and outputs)

3. Tools and Techniques: Work Breakdown Structure, Gantt chart, Critical Path Method and Hierarchical Schedule.

Due to time constraints, the study focused only on these three variables, though the variables are not exhaustive. The questionnaire will be emailed to respondents (key informants) who will self-complete it on-line.

1.6 Significance of the Study

The study is expected to be significantly beneficial to the leadership of the Commission

such as AU Commissioners, Directors and Heads of Divisions and Units as it will improve practice through recommendations from a detailed synthesis of the status quo, as recommendations can be applicable to other programmes in the AUC. In particular, technical team leaders will be apprised of issues to be treated with special interest in routine programme operations.

The study will also provide the 55 AU Member States, AUDA-NEPAD and the eight (8) RECs with knowledge on impediments to programme management effectiveness. Strategic Partners of the AU will also benefit from the study as it will provide a better understanding of the operational dynamics and structural bottlenecks that hinder effective CAADP delivery. It is also expected that the AUC staff and other relevant stakeholders will use recommendations of the study to improve their programmes as challenges are common across programmes/projects. Therefore, the benefits to be derived from this study make it worth pursuing.

1.7   Organisation of the Study

The study is organized into five parts as follows:

Chapter One includes background/introduction of the study which covers key concepts, statement of the problem, research questions and objectives, scope and limitation, significance and organisation of the study.

Chapter Two is devoted to the review of both theoretical and empirical literature, relevant to the study topic. The section covers the following areas: Introduction, Theoretical and Empirical Literature, Summary of findings and the Conceptual Framework.

Chapter Three describes the Research Design and Methods, specifically covering the following sections: Introduction, Research Design and Approach, Population and Sampling Techniques, Sources of Data, Instruments of Data Collection, Procedure for Data Collection, Data Analysis Method and the last sections covers Ethical Considerations.

Chapter Four presents the results/findings of the study and discussions, and finally,

Chapter Five discusses the summary, conclusions and recommendations.

Chapter 2

LITERATURE REVIEW

2.1   Introduction

This research topic focuses on factors affecting the effectiveness of the Comprehensive Africa Agriculture Development Programme (CAADP). The chapter summarises literature related to programme management effectiveness, and inconsistencies in the literature. The review covers the following topics which are relevant to factors affecting the effectiveness of CAADP: Concepts of Project and Programme, Programme Management, General Programme Management, Overview and Review of CAADP Implementation, Critical Success Factors affecting CAADP effectiveness, Measuring Effectiveness in CAADP, Tools and Techniques for improving CAADP implementation and summary of findings and the conceptual framework. The review highlights a summary of past studies, focusing on inconsistencies and gaps in the existing works.

2.2   Theoretical Literature Review

As stated on website www.actitime.com/project-management selecting the right method to managing a project is essential for successful project delivery, and the way projects are managed is defined by techniques employed and tools adopted. As the website explains, prior to commencing work, the technique to be used should be chosen as this will facilitate speedy work for the team and ensure successful and timely implementation of projects.

Maserang (2002) discussed the evolving nature of project management tools, moving from basic spreadsheet products to sophisticated, web-based project information portals.

According to Allan (2004), if a project is more complex, it is imperative to employ project management tools and techniques. Allan (2004) also explained that the traditional project management tools and techniques are centred on a project life cycle. Carstens, Richardson and Smith (2013) found that the most used computer-based project management support tools in practice are Microsoft Project and Excel.

Mishra and Soota (2005) discussed that decision-making is a very important part of project management. Mishra and Soota (2005) also reiterated that nowadays there are many project management tools that can be used by a Project Manager, such as Programme Evaluation and Review Technique (PERT), Critical Path Method (CPM), Quantitative Analysis

Method, Decision Support Systems (DSS) and Project quality control techniques, in addition to Hierarchical scheduling, Work breakdown Structure and Gantt Charts.

The use of these tools and techniques varies from organisation to organisation, be it government, parastatals, the private sector or international organisations.

2.2.1 Definition of Concepts: Project, Programme and Programme Management

As stated in the fourth edition of a Guide to the Project Management Body of Knowledge (PMBOK, 2008), a project is described as a temporary venture to generate a unique product, service or result. The sixth edition of a Guide to the Project Management Body of Knowledge (PMBOK, 2017) explains that a project may be managed in three separate scenarios: as a stand-alone project, outside of a portfolio or programme, within a programme, or within a portfolio, and in addition, implementing a project successfully will lead to successful implementation of a programme.

According to Ferns (1991) a programme is the harmonisation of projects to gain benefits that would not be difficult to achieve were the projects managed separately.

As stated on the website www.mirren-servives.com a programme is a cluster of correlated projects or components that are managed in a coordinated way in order to achieve benefits which are greater than when they are managed individually.

RG Perspectives (2017) cited a programme broadly as comprising of total resources required to deliver and fulfil stated goals, explaining further that it is a group of projects which contribute towards a shared set of objectives or target result. According to the website https://www.pmis-consulting.com/articles/programme-management there may or may not be physical inter-dependencies between programmes and the physical deliverables may never be cohesive.

As also stated by Ferns (1991), the concept of programme management permits organisations to implement several interconnected projects to meet the desired objectives, as it is done in a coordinated manner, planning, prioritisation and monitoring of projects to meet changing business needs

The PMI BOK (2017) explains programme management as the process of managing a set of continuous, interdependent, interrelated projects in a synchronised way to achieve planned objectives. The BOK further posits that programme management centres on the interdependencies between projects, further explaining that programmes are managed by

programme managers who guarantee that programme benefits are delivered as per expectations, by directing the programme's components activities. According to Shehu and Akintoye (2009) it is imperative that programme management and project management be considered as two synergistic methods that can greatly benefit from one another, instead of being seen as two antagonising approaches. As Shehu and Akintoye (2019) explain, programme management is not a substitute for project management, but an integrated approach that can rationalise the effective delivery of projects.

Ferns (1991) discussed the following as reasons for failure of projects: lack of objective evaluation; lack of clear and agreed objectives; poor leadership and teamwork; lack of risk management; organisational and political issues. Ferns (1991) further pointed out that small projects fail because of poor visibility of projects by senior management, inadequate reporting; non- prioritisation of projects; inefficient use of resources, adding that these problems are common in many Organisations, leading to projects/programmes to be delivered late and thus failing to provide the anticipated benefits by stakeholders.

The African Union Commission Annual Programme Implementation Report (AUC, 2018) identifies several key challenges that lead to poor programme coordination delivery in the Commission, namely inadequate funding which leads to delayed implementation and cancelling planned activities; inadequate staff and poor programme/project management skills in the Commission.

2.2.2 Overview of Programme Management

The Department for Business, Innovation and Skills, 2010) explains that programmes bring benefits i.e. measurable improvement resulting from an outcome and perceived as an advantage by one or more stakeholders. As stated by Salva (2008) programme management involves the several focus areas, amongst them planning, risk management, stakeholder management, performance management, organization change management, communication management and governance. As Salva (2008), explains further, communication plays a key role in shaping the success of the programme, adding that communication plays a critical role to effectively manage interfaces between stakeholders, processes and organizations.

According to Maizemoor International Inc. (2014) the AUC is committed to using a Results Based Management (RBM)) approach as a means to improving both the development performance of its programmes for its clients so that they are effective. As RG Perspectives (2017) explains, a Programme Manager must have a captivating approach to laud

programme benefits, and inspire those working on the project and those affected by its results, or else the programme goals and achievements will not be known across the organization and its true worth will be questioned. Allan (2004) in backing-up RG Perspectives (2017), states that projects fail because of the wrong project manager, that is someone without the essential project management, motivational, leadership and change agent skills.

Rossi (1999), in describing programme management, poses the following key questions related to programme management: whether the programme achieved its goals and objectives? How the programme benefited recipients, whether all recipients benefited equally and if the programme made the pre-existing situation better. Rossi (1999) goes on to explain that effectiveness relates to programme outcomes.

In emphasising the importance of communication in programme management, RG Perspectives (2017) reiterate that communication is vital to programme success, further elaborating that the project manager must continuously communicate project goals and status to senior management and involved business managers….pointing out that full communication will alleviate unpredicted issues caused by uninformed individuals. This is in agreement with Salva (2008).

According to Heales, Rohde and Susilo (2007), research findings to date indicate that the average percentage rate of successful projects over a number of years is still considered to be low. Heales et al. (2007) further quote The Standish Group (2004), who state that the increasing rate of successful projects was taking place in small projects. Radujkovića and Sjekavicab (2017) also agree with Allan (2004) and RG Perspectives (2017) that indeed project success can be achieved through good actions of a project manager.

Programme management is a sensitive issue which should be handled with utmost care if planned programmes are to succeed.

2.2.3 Overview and Review of CAADP Implementation

CAADP is Africa's continental policy framework for agricultural transformation, wealth creation, food security and nutrition, economic growth and prosperity for all. According to the Comprehensive Africa Agriculture Development Programme Review (2017), in 2003 in Maputo, Mozambique, the African Union Summit made the first declaration on CAADP as an integral part of the New Partnership for Africa's Development (NEPAD) and returned

agriculture to the centre of the AU Agenda. As the CAADP Review explains, the framework was endorsed in 2014 and is earmarked as the tool that will be used in tracking, monitoring and reporting on the progress in meeting the Malabo commitments. The CAADP Review indicate that forty-two (42) out of Fifty-five (55) African countries signed a national CAADP Compact to commit themselves to the CAADP process and all of them developed their first 5 year National Agriculture Investment Plan (NAIP).

According to the AUC/NEPAD Planning and Coordination Agency-Country CAADP Implementation Guidelines (2014) the Maputo Declaration of 2003 already had its share of challenges in implementation, and the Malabo Declaration of 2014 does not make the task any simpler. The Implementation Guidelines point out that implementation is not straightforward or clean-cut as planning, this tempts practitioners to create a new plan, when an existing one does not work, adding to the kind of confusion that comes about when an agriculture sector labours under too many plans, with those in charge finding it hard to keep an overview of which plan is meant to achieve what. The Inaugural Biennial Review Report on CAADP (2017) explains that the average score for the whole African continent, based on the 47 country reports, is 3.60 against the 3.94 benchmark for 2017. As stated in the Report on An Africa-Europe Agenda for Rural Transformation (2019) a large number of African farmers, especially the smallholders, have limited capacities, due to economic constraints and lack of adequate information to adopt sustainable soil management practices for maintaining soil fertility and adapting to climate change.

This theoretical literature review gives the researcher an overview of problems that affect implementation of CAADP.

2.3   Empirical Literature Review

This section reviews relevant empirical studies that will help the researcher to come up with a conclusion on the Critical Success Factors affecting programme effectiveness, measuring effectiveness and tools and techniques for improving CAADP effectiveness.

2.3.1   Critical Success Factors Affecting Programme Effectiveness

Critical Success Factors are foundations necessary for an Organisation to achieve its goals or objectives, and Organisations depend on them for sustainability.

Radujkovića and Sjekavicab (2017), in their study on Project Management Success Factors, carried out to add to improvement of construction management success, using three EU co-financed water projects as case studies in Croatia, established that people and organization competence should be strengthened, as part of investments in the project management domain.

According to Xuana, Moslehpourb and Tienc (2018), in their study on An Evaluation of Project Management Tools and Techniques in Vietnam administered to 57 respondents from a number of companies in different small and medium size businesses in Ho Chi Minh City, Vietnam, to examine the use and application of project management tools and techniques within the organization, state that effective communication in projects plays a critical success factor. Xuana et al (2018) also agreed on the importance of communication, citing that insufficient communication is one of the main obstacles of project management smooth flow. As Xuana et al (2018) explain further, effective communication in projects plays a critical success factor and more importantly, communication is one of the project's critical success factors.

Maizemoor International (2014), in their study on Review of the AUC Strategic and Programme Planning, Implementation Monitoring & Evaluation System to undertake an in-depth assessment of the current planning, monitoring and evaluation systems and tools in 21 AUC Departments, using face to face interviews, intricate the importance of visible and accountable leadership, identifying and supporting results management champions, providing consistent leadership in results management as well as demonstrating the benefits of results management.

Cooke-Davies (2002) conducted an empirical research on The Real Success Factors on Projects, on more than 70 large multi-national or national organizations in Europe, Australasia and North America, to identify factors critical to project success. The data on which the conclusion is based is taken from a comprehensive analysis of 136 European projects that were carried out between 1994 and 2000 by a total of 23 organizations. In his findings, Cooke-Davies (2002) reported that the investigation concluded that when schedule delay and cost increase were compared for individual projects, there was the expected robust relationship between the two, even though only a trivial amount of the cost increase was accounted for by schedule delay. As Cooke-Davies (2002) explains that notwithstanding decades of individual and collective knowledge of managing projects and rapid growth in

membership of project management professional bodies, project results continue to frustrate those who have a stake in the projects.

According to Agusioma and Njihia (2018), in their study titled An Evaluation of Critical Success Factors Influencing the Performance of Non-Governmental Organisations within sports for Development Sector in Kenya: Case of Nairobi County, which targeted 31 Managers and 31 Assistant Managers from 14 NGOs, using random sampling and questionnaires, found out that community involvement factors, leadership, strategic alliances with development partners and information and communication technology affected the management of sports for development NGOs in Kenya. This is in agreement with Xuana, Moslehpourb and Tienc (2018), who also concluded that effective communication in projects plays a role in the success of programmes. Overall, data findings indicated that the respondents felt that leadership skills were the most influential in the management of Sports for Development NGOs. This is in line with Maizemoor International (2014), who also cited leadership as crucial in programme management.

Shehu and Akintoye (2009), in their research: The Critical Success Factors for Effective Programme Management: A Pragmatic Approach, conducted, using triangulation of literature review, industrial questionnaire survey and semi-structured interviews in the UK construction industry sent 1380 questionnaires using convenience sampling, targeting programme management organisations and analysed 117 usable questionnaires. Shehu and Akintoye (2009) conducted a deeper analysis on critical success factors in order to help the potential programme management organisations reduce the list of the critical into more manageable principal factors. In their study, they came up with the following 5 principal factors: Programme coordination, Programme priority focus, Programme vision, Programme strategy and Programme planning and concluded that a programme director highlights the need to implement programmes in an evolutionary/gradual manner.

Zwikael & Globerson (2006) conducted a study titled From Critical Success Factors to Critical Success Processes, which involved 282 project managers using a questionnaire administered in 50 different organizations dealing in engineering, construction, software development and services in Israel and analysed 202 questionnaires. According to Zwikael & Globerson (2006)

the most critical planning procedures which have maximum impact on project success are definition of activities to be performed in the project, schedule development, organizational

planning, communications planning and developing a project plan. In order to correctly execute this planning process, a project manager has to own a Work Breakdown Structure (WBS) and a project management plan.

Zwikael & Globerson (2006), quoted Pinto & Slevin (1987), who published a major research study on CSFs within project-oriented environments and had requested 418 project managers to evaluate the importance of different factors relating to project success. The research identified the following CSFs: top management support, project planning and customer involvement. They further explain that CSFs for any business consist of a restricted number of areas in which results will guarantee the organization's successful competitive performance.

The top management support/leadership factor is also in line with the findings by Maizemoor International (2014) and Agusioma & Njihia (2018).

Other sources quoted by Zwikael and Globerson (2006), on the CSFs include Lester (1998) who found a different set of CSFs for new product development projects, among which were senior management commitment, organizational structure and risk management. The Standish Group (2017) found management support, customer involvement and project planning among CSF for software projects.

Gudien, Banaitis, Podvezko & Banaitien (2014) conducted a study on Identification and Evaluation of the Critical Success Factors for Construction Projects in Lithuania: AHP Approach, using a general survey and the Analytical Hierarchy Process (AHP) survey, targeting 27 construction professionals and experts with knowledge and experience in project management in construction projects in Lithuania. The study revealed the following as the highest ranking CSFs for construction projects in Lithuania: clear and realistic project goals, project planning, project manager's competence, relevant past experience of the project management/team, the competence of the project management/team, clear and precise goals/objectives of the client and the project manager's experience. According to Gudien et al (2014) clear and realistic project goals and project planning play a vital role in effective implementation of construction projects in Lithuania and they should be reinforced by top management, clear and precise goals/objectives of the client, and the client's ability to make timely decisions.

The literature review indicates that there are many CSFs that contribute to the success of programmes, but these findings reveal that communication, top management support, leadership skills and programme managers experience are reported as the most critical ones that contribute to the success of programmes and if given top priority, they can lead to success and achievement of planned results.

2.3.2 Measuring Effectiveness in implementing Programmes

Effectiveness is defined as the ability to produce a desired result, the ability to produce desired output, or the ability to be successful and produce the intended results, ie goals, outcomes and outputs. Sundqvista, Backlund & Chronéera (2014), in their study on What is Project Efficiency and Effectiveness, based on a literature review and semi-structured interviews with project office managers from seven Swedish construction and engineering companies, highlight that

Much of the attention when measuring project performance is centred on time and cost. Sundqvista et al (2014) explain that adopting the concept of effectiveness in the domain of project management could help both academics and practitioners to structure improvement work in project-based organizations. Their study further posits that a focus on time, cost and scope is mainly associated with the concept of efficiency and that the link to effectiveness was instead obtained as a result of the companies describing effectiveness as meeting the planned goals. Sundqvista et al (2014) conclude that with efficiency and effectiveness in project management, the project-based organization can endeavour to warrant that what is carried out is done in the best possible manner, and that the outcome is the best appropriate outcome for the customer.

Heales, Rohde and Susilo (2007), in their study on Project Management Effectiveness: The Choice-Formal or Informal Controls, chose six projects from three organizations, a portfolio management company (four projects), and insurance company (1 project) and a large municipality (1 project). According to Heales et al. (2007) the projects were chosen by the senior management of each of the organizations and all were large scale multi-person projects where project managers across six different Information Systems (IS) projects were subjected to in-depth interviews to determine how controls are adopted in IS projects. As stated in the Project Management Effectiveness study, the investigation was on the effectiveness of control mechanisms in IS projects and concluded that formal controls were adopted on project elements with clearly defined project outcomes and informal controls

were adopted mainly on project elements that were unclear and often related to people. This finding indicates that for a project/programme to be effective, it must have both formal and informal controls in place.

Dassah (2011) using literature review from various articles, in his study on Measuring Effectiveness and Efficiency of Governmental Programmes in Developing Countries: Significance, Techniques and Challenges, states that effectiveness is related to programme outcomes. According to Dassah (2011) instead of being expressed in monetary terms, effectiveness is expressed practically in terms of explicit results to be achieved. As explained by Dassah (2011 measurement of programme effectiveness and efficiency are critical aspects of the accountability perception of evaluation, intended to provide information to decision makers as it focuses on results only, without considering costs.

This finding is in agreement with Sundqvista, Backlund & Chronéera (2014), whose findings also conclude that effectiveness, is meeting the planned goals. Therefore the conclusion is that effectiveness mainly focuses on programme outcomes or results to be achieved, and not on cost.

2.3.3 Tools and Techniques for improving Programme Management

Tools and techniques are critical elements of project/programme management as they make project/programme management easier and more effective. Xuana, Moslehpourb & Tienc (2018) conducted a study on An Evaluation of Project Management Tools and Techniques in Vietnam. They used the mixed-method methodology to collect and analyse data, interview and questionnaire techniques to collect data from 57 respondents from several companies in different small and medium (SME) size industries in Ho Chi Minh City, Vietnam. The purpose of their study was to analyse the use and application of project management tools and techniques within the organization in Vietnam. As stated by Xuana et al. (2018) project management tools and techniques deliver the efficiency and effectiveness in managing and handling of projects and many of them have been discovered and used extensively for a long period of time amongst project managers around the world with great contributions to the success of projects. As the Evaluation Study explains, project management tools and techniques contribute provisionally; depending on the integration of project managers into their projects as well as the acceptance and learning pace of the project team. Xuana et al. (2018) further point out that the Gantt chart has performed as the most widely used in Vietnam and people have been practicing the concept of Gantt chart and the

Work Breakdown Structure in the implementation process and application, concluding that without the support of project tools in examining the risks, the project is challenged to achieve its anticipated purpose.

Tausworthe (2017) in his paper The Work Breakdown Structure in Software Project Management, advocated for and summarized the use of the WBS in software implementation projects. According to Tausworthe (2017) the WBS is a significant planning tool which associates objectives with resources and activities in a rational framework and becomes an important status monitor during the actual implementation as the completion of subtasks are measured against the project plan. Burghate (2018) in his study Work Breakdown Structure: Simplifying Project Management, stated the WBS as a powerful tool for project management and foundation for effective project planning, execution, controlling and reporting. Burghate (2018) concluded that WBS is an effective tool for project management in the planning and execution of a successful project. This is in line with Tausworthe (2017).

Radujkovića and Sjekavicab (2017) in their study on Project Management Success Factors, to contribute to improvement of construction management success using three EU co-financed water projects as case studies in Croatia, recommended picking those tools which fit to one's case the most and developing methods, tools and techniques that can really aid organizations in managing their own projects.

Miguel, Satolo, Andrietta & Calarge (2012) conducted a study titled Benchmarking the Use of Tools and Techniques in the Six Sigma Programme: Based on a Survey Conducted in a Developing Country. Miguel et al. (2012) used a descriptive survey conducted by a postal questionnaire answered by more than 60 Six Sigma users and the findings showed that the ten tools and techniques most used by enterprises are: data collection, histogram, Pareto diagram, brainstorming, controls charts, capability measures, flow chart, process mapping and measurement system evaluation.

Patanakul, Iewwongcharoen, & Milosevic (2010) undertook a study titled An Empirical Study on the Use of Project Management Tools and Techniques across Project Life-Cycle and their Impact on Project Success, using survey research methods and a questionnaire to gather data from 4000 project managers from PMI directory randomly selected/computer generated in the USA. As discovered by Patanakul et al. (2010) the results indicated that there are statistically significant relationships between the use of Project Management tools

and techniques (PMTTs) and different project success measures in different phases of the project life cycle.

Patanakul et al. (2010) pointed out that PMTTs contributed to project success depending on the project phases and that the use of Critical Path Method (CPM) significantly contributed to time, cost and quality success measures, while the use of hierarchical schedule contributed to customer satisfaction and overall success. Explaining further, Patanakul et al (2010) stated that during the planning stage, project managers are mandated to develop a detailed project scope, which consists of cost estimation, time estimation, resource assignment, procurement plan and recommended PMTTs such as Critical Path Method and hierarchical schedule. Patanakul et al (2010) also emphasised the significance of hierarchical scheduling, because project/programme managers are able to plan their activities and tasks to achieve the anticipated outcomes as they are able to allocate and track resources easily.

Maidamisa (2012), in his study Project Management using Critical Path Method (CPM): A Pragmatic Study, using a specific case study with real data and an application, stated that the results indicated the effectiveness of the CPM in planning, scheduling and organizing, coordinating, managing, and controlling of project time and cost. As Maidamisa (2012) explained, the CPM is not hard to apply and when applied it expands inter-departmental communications, gives vibrant delineation of responsibilities and reduces the existence of crisis management. Maidamisa (2012) concluded that the critical path method (CPM) should be incorporated in the planning and application of public developmental projects in Nigeria to overcome the complications of failure and abandonment of public projects.

Evdokimov, Tsarev, Nikolaevna, Yamskikh & Pupkov (2018), in their study Using PERT and Gantt Charts for Planning Software Projects on the Basis of Distributed Digital Ecosystems, pointed out that as a technique for schedule planning and control, Programme Evaluation & Review Technique (PERT) is focused on analyzing the tasks necessary for project implementation. Evdokimov et al. (2018) recommended the use of PERT chart for project management with critical path calculation and also encouraged the Gantt chart approach for big projects because they can be suitable for project management at a high level of abstraction, regardless of project size.

Tools and techniques contribute to easy and effective management of programmes in Organisations. From the above literature review, the findings show that the following tools

and techniques contribute immensely to the success of programmes and projects, bearing in mind the type and phase of the project: Work Breakdown Structure, Gantt chart, Critical Path Method and Hierarchical Schedule. This is in line with Maizemoor International (2014), who also recommended the use of Work Breakdown Structure (WBS) and Department Gantt Chart/Work Plans as they can contribute to programme success in the AUC, CAADP inclusive. This is also supported by Patanakul, et al (2010).

2.3.4 Summary of Literature Review Findings

This synopsis of previous works posits that there are many critical success factors that affect programme management effectiveness. A combination of the CSFs and the right tools and techniques can contribute to programme effectiveness and achievement of the desired results. The importance of employing critical success factors and tools and techniques for CAADP effectiveness cannot be over emphasised, as they can contribute to positive programme outcomes. The literature review revealed that without these important critical success factors, programmes fail, hence they are very important for the success of programmes. There is therefore a convergence of ideas from various studies as indicated in the empirical literature review findings. Without employing the CSFs and the right tools and techniques, projects/programmes suffer from poor implementation and late delivery of results to the beneficiaries and customer are frustrated.

2.3.5 The Conceptual Framework

The conceptual framework displays the variables that are under study. In this study, the identified success factors such as communication, top management support, leadership skills and programme manager's experience are considered to be critical in contributing to programme effectiveness. Therefore, the framework shows the relationship between programme effectiveness, which is the dependent variable and the independent variables, which are the four CSFs.

From the literature review the major tools and techniques identified that contribute to improvement on programme management effectiveness are the Work Breakdown Structure (WBS), Gantt Chart, Critical Path Method (CPM) and Hierarchical Schedule, but the choice of the tool and technique depends on the project/programme being implemented and the phase of the project/programme. The review also indicates that programme effectiveness centres on results or outcomes obtained from the programme/project being implemented.

The Conceptual Framework for this research is shown in Figure 2.1 below


```
┌─────────────────────────────────────────────────────┐
│              Programme Effectiveness                  │
│                                                       │
│                 (Results/Outcomes)                    │
└─────────────────────────────────────────────────────┘
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Critical Success Factors

1. Communication

2. Top management

3. Leadership skills

4. PM experience & skills

Tools and Techniques

1. Work Breakdown

2. Gant Chart

3. Critical Path Method

4. Hierarchical Schedule
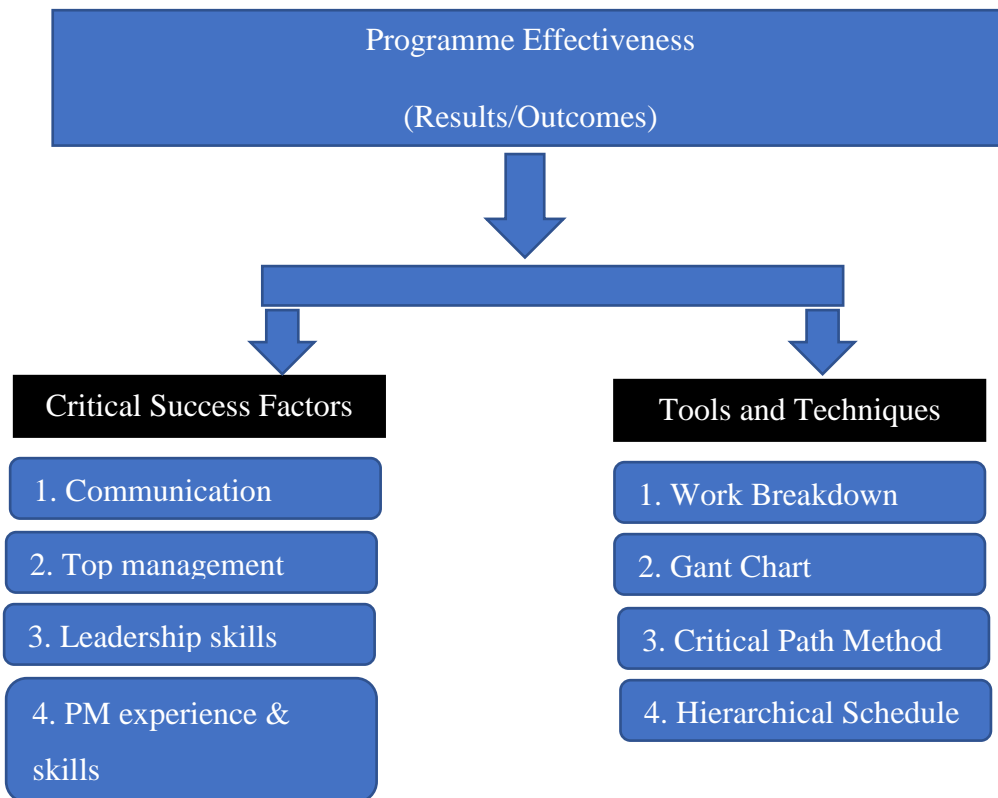
Figure 2.1: Conceptual Framework (Source: Own Model, 2020)

Chapter 3

RESEARCH METHODOLOGY

3.1   Introduction

The purpose of the study is to assess the CSFs that affect the effectiveness of CAADP. In addition, propose solutions to the problems identified and provide recommendations to improve CAADP effectiveness. To achieve this objective, this Chapter covers research design and approach, research methods, instruments and procedures for data collection and methods of data analysis. It further describes the participants of the study, sources of data, population and sampling techniques employed, and finally the ethical considerations for the study.

3.2   Research Design and Approach

A research design refers to a proposal that a researcher uses to gather and analyse collected data. A researcher can use diverse strategies in his or her research and more than one design at a time. Different research designs can be employed simultaneously for a single research. This study employed two types of designs, being descriptive and explanatory methods. Descriptive design was used to describe the analysis of the collected data and to help in obtaining answers to research questions posed. Research questions and objectives employed in this study dictated the choice of this design. The descriptive design helps answer the following what questions:

1)   What are the Critical Success Factors (CSFs) that affect the effectiveness of CAADP?

2)   What are the measurements of effectiveness in implementing CAADP?

3)   What are the tools and techniques that may be used to improve CAADP implementation?

Descriptive design includes surveys and fact-finding inquiries of different kinds**.**

The other design employed was the explanatory design, which was used to test one of the research objectives, that is, to analyse the relationship between CADDP effectiveness and CSFs. The choice of the explanatory design helps to answer the question: What is the relationship between programme effectiveness and CSFs, that is to understand the relationship between the dependent variable and independent variables.

3.2.1   Approach

There are three (3) research approaches, namely; qualitative, quantitative and mixed. For this study, the approach used is quantitative, that is using statistical operations to examine data properties. This approach is informed by the nature of the research questions and objectives. Quantitative approach is the most suitable as it permits numerical analysis of data collected through a questionnaire, as is the case in this study. The target population was 56, hence a census was done since the population of the study was small.

Information on identifying Critical Success Factors, Tools and Techniques, measurement of programme effectiveness, challenges encountered in implementing CAADP and solutions proposed was collected through a questionnaire and analysed statistically to find answers to the questions posed.

3.2.2   Population and Sampling Techniques

3.2.2.1   *Population*

Determining the appropriate sample starts with identifying the population. A population is a group of individuals who have the same characteristics and is further defined in quantitative research as a group of individuals with some common defining characteristics that the research can identify and study (Creswell, 2012). The population of this study are the following institutions involved in the implementation of CAADP: the AUC Department of Rural Economy and Agriculture CAADP Unit, AUDA-NEPAD, Regional Economic Communities (RECs) and AU Member States Ministries of Agriculture. This selection was informed by the nature of the data to be collected, as per the research questions. The focal points in each institution were chosen because they are the main planners, implementers and coordinators of CAADP.

3.2.2.2   *Sampling Techniques*

The proposed sampling technique for this population is census or complete enumeration. Due to the small size of the population, the study covered all the targeted population. In this case, all the identified population is included and every unit in the entire population is studied. Bryman & Bell (2011) state that a census is the enumeration of an entire population and that if data are collected in relation to all units in a population, rather than in relation to a sample of units of that population, the data are treated as census data. As Bryman & Bell explain, the advantages of a census is that data are collected from each unit of the whole

population and also ensures the benefits of having more dependable, representative and correct data.

Saunders, Lewis, and Thornhill (2009) posit that a census can be used to assess the generalisability of findings, in other words, how representative these data are of the total population.

3.2.2.3 Sample Size

According to Bryman (2004), the decision about the sample size is not a straight forward one as it depends on a number of considerations: so there is no definitive answer. VanVoorhis and Morgan (2007) propose rules of thumb for sample size of multiple regressions is 50 to 300 samples which suggested that different statistical procedures require different numbers of sample size. When the population is less than 1000, we can take a sample of 30% of the total population. As stated by Gay and Airasian (2003), if the population is greater than 1000, a sample size of 10-20% can be a representative of the population.

However, for the purpose of this study the following key informants were selected to participate in the study, a census was done as the population of the study was small, hence all the four groups of institutions, comprising of 56 focal points dealing with CAADP were targeted, as shown in Table 3.1. Saunders, Lewis, and Thornhill (2009) state that it is not surprising that the final sample size is almost always a matter of judgement as well as of calculation.

Table 3.1: Sample Size

No.	Institutions	Population	Sample
1	DREA CAADP Unit	5	5
2	AUDA-NEPAD	1	1
3	Regional Economic Communities (RECs)	8	8
4	AU MS (42 out of 55 signed a national CAADP Compact to commit themselves to the CAADP process.	42	42
	Total	**56**	**56**

Source: Own Sampling Technique, 2020

In this case, the total population is the same as the sample (the identified key informants), hence a census. The sample size/population used in this research is believed to be sufficient to be treated as acceptable and representative enough to make generalisation.

3.3   Sources of Data

3.3.1   Primary and secondary

For the analysis, primary data was collected based on the research questions and objectives. It was mainly on the Critical Success Factors affecting programme effectiveness, identification of measurement of programme effectiveness, tools and techniques to improve CAADP implementation and overall CAADP management. Data were also collected on the challenges encountered in CAADP implementation and recommendations proposed. It was collected from key informants working on CAADP using an on-line structured questionnaire for self-administration.

Secondary data was obtained from a wide range of sources such as AUC Programme Implementation Reports, CAADP Reports, Journal articles, books, and the internet.

3.3.2   Instruments of Data Collection

The study used a structured questionnaire as an instrument for data collection, which was developed by the researcher because there is no source of information on the topic under study. A pilot was done with three random respondents, to test the usability of the questionnaire, and the feedback obtained was incorporated to improve it. The Cronbach's Alpha Test was done and the coefficient was at an acceptable value of 0.745.

The basic objective of a questionnaire is to get information from people who are well informed on a particular topic, in this case Focal Points from the different institutions implementing CAADP. The questionnaire used the Likert Scale (1 = Strongly Disagree; 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree), which is the most widely used scale in research and allows respondents to specify their level of agreement or disagreement to statements in the questionnaire. Respondents were assured that the information collected would purely be used for academic purpose only and that all the information they provide would be kept confidential and anonymous.

The questionnaire was divided into three sections, covering respondent's background information, statements on the perception of employees on CAADP management, CSFs, measuring effectiveness and tools and techniques and finally open-ended questions on challenges encountered and major recommendations proposed. The questionnaire had both close and open-ended questions, but majority of the questions were close-ended.

3.4   Procedure for Data Collection

The collected data was assessed to detect errors and omissions, in order to ensure that maximum data quality standards are achieved. The questions were coded prior to data collection to ease data entry, since most software programmes work efficiently in the numeric mode. The online questionnaire had a self-explanatory note on how to respond to questions and statements. The CAADP Unit provided emails of all respondents beforehand and respondents were requested to respond within seven (7) working days.

3.4.1   Data Analysis Method

The method of analysis in this study is descriptive, which is a statistical summary of the data collected in the census in the case of this study. Analytical tools such as frequency, percentage, mean, standard deviation, multiple regression and analysis of variance (ANOVA) were used.

The data were analysed using the Statistical Package for Social Sciences (SPSS) Programme\IBM\SPSS\Statistics\20). Tables, graphs and charts were used to present the analysed data / results. For open ended questions, where respondents provided their own answers, common answers were identified and grouped under various variable names and coded before analysis.

In addition, a multiple regression was also used to investigate simultaneously the relationship of the dependent variable and independent variables, in this case the relation between CAADP effectiveness and the following independent variables: communication, top management support, leadership skills and project managers' experience and skills, expressed as follows:

$Y = f(X_1, X_2, X_3, X_4) + \varepsilon$, where Y is CAADP effectiveness, X_1, X_2, X_3, X_4 are the independent variables and ε is the error/stochastic term which takes all the sources of data collection and processing errors into account.

3.4.2   Reliability Measurement of Instruments

A reliability check was employed to measure the reliability or internal consistency of items in a scale in the questionnaire.

Table 3.2: Cronbach's Test Results

Reliability Statistics Cronbach's Alpha	No. of Variables
0.745	44

Source: Own Survey Data, 2020

The reliability check results showed that the co-efficient is 0.745. This indicates an acceptable level of reliability as values between 0.6 and 0.7 are acceptable. Bryman and Bell (2011) state that a computed alpha coefficient will vary between 1 (denoting perfect internal reliability) and 0 (denoting no internal reliability). The figure 0.80 is typically employed as a rule of thumb to denote an acceptable level of internal reliability, though many writers accept a slightly lower figure.

3.5   Ethical Considerations

This section explains the code of conduct or expected societal norms of behaviour while conducting research. The researcher ensured that the welfare of respondents was safeguarded and that there was no invasion of their privacy on the questions asked. A request to conduct the study was submitted to the leadership of the AU Commission and permission was granted before the commencement of the survey. An introductory note was prepared as part of the online questionnaire and respondents were assured of confidentiality and guaranteed anonymity.

Chapter 4

RESULT AND DISCUSSIONS

4.1 Introduction

This chapter provides an analysis and interpretation of data collected from respondents on assessing the CSFs that affect the effectiveness of CAADP. The results are presented in tables, graphs and charts to highlight the findings of the study.

The questionnaire was coded prior to being emailed to respondents, and out of the 56 respondents, two (2) questionnaires were incomplete and four (4) did not respond, while fifty (50) responded, giving a response rate of 89 percent. The questionnaire covered three sections, namely the respondents' background information, including educational level, position in the Organisation, number of years working on CAADP and whether they have ever undertaken programme management training. The second part covered findings on the perception of staff on Critical Success Factors affecting CAADP effectiveness, Perception of staff on CAADP program effectiveness and on tools and techniques for improving Programme Management and General Perception of Staff on Overall CAADP Management, using the Likert Scale. The third part covered findings on open ended questions on the major challenges encountered in implementing CAADP and recommendations for improving its implementation.

4.2 Data Analysis, Results and Discussion

Background Information of Respondents: The background information of respondents is very important as it gives insights and a general picture of those who took part in the study. It answers questions on who is involved in the study, their educational level, position in the organisation and number of years working on CAADP as these have a bearing on the management of the programme. The study sought to establish the background information of participants and Table 4.1 below summarises the findings.

Table 4.1: Background Information of Respondents

Variable	Category	Frequency	Percentage
Educational Level	Diploma	1	2%
	Bachelor's Degree	15	30%
	Master's Degree	24	48%
	PhD	10	20%
	Other	-	0%
Position in the Organisation	Junior Officer	3	6%
	Senior Officer	18	36%
	Coordinator	14	28%
	Head of Division/Unit	9	18%
	Director	6	12%
	Other	-	0%
Number of years working on CAADP	3	1	2%
	4	3	6%
	5	9	18%
	6	6	12%
	7	7	14%
	8	5	10%
	9	1	2%
	10	9	18%
	11	3	6%
	12	4	8%
	15	2	4%
Training in Programme Management	No	19	38%
	Yes	31	62%

Source: Own Survey Data, 2020

Education level is key to enabling respondents to understand questions and conceptualize issues related to programme management effectiveness. As shown on Table 4.1, it was established that out of the fifty respondents, 2.0 % had Diploma, 30% Bachelor's Degree, 48% Master's Degree and 20% PhD. The level of educational of respondents allowed them to respond with authority as they have knowledge of issues being discussed.

Regarding their position in the organisation, 36% of the respondents were at the Senior Officer Level, followed by 28% at Coordinator level, 18% at Head of Division/Unit Level, 12% at Director Level and 6% at Junior Officer Level, indicating that CAADP is managed by Officers at a higher level. This also permitted respondents to respond adequately with authority, based on their positions.

On the number of years working on CAADP, 18% have been working on CAADP for 5 years and 10 years respectively, followed by 14% and 12%, who have been working for 7 and 6 years respectively. When responding to training, 62% indicated that they had undertaken training on Programme Management, while 38% had not been trained. The experience possessed by respondents and training undertaken also allowed them to have a good grasp of issues under discussion.

4.3   Description of Critical Success Factors

4.3.1   Communication Knowledge Area

Table 4.2: Description of Communication Knowledge Area

Critical Success Factor: Communication Knowledge Area	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
The CAADP identifies stakeholders and documents relevant information about their interests, involvement, and their impacts on program success	0	4	10	58	28	4.1	0.74
The CAADP program put in place communication plans where stakeholders' information needs are defined and communication approach is defined to meet their needs	0	2	10	68	20	4.06	0.62
The CAADP program makes available relevant information to stakeholders as planned.	0	22	48	16	14	3.2	0.95
The CAADP program communicates and works with stakeholders to meet their needs and address issues as they occur.	0	18	32	34	16	3.5	0.97
The CAADP program collects and distributes performance information, including status reports, progress measurement and forecasts.	0	22	48	16	14	4.06	0.82
Communication Knowledge Area	**0**	**13.6**	**29.6**	**38.4**	**18.4**	**4.1**	**0.44**

Note: SD –Strongly Disagree, D – Disagree, N-Neutral, A- Agree and SA- Strongly Agree

On the CSFs that affect the effectiveness of CAADP, the following were assessed: Communication, Top Management Support, Leadership Skills and Programme Managers' Experience and Skills and their findings discussed. Table 4.2 shows that on the

communication knowledge area, 68% of staff reported that CAADP identified stakeholders and documented relevant information about their interests, involvement, and their impacts on program success. Furthermore, 58% of the respondents agreed that CAADP identified stakeholders and documented relevant information about their interests, involvement, and their impacts on program success.

Regarding the overall perception of staff on how communication affects CAADP effectiveness, 38.4% agreed that communication was viewed as a critical success factor in CAADP. The lack of a dedicated officer to attend to timely communication with relevant stakeholders and make follow ups could be the cause of this result. As Salva (2008) found out, communication plays a very critical role in determining success of programmes and in effectively managing interfaces between stakeholders, processes and organizations. Xuana, Moslehpourb and Tienc (2018) also concluded that effective communication in projects plays a critical success factor.

Communicating with stakeholders and engagement with them is key in overall programme management effectiveness as stakeholders have varying influence and competing interest on programmes and projects, hence the importance of timely and relevant communication.

4.3.2   Top Management Support

Table 4.3: Descriptive Analysis of Top Management Support

Perception of staff on Top Management Support	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
Top management support is visible in CAADP implementation through regular consultations/meetings	10	38	26	18	8	2.8	1.1
Top management provides all resources required for CAADP success	20	50	16	8	6	2.3	1.1
Top management support contributes to CAADP success by ensuring competitive performance	-	20	32	36	12	3.4	0.95
CAADP top management properly identifies and documents project roles, responsibilities, and required skills, reporting relationship, and creating a staffing management plan.	10	16	28	32	14	3.2	1.2

Perception of staff on Top Management Support	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
Top Management motivates employees to take responsibility and be an active part of overall CAADP success	6	14	30	30	20	3.4	1.1
Top Management ensures employees accept change and are ready for it for CAADP success	4	24	26	20	26	3.4	1.2
CAADP top management acquired the team necessary to complete the project assignment.	2	24	26	22	26	3.5	1.2
Top Management Support	**7**	**26**	**27**	**24**	**16**	**3.1**	**0.61**

Regarding the perception of staff in relation to top management support as a critical Success factor affecting CAADP effectiveness, Table 4.3 indicates that 50% of respondents disagreed that top management provided all resources required for CAADP success, followed by 38% who also disagreed that top management support was visible in CAADP implementation through regular consultations/meetings. Twenty-seven (27) % of staff were neutral about top management support to CAADP, followed by 26%, who disagreed that management was supportive in CAADP implementation.

This could be attributed to the fact that Member States and RECs have their National Development Plans and Strategic Plans to implement, and the support required may be spread too thin on the ground due to numerous plans and programmes being implemented simultaneously, and this support varies from country to country, depending on the priority of each. Inadequate support may delay implementation progress as timely decisions and other support required from top management are not forth coming, hence leading to low implementation rates of CAADP.

Gudien, Banaitis, Podvezko & Banaitien (2014) concluded that clear and realistic project goals and project planning play a key role in successful implementation of construction projects in Lithuania and should be supported by the top project management, while Zwikael & Globerson (2006) identified top management support as one of the key CSFs. Support by top management can go a long way in effective implementation of CAADP, as revealed by Gudien, Banaitis, Podvezko & Banaitien (2014) and Zwikael & Globerson (2006).

4.3.3 Leadership Skills

Table 4.4: Descriptive Analysis of Leadership Skills

Perception of staff on Leadership Skills	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St.dev
Management provides consistent leadership in CAADP	0	8	14	40	38	4.1	0.92
Management provides participatory leadership in CAADP	0	8	6	44	42	4.2	0.88
CAADP leaders improve the competencies, team interaction, and overall team environment.	0	4	12	56	28	4.1	0.75
CAADP leaders are committed in delivering the needed support to program team members	0	8	14	50	28	4.0	0.87
CAADP leaders have the required cognitive, behavioural and process skills for successful management of the program	0	6	14	56	24	4.0	0.80
Leadership Skills	**0**	**6.8**	**12.0**	**49.2**	**32.0**	**4.06**	**0.44**

Table 4.4 illustrates that on the perception of staff regarding leadership skills, 56% of respondents agreed that CAADP leadership have the skills to improve the competencies, team interaction, and overall team environment and the same percentage (56%), also agreed that CAADP leadership have the required cognitive, behavioural and process skills for successful management of the program. Overall, 49.2% of respondents were in agreement that CAADP leadership have the requisite skills required for CAADP effectiveness. For CAADP to be effective and achieve its goals and objectives, organisations should ensure that the right skilled officers are identified to lead CAADP as the application of these skills is key for its successful implementation.

These findings collaborate with the findings of Maizemoor International (2014), who concluded that visible and accountable leadership is crucial in project management.   This is also in line with Allan (2004) and RG Perspectives (2017) who stated that projects fail because of someone without the necessary project management, motivational, leadership and change agent skills.

4.3.4   Programme Managers' experience and skills

Table 4.5: Descriptive Analysis of Programme Managers' experience and skills

Perception of staff on Programme Managers' Experience and Skills	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev.
CAADP Managers have the required programme management experience for its successful implementation	2	10	12	44	32	3.9	1.01
CAADP leaders track team members' performance, provide feedback, resolve issues and manage changes to optimize project performance.	2	8	14	50	26	3.9	0.95
CAADP Programme Managers have the needed management skills that can contribute to CAADP's success	2	8	14	50	26	4.0	0.78
Programme Managers' experience and skills	**2.0**	**8.6**	**13.3**	**48.0**	**28.0**	**3.9**	**0.41**

The study further sought to understand the perception of staff on Programme Managers' experience and skills. Table 4.5 displays that 50% of respondents indicated that CAADP leaders track team members' performance, provide feedback, resolve issues and manage changes to optimize project performance and the same percentage (50%) also indicated that CAADP Programme Managers have the needed management skills that can contribute to CAADP's success. Overall, 48% of staff agreed that Programme Managers have the required experience and skills to drive CAADP implementation. If CAADP is to be effective all project managers must have the right experience and skills, as this can assist in improving its implementation and effectiveness.

These results are in line with Gudien, Banaitis, Podvezko & Banaitien (2014), whose findings listed the project manager's experience as one of the highest ranking CSFs and the relevant past experience of the project management/team. The results are also supported by Shehu & Akintoye (2009), who concluded that Organisations should structure the programme so that there is a strong bond between the work groups and functions and support each function by using experienced project and programme managers. Programme Managers' experience and skills, coupled with full support from top management, can go a long way in improving CAADP effectiveness.

In summary, 49.2 % of respondents agreed that leadership have the requisite skills for CAADP effectiveness, followed by 48% who agreed that Programme Managers have the experience and skills required for effective CAADP implementation. Furthermore, 38.4% of respondents agreed that communication is a critical success factor, and 24% agreed that top management was offering support. The perception of staff in order of priority of the CSF is leadership skills, programme manager's experience and skills, communication and finally top management support. This is explained by the fact that each country chooses a critical success factor that works well for them, as they implement a wide range of projects/programmes, and also the choice of a CFS depends on the phase or stage of the project/programme

4.4 Degree of use of Project Management Tools and Techniques

4.4.1 Perception of Staff on the use of Work Breakdown Structure

Table 4.6: Descriptive Analysis of Perception of Staff on the Work Breakdown Structure

Perception on Tools and Techniques: Work Breakdown Structure (WBS)	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
CAADP employs WBS to sub-divide the project deliverables and the project work into smaller and more manageable components	4	4	14	58	20	3.6	0.93
The CAADP uses WBS to logically organize and define the work to be carried out	0	4	10	68	18	4.0	0.67
CAADP uses WBS to align tasks and resources	0	6	30	46	18	3.8	0.82
CAADP uses WBS to facilitate financial control as resources are easily tracked	0	6	10	72	12	4.0	0.68
CAADP uses WBS to assign clear responsibilities for CAADP team members	0	10	4	68	18	3.9	0.79
Work Breakdown Structure (WBS)	**0.8**	**6.0**	**13.6**	**62.4**	**17.2**	**3.9**	**0.38**

The other objective of the study was to identify tools and techniques that may be used to improve CAADP implementation. The study therefore sought the perception of staff on the following tools and techniques: Work Breakdown Structure (WBS), Gantt chart and Critical

Path Method (CPM) and Hierarchical Schedule that were identified from the literature review.

Regarding the perception of staff on the WBS as a tool and technique for improving CAADP effectiveness, as displayed on Table 4.6, 72% of respondents reported that CAADP used WBS to facilitate financial control as resources are easily tracked, while 68% reported that CAADP used WBS to logically organize and define the work to be carried out and that CAADP used WBS to assign clear responsibilities for CAADP team members. Overall, 62.4% of respondents reported using WBS as an important tool and technique for improving CAADP Management. Using the WBS aids the facilitation of tracking tasks for timely decision making. The Choice of the tool and technique is dependent on the nature of the programme/project being implemented.

This supports the findings of Zwikael & Globerson (2006), who found that in order to correctly execute this planning process, a project manager has to own a Work Breakdown Structure and a project management plan. This is also consistent with Tausworthe (2017) and Burghate (2018) who emphasised that the WBS is an effective and powerful tool for project management in the planning and execution of a successful project and is the cornerstone of effective project planning, execution, controlling and reporting.

4.4.2   Perception of Staff on the use of Gantt chart and CPM

Table 4.7: Descriptive Analysis of Perception of Staff on the Gantt chart and CPM

Tools and Techniques: Gantt Chart and Critical Path Method (CPM)	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
CAADP employs Gantt Chart for activity planning	4	4	8	44	40	4.1	1.0
CAADP employs the CPM to identify activities on the critical path	0	20	28	44	8	3.4	0.90
CAADP plans activities by identifying their logical and technical interconnectedness.	0	38	26	28	8	3.1	1.0
CAADP estimates activity duration following the Programme Evaluation & Review Technique (PERT) technique of activity duration techniques.	2	18	20	50	10	3.5	0.97

Using CPM is fundamental for the successful control of CAADP as critical activities are identified	0	10	16	48	26	3.9	0.91
Gantt Chart and CPM	**1.2**	**18**	**19.6**	**42.8**	**18.4**	**3.6**	**0.32**

Regarding the Gantt chart and Critical Path Method, Table 4.7 shows that 50% of respondents reported that CAADP estimates activity duration following the Programme Evaluation & Review Technique (PERT) of activity duration techniques and 48% reported that using CPM is fundamental for the successful control of CAADP as critical activities are identified. Another 44% reported that CAADP employs Gantt chart for activity planning. On average, 42.8% agreed that the Gantt chart and CPM were being used as tools and techniques to help in the effective management of CAADP. The adoption of these tools helps in improving implementation, hence the need to enforce their use to further improve CAADP effectiveness, but the choice of the method varies from project to project.

This resonates with Patanakul et al (2010) findings, who indicated that the use of CPM significantly contributes to time, cost and quality success measures and Evdokimov et al (2018) who recommended the use of PERT chart for project management with critical path calculation and also encouraged the Gantt chart approach for large projects which is useful for project management. This is also in line with Maizemoor International (2014), who also recommended the use of Gantt Charts as they can contribute to programme success.

4.4.3   Perception of Staff on the use of Hierarchical Schedule

Table 4.8: Descriptive Analysis of Perception of Staff on the Hierarchical Schedule

Tools and Techniques: Hierarchical Schedule	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
Employing the Hierarchical Schedule can significantly contribute to CAADP management effectiveness	20	50	18	12	0	2.2	0.91
Hierarchical Schedule is one of the most important tools and techniques in CAADP management	24	56	16	4	0	2.0	0.76
Hierarchical Schedule	**22**	**53**	**17**	**8**	**0**	**2.1**	**0.59**

On the perception of staff regarding the Hierarchical schedule as a tool and technique in CAADP, as displayed on Table 4.8, 56% of respondents disagreed that the Hierarchical

Schedule is one of the most important tools and techniques in CAADP management. Furthermore, 50% also disagreed that employing the Hierarchical Schedule can significantly contribute to CAADP management effectiveness. Overall, 53% disagreed to the Hierarchical Schedule being a very important tool and technique for CAADP implementation.

This contradicts the findings by Patanakul et al (2010), who concluded that hierarchical schedule contributes to the customer satisfaction and overall success of programmes. This may be attributed to the fact that CAADP implementers are already using the WBS, CPM and the Gantt Chart or other tools, therefore employing an additional tool may be time consuming, tedious and cause confusion. Also the nature of projects being implemented may not attract the use of the Hierarchical Schedule and implementers have the liberty to choose a tool and technique that works best for them.

In summary, the study sought to identify tools and techniques that may be used to improve CAADP implementation. The WBS, CPM & Gantt Chart and Hierarchical Schedule were identified. 62.4% of respondents agreed that the WBS was an important tool and technique for improving CAADP implementation, followed by 42.8% who also agreed that the CPM and Gantt Chart were also important for improving CAADP. This is consistent with the findings by Tausworthe (2017), Burghate (2018), Evdokimov et al. (2018) and Maizemoor International (2014). On the other hand, regarding the Hierarchical Schedule, 8% agreed that it was an important tool and technique for improving the programme. This contradicts the findings by Patanakul et al (2010).

4.4.4 Perception of staff on overall CAADP Management

Table 4.9: Descriptive Analysis on the perception of staff on overall CAADP Management

Perception of staff on overall CAADP Management	SD %	D %	N %	A %	SA %	Mean	St. dev.
CAADP objectives are clear for all stakeholders	4	6	36	42	12	3.5	0.93
CAADP priorities are agreed upon by all stakeholders	2	14	34	36	14	3.4	0.97
CAADP roles and responsibilities are clear for all stakeholders	0	6	34	42	18	3.7	0.83
CAADP communication channels are clear for all stakeholders	2	10	44	34	10	3.4	0.88
There is joint planning for CAADP by all stakeholders	6	30	48	14	2	2.8	0.85

	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
CAADP is on track to meet its planned goals by 2025	12	54	18	14	2	2.4	0.95
CAADP is benefiting recipients in Member States	14	40	28	14	4	2.5	1.0
Overall CAADP Management	**5.7**	**24.2**	**34.5**	**28**	**8.9**	**3.1**	**0.47**

Regarding the perception of staff on the overall management of CAADP, 54% of respondents disagreed that CAADP was on track to meet its planned goals by 2025, followed by 48% who were neutral that there was joint planning for CAADP by all stakeholders as shown on Table 4.9. Overall, 34.5% were neutral regarding the overall management of CAADP in relation to objectives, priorities, communication channels, joint planning and benefits. This indifference could be attributed to fatigue due to too many plans being prepared one after the other for CAADP implementation. Focusing on a streamlined plan will go a long way in helping to focus on what really needs to be done.

Ferns (1991) stated that problems are common in many Organisations, resulting in projects/programmes regularly being delivered late, and thus failing to provide the anticipated benefits by stakeholders. This result is consistent with the findings of the AUC/NEPAD Continental Agribusiness Strategy Framework Document (2017), which states that the development of agribusiness on the continent is yet to reach the scale and capacity one would expect it to have reached.

The CAADP Framework Document (2003) further pointed out that the issue of participation is critical, with the International Fund for Agricultural Development observing that for Western and Central Africa, the poor have little or no voice in many major conclusions affecting their livelihoods.

4.5 Measuring CAADP Effectiveness

Table 4.10: Descriptive Analysis of Measurement of Effectiveness

Perception of staff on Measurement of Effectiveness	SD % (1)	D % (2)	N % (3)	A % (4)	SA % (5)	Mean	St. dev
CAADP achieved its targets on meeting the schedule and quality requirements	18	50	18	10	4	2.32	1.01

CAADP achieved its purpose on schedule and as per quality parameters	24	56	10	8	2	2.08	0.92
CAADP achieved its goals on schedule and meeting quality requirements	18	58	12	10	2	2.20	0.93
CAADP achieved its outcomes as per schedule	16	54	16	12	2	2.30	0.95
CAADP achieved outputs as per schedule and quality parameter	16	56	14	12	2	2.28	0.95
Measurement of Effectiveness	**18.4**	**54.8**	**14**	**10.4**	**2.4**	**2.2**	**0.79**

The study sought to understand the perception of staff in identifying measurements of effectiveness in implementing CAADP. Table 4.10 shows that 58% disagreed that CAADP achieved its goals on schedule and meeting quality requirements. In addition, 56% disagreed that CAADP achieved its purpose on schedule and as per quality parameters and that it achieved outputs as per schedule and quality parameter respectively. Overall, 54.8% disagreed that CAADP was achieving target, purpose, goals, outcomes and outputs.

The inability of CAADP to achieve its goals, outcomes, outputs and targets could be attributable to a number of factors such as setting overambitious targets, too many plans to implement at the same time and Members States and Regional Economic Communities giving priority to their National Development Plans rather than the CAADP Plan. Another contributing factor to the non-achievement of the desired results could be non-enforcement of controls, both formal and informal. Prioritising and focusing on a few implementable projects to get the desired results could set CAADP on the right path to achieving the desired results.

4.6   Multiple Regression Analysis

Table 4.11: Regression Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Sig.	df	F
1	.891[a]	.793	.775	.14905	.001[b]	4	43.206

a. Predictors: (Constant), Programme Managers

Experience and skills, Leadership skills, Top

Management Support, Communication

The study also sought to analyse the relationship between programme effectiveness and four independent variables (communication, top management skills, leadership skills and project managers' experience and skills). Multiple regression was used to analyse relationship between the dependent and independent variables, with the assumption that the relationship between the independent variables and the dependent variable is linear.

As displayed on Table 4.11, the model summary gave an adjusted R Square of .775, which measured the proportion of the total variability in the dependent variable that is explained by the independent variables, that is 78% of the total variability in programme effectiveness is explained by the four independent variables. R, which measured the strength and the direction of a linear relationship between variables, yielded the value of .891, which gives a strong positive linear relationship between the dependent and independent variables (a value closer to 1 indicates a close relationship). This result indicates that an improvement/increase in programme managers experience and skills, leadership, top management support and communication leads to an improvement in programme effectiveness. This is in line with the findings in the literature review that these variables/factors are key in programme effectiveness. The ANOVA test was also done and yielded a p-value of .001, which is less than 0.05, indicating that the linear relationship is statistically significant between the dependent and independent variables.

On the regression coefficients, which assessed the strength of the relationship between the independent variables dependent variable, the results for the unstandardized coefficients are displayed on Table 4.12 below:

Table 4.12: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.187	.334		-.562	.577
Communication	.353	.053	.465	6.612	.000
Top management support	.302	.036	.585	8.344	.000
Leadership Skills	.177	.049	.247	3.623	.001
Programme Managers experience and skills	.139	.041	.234	3.425	.001

a. Dependent Variable: Programme Effectiveness

As displayed on Table 4.12, a negative value constant of -.187 was yielded, meaning that if the independent variables are not applied, then the effectiveness of the programme decreases by 19%.

According to the data findings, a unit increase in communication led to a 35% in programme effectiveness. A unit increase in top management support led to a 30% increase in programme effectives, while a unit increase in leadership skills and Programme Manager's' experience led to an 18% and 14% increase in programme effectiveness respectively. These results are consistent with expectations that critical success factors play a key role in programme effectiveness, though with different impact levels. The level of impact of each variable differs. In addition, there may be other several critical success factors, besides the ones identified in the study that have a different degree of impact on programme effectiveness, but overall, they are necessary for CAADP effectiveness.

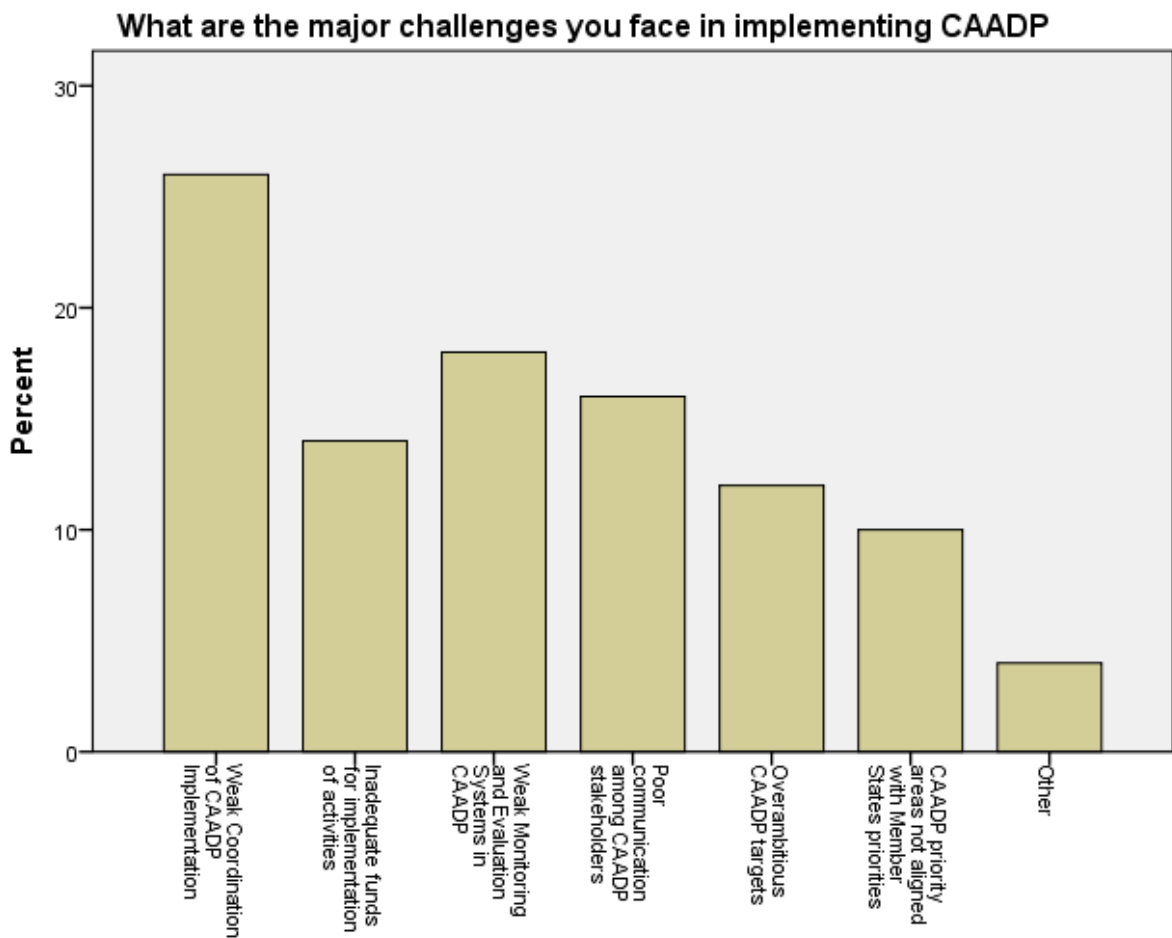## 4.7   Major Challenges faced in implementing CAADP

Figure 4.1: Major Challenges faced in implementing CAADP

Respondents were requested to come up with major challenges faced in the implementation of CAADP. Figure 4.1 displays the findings, which revealed that 26% of respondents reported that weak coordination of CAADP implementation was a major challenge, followed by 18%, who indicated that weak monitoring and evaluation systems posed a major challenge. Furthermore, other challenges reported by respondents were poor communication amongst CAADP stakeholders (16%), inadequate funds for implementation of CAADP activities (14%), over ambitious CAADP targets while 10% reported that CAADP priority areas were not aligned with Member States priorities, which poses a major challenge in implementation.

These challenges are a stumbling block to effective CAADP management and achievement of results and implementers need to put measures in place to ensure these are minimised for achievement of CAADP results.

4.7.1   General recommendations to improve CAADP implementation

Would you please list recommendations for improving CAADP implementation, other than the ones listed in the questionnaire?

- Strong Leadership to drive CAADP Implementation
- Provide continuos Technical Assistance to those Implementing CAADP
- Avail more funding for CAADP Activities
- Provide regular training on management of programmes
- Improved communication amongst stakeholders
- Other
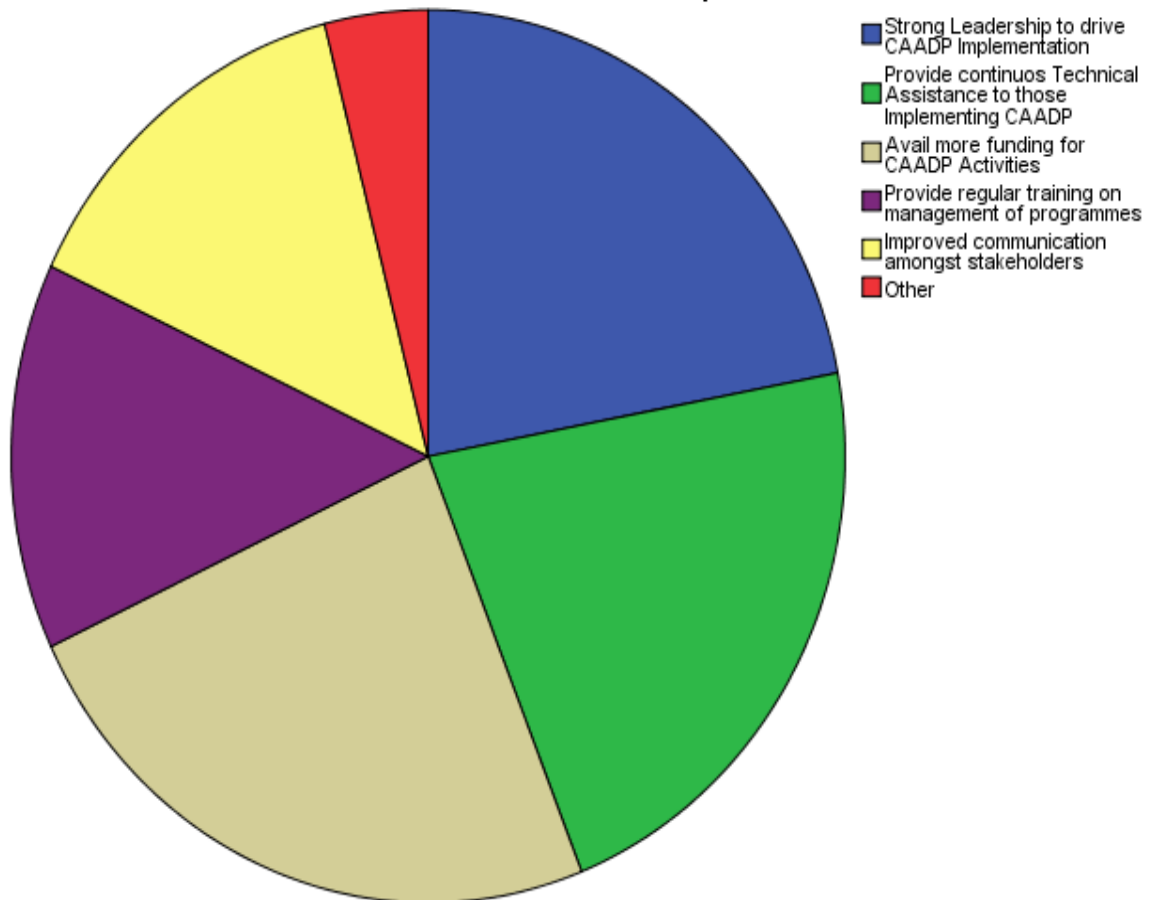
Figure 4.2: General recommendations on improving CAADP implementation

Respondents were also asked to propose recommendations to improve CAADP implementation and they came up with recommendations as indicated on Figure 4.2 above.

As shown by figure 4.2, recommendations from respondents varied as follows: 24% of respondents recommended that more funding should be availed for CAADP activities. Other recommendations included having a strong leadership to drive CAADP activities (22%), provision of continuous technical assistance to those implementing CAADP activities (22%), provision of regular training on management of programmes (14%) and improvement of communication amongst stakeholders (14%).

Taking these recommendations into consideration will fast track implementation of CAADP and go a long way in contributing to the achievement of results for beneficiaries.

Chapter 5

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This Chapter summarises the key findings of the study as presented in Chapter 4. The summary of findings, conclusion and recommendations are based on the objectives of the study.

5.2   Summary of Findings

The purpose of the study was to assess the CSFs that affect the effectiveness of CAADP. The study revealed that CAADP has implementation challenges, as the findings indicated that less than 50% of the respondents perceived that not all the CSFs are fully employed in CAADP implementation and the level of employing each factor varies from each organisation or country.

On the measurement of effectiveness or results in CAADP, the findings showed that 54.8% of respondents disagreed that CAADP had achieved its targets, purpose, goals, outcomes and outputs, that it, it has not achieved its results.

Regarding the tools and techniques that may be used to improve CAADP implementation, the study revealed that not all the tools and techniques identified were perceived vital for CAADP improvement. The findings indicated the perception of respondents on the tools and techniques as follows: Work Breakdown Structure 62.4%, Gantt Chart and the Critical Path Method 42.8% and 8% Hierarchical Schedule.

On the relationship between programme effectiveness and independent variables, being communication, leadership skills, Programme Managers' experience & skills and top management support, the study revealed a positive relationship between CAADP effectiveness and the critical success factors, though at varying degree of impact.

The findings on the major challenges revealed that the top four major impediments to CAADP effectiveness were weak coordination of CAADP implementation (26%), weak monitoring and evaluation systems (18%), poor communication amongst CAADP stakeholders (16%) and inadequate funds for implementation of CAADP activities (14%).

On the recommendations proposed by respondents to improve CAADP effectiveness, the study revealed the following key recommendations proposed by respondents: more funding should be availed for CAADP activities (24%), Strong leadership to drive CAADP activities (22%), Provision of continuous technical assistance to those implementing CAADP activities (22%), Provision of regular training on management of programmes (14%) and improvement of communication amongst stakeholders (14%).

5.3   Conclusions

This research answers questions posed in Chapter One and the specific research questions asked were:

a.   What are the Critical Success Factors (CSF) that affect the effectiveness of CAADP?

Under this question, four critical success factors were identified and assessed, namely communication, top management support, leadership skills and programme managers' experience and skills. Less than 50% of the respondents' perception is that not all the CSFs are fully employed in CAADP implementation. These factors need to be enforced strongly for CAADP to achieve its set objectives. Taking all these factors into consideration at every stage of programme/project implementation is key to successful implementation of CAADP and its effectiveness, as various literature review emphasises the importance of CSFs if programmes/projects are to succeed.

b.   What are the measurements of effectiveness in implementing CAADP?

The findings revealed that generally, CAADP did not achieve its goals, outcomes, outputs, target and purpose as planned. The non-achievement of results affects beneficiaries in a negative way as they do not get the expected deliverables on time. A delay in delivery of programmes also has an undesirable effect of cost over runs. Focusing on achieving planned results is important for the successful implementation of programmes/projects.

c.   What are the tools and techniques that may be used to improve CAADP implementation?

In addressing the third question, the following tools and techniques were identified and the perception of respondents sought on their importance: Work Breakdown Structure (WBS), Gantt Chart & Critical Path Method (CPM) and Hierarchical Schedule. The findings showed that not all the tools and techniques identified were perceived vital for CAADP improvement by respondents. Identifying the right tools and techniques and employing them

consistently can go a long way to help in monitoring programme implementation as challenges are identified at every stage of implementation. However, the type of tool and technique employed should be chosen based on the type of project being implemented by each institution, as a one size fits all doesn't always yield desired results. Exploring the use of the hierarchical schedule could also be considered as it is considered to contribute to customer satisfaction and overall success, depending on the nature of the project/programme being implemented.

d.   What is the relationship between CAADP effectiveness and CSFs?

The study revealed a positive relationship between CAADP effectiveness and the critical success factors, though the degree of impact varies from factor to factor. This is in line with various literature, which revealed that for a programme to be effective, various CSFs need to be taken into consideration.

5.4   Recommendations

This section offers suggestions or possible solutions on how to address the identified problems related to the study findings. Based on the findings, the following practical recommendations are proposed for implementation, in terms of improving practice:

i)   CAADP implementers are advised to introduce the concept of dedicated CAADP Champions who will be visible throughout the implementation of programmes to bolster the much needed top management support and leadership required to drive CAADP implementation.

 ii)   Organisations are advised to adopt a Power/Interest Grid for all projects/programmes being implemented as this can help in improving communication throughout implementation of projects/programmes.

iii)   Prioritisation of a few implementable projects is recommended as focusing on a few projects can contribute to attaining the desired results.

iv)   As the study focused only on one programme and a limited number of critical success factors, future studies could include more factors affecting AU Agenda 2063 Flagship programmes and also increase the sample size to include other sectors of society such as beneficiaries of the programmes, private sector and civil society organisations.

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APPENDIX

Questionnaire on Factors Affecting the Effectiveness of Programmes in the African Union Commission: A Case of the Comprehensive Africa Agriculture Development Programme (CAADP).

Dear Valued Respondents:

I am an employee of the African Union Commission, doing part time studies (MA Project Management) at St Mary's University in Addis Ababa, Ethiopia. This questionnaire is solely prepared for the completion of a Master's Programme in Project Management. The purpose of this questionnaire is to identify factors that affect the effectiveness of programmes in the AUC, specifically CAADP. Your response will be kept strictly confidential and will be used for academic purposes only. Thank you for your assistance

Sincerely Yours,

Tapiwa Moloise

In cases where there are options, please select your option/choice:

Part I: Respondent's Background Information

Institution …………………………………………………………………..

1.   Educational Level

1=Diploma

2=Bachelor's Degree

3=Master's Degree

4=PhD

5=Other…………………….

2.   Your position in the Organization

1=Junior Officer

2= Senior Officer

3= Coordinator

4=Head of Unit/Division

5=Director

6= Other………………..

3.   Number of years working on CAADP---------Years

4. **Have you ever undertaken training in Programme Management?**

1= No   2=Yes

Part II   **Questions related to perception of staff**

Please indicate whether you **<u>Agree</u>** or **<u>Disagree</u>** with each statement using the scale shown below as a guide: Please select one of the following options:

1 = Strongly Disagree   **2 = Disagree**

3 = Neutral   **4 = Agree**

4   = Strongly Agree

No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A. Perception of Staff on Critical Success Factors (CSF) affecting CAADP Effectiveness						
A1	**Communication Knowledge Area**					
A1.1	The CAADP identifies stakeholders and documents relevant information about their interests, involvement, and their impacts on program success.					
A1.2	The CAADP program put in place communication plans where stakeholders' information needs are defined and communication approach is defined to meet their needs.					
A1.3	The CAADP program makes available relevant information to stakeholders as planned.					
A1.4	The CAADP program communicates and works with stakeholders to meet their needs and address issues as they occur.					

No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A. Perception of Staff on Critical Success Factors (CSF) affecting CAADP Effectiveness						
A1.5	The CAADP program collects and distributes performance information, including status reports, progress measurement and forecasts.					
A2	**Top Management Support**					
A2.1	Top management support is visible in CAADP implementation through regular consultations/meetings					
A2.2	Top management provides all resources required for CAADP success					
A2.3	Top management supports contributes to CAADP success by ensuring competitive performance					
A2.4	CAADP top management properly identifies and documents project roles, responsibilities, and required skills, reporting relationship, and creating a staffing management plan.					
A2.5	Top Management motivates employees to take responsibility and be an active part of overall CAADP success					
A2.6	Top Management ensures employees accept change and are ready for it for CAADP success					
A2.7	CAADP top management acquired the team necessary to complete the project assignment.					
A3	**Leadership Skills**					

No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A. Perception of Staff on Critical Success Factors (CSF) affecting CAADP Effectiveness						
A3.1	Management provides consistent leadership in CAADP					
A3.2	Management provides participatory leadership in CAADP					
A3.3	CAADP's leaders improve the competencies, team interaction, and overall team environment.					
A3.4	CAADP leaders are committed in delivering the needed support to program team members					
A3.5	CAADP leaders have the required cognitive, behavioural and process skills for successful management of the program					
A4	**Programme Managers' Experience and Skills**					
A4.1	CAADP Managers have the required programme management experience for its successful implementation					
A4.2	CAADP leaders track team member's performance, provide feedback, resolve issues and manage changes to optimize project performance.					
A4.3	CAADP Programme Managers have the needed management skills that can contribute to CAADP's success					
B1	**Measurement of Effectiveness**					
B1.1	CAADP achieved its **targets** on meeting the					

No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A. Perception of Staff on Critical Success Factors (CSF) affecting CAADP Effectiveness						
	schedule and quality requirements					
B1.2	CAADP achieved its **purpose** on schedule and as per quality parameters					
B1.3	CAADP achieved its **goals** on schedule and meeting quality requirements					
B1.4	CAADP achieved its **outcomes** as per schedule					
B1.5	CAADP achieved **outputs** as per schedule and quality parameter					
C1	**Work Breakdown Structure (WBS)**					
C.1.1	CAADP employs WBS to sub-divide the project deliverables and the project work into smaller and more manageable components					
C1.2	CAADP uses WBS to logically organize and define the work to be carried out					
C1.3	CAADP uses WBS to align tasks and resources					
C1.4	CAADP uses WBS to facilitate financial control as resources are easily tracked					
C1.5	CAADP uses WBS to assign clear responsibilities for CAADP team members					
C2	**Gantt Chart and CPM**					
C2.1	CAADP employs Gantt Chart for activity planning					

No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A. Perception of Staff on Critical Success Factors (CSF) affecting CAADP Effectiveness						
C2.2	CAADP employs the CPM to identify activities on the critical path					
C2.3	CAADP plans activities by identifying their logical and technical interconnectedness.					
C2.4	CAADP estimates activity duration following the Programme Evaluation & Review Technique (PERT) technique of activity duration techniques.					
C2.5	Using CPM is fundamental for the successful control of CAADP as critical activities are identified					
C3	**Hierarchical Schedule**					
C3.1	Employing the Hierarchical Schedule can significantly contribute to CAADP management effectiveness					
C3.2	Hierarchical Schedule is one of the most important tools and techniques in CAADP management					
D						
D1	CAADP objectives are clear for all stakeholders					
D2	CAADP priorities are agreed upon by all stakeholders					
D3	CAADP roles and responsibilities are clear for all stakeholders					
D4	CAADP communication channels are clear for all stakeholders					

No.	Statements	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
A. Perception of Staff on Critical Success Factors (CSF) affecting CAADP Effectiveness						
D5	There is joint planning for CAADP by all stakeholders					
D6	CAADP is on track to meet its planned goals by 2025					
D7	CAADP is benefiting recipients in Member States					

PART III: Open Ended Questions

3.1**.** What is the major challenge you face in implementing CAADP?

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3.2. Would you please list recommendations for improving CAADP implementation?

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Thank you for participating in this survey. Your time and effort in completing the questionnaire is appreciated.