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MAKERERE UNIVERSITY BUSINESS SCHOOL

PROMOTING PROJECT GOVERNANCE IN ZOMBO TEA DEVELOPMENT

PROJECT UNDER UGANDA TEA DEVELOPMENT AGENCY LIMITED

BY

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DECLARATION

I declare that this dissertation is my original work and has never been submitted to any university or institution of higher learning by any one for any award.

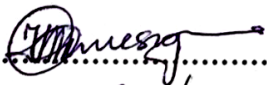Signature..

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APPROVAL

This is to certify that this dissertation by Nalwanga Angella has been done under our supervision and is now ready for submission with our approval

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Date............06/04/2022

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LIST OF ACRONYMS

CVI   Content Validity Index

NUSAF   Northern Uganda Social Action Fund

NAADS   National Agricultural and Advisory Services

PMI   Project Management Index

SPSS   Statistical Package for Social Sciences

UTDAL   Uganda Tea Development Agency Ltd

ABSTRACT

This study aimed understanding the application of project governance in Zombo Tea Development project under Uganda Tea Development agency limited. This was after the researcher watched an investigative report by Next media in which it was revealed that the Inspectorate of Government was investigating Zombo tea project which was started to reduce the high poverty levels in the Alur Kingdom. The specific objectives were to examine the major components of project governance in Zombo tea development project, to analyse project governance challenges faced by Zombo tea development project and to suggest strategies for improving project governance in Zombo tea development project. The researcher used a cross-sectional survey design. A self-administered quantitative questionnaire was used to collect data from 34 respondents. Simple random sampling technique was used to select the respondents. Statistical package for social science (SPSS version 23.0) was used to analyze the data. The study findings revealed that the Zombo tea development agency project lacked the major components of project components, there were also challenges associated with project governance and the study made strategies for improving project governance in the Zombo Tea Development project. The study recommends that there is a need for Zombo Tea Development Project to ensure through communication and trainings that project staffs are fully aware of their project deliverables to create understanding and accountability. There is also a need to ensure that project managers understand the different stake holders of the entire project i.e., the cooperatives in the Area, the kingdom subjects, the Zombo district officials and then define their different expectations and interests in the tea project.

CHAPTER ONE
INTRODUCTION

1.0 Introduction

This chapter provides an insight into the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study and the conceptual framework.

1.1 Background to the Study

Projects are opportunities which help organisations to learn, change, adapt, improve and adopt new processes, products. (Lisler, 2014). Projects are typically the finite activity that produces an observable and measurable result under certain preset requirements. However, for projects to be successful, they need to be guided properly by a framework within which decisions are made (Bekker, 2014). This management framework within which project decisions are made is project governance. Project governance forms a framework where accountabilities and responsibilities associated with project activities are laid (Ahola et al, 2014).

Therefore, the role of project governance is to also provide a decision-making framework that is logical, robust and repeatable to govern an organization's capital investment (Wideman, 2012). Project governance is also important because it complements and supports project management activities at technical and operational levels (Sanderson, 2012). Globally project governance faces challenges like involved stakeholders in every activity of the project, The governance tends to leave the supervision of the activities to the management, and also not making decisions in regard to projects, such as Zombo Tea Development Project need to institute a sound project governance framework if the intended project objectives are to be realized and finding a solution to the challenges faced.

The Zombo Tea Development Project started in 2016 under the initiative of Uganda Tea Development Agency Ltd (UTDAL). The government of Uganda through the Northern Uganda

Social Action fund (NUSAF) invested 13 billion Uganda Shillings for the Zombo tea project to help fight high poverty levels in the region. According to the progress report by the project manager (2018), the project does not have a clear governance committee structure in place. A partnership was made between UTDAL and Alur Kingdom which saw UTDAL appoint a project manager that is running the project. In the same report, it is revealed that the duties and responsibilities of all the partners are not clear. There is no partial involvement of all stakeholders as some activities (stakeholder meetings) were reported to be taking place in without the knowledge of key stakeholders. The project has no arrangement for review and auditing functions as independent process of governance and information quality requirements since its commencement in 2016 (Progress report, 2018). The major objective of starting Zombo Tea Development project was to promote tea development in the area so as to improve incomes and livelihoods of the local people in Zombo District (UTDAL report, 2018). However, the project has faced many governance challenges including; poor structure, lack of enough funds, lack of defined duties, lack of a strategic direction and leadership, Lack of proper communication channels, among others which have hindered the project from achieving its core objective of improving the livelihoods of the people of Zombo. The researcher therefore intends to conduct this study and help in promoting project governance strategies to contribute towards improving Zombo tea project.

1.2 Statement of the Problem

Project governance provides a framework for decision making, clear roles, relationships and responsibility, accountability, information distribution and clear communication among project stakeholders, the right projects are easily approved, better scope management, also helps in stage gates that is planning, implementation and closure and clarifying of roles and responsibilities (Bekker, 2014). Unfortunately, Zombo Tea Development project has not benefited. For instance, over UGX 13 billion was invested in the project which the project has

not yielded even ¼ of it back (UTDAL Progress Report, 2021). Further, the project remains scoring below its indicators. For instance, it had aimed to achieve 70% of its intended objectives by 2021. According to Project Progress Report, it remains below 35% of its target. Furthermore, the project which started in 2016 has stagnated as it faces a number of governance challenges (UTDAL Progress Report, 2020). The project which started in 2016 has stagnated as it faces a number of challenges. The board has failed to provide a clear direction of the project and defining who the project stakeholders are, the project has not been integrated in both the local and central government structures resulting in government not playing its role of providing tea planting materials, the governance structure is not clear with no clear functions of the stake holders rather most of the activities are handled by the managerial team resulting into lack of transparency and accountability (UTDAL Progress Report, 2020) The issues affecting the project could be attributed to the lack of a well-established and functioning project governance framework to govern the activities of Zombo Tea Development project. This study therefore seeks to understand and suggest ways for promoting project governance in Zombo Tea Development project so as to contribute towards helping the project achieve its objectives.

1.3 Purpose of the Study

The purpose of this study was to assess how project governance can be promoted in Zombo Tea Development Project.

1.4 Research Objectives

i.   To examine the major components of project governance in Zombo tea development project.

ii.   To analyze project governance challenges faced by Zombo tea development project.

iii.   To suggest strategies for improving project governance in Zombo tea development project.

1.5 Research Questions

    i.   What are major components of project governance in Zombo tea development project?

    ii.   What are the project governance challenges faced by Zombo tea development project?

    iii.   What are the strategies for improving project governance in Zombo tea development project?

1.6 Scope of the Study

The study focused on project governance in Zombo tea development project, the challenges related to project governance and the possible strategies for improving project governance. The project has not been integrated in both the local and central government structures resulting in government not playing its role of providing tea planting materials (UTDAL field report, 2020) the governance structure is not clear cause there is no clear functions of the stake holders rather most of the activities are handled by the managerial team leaving aside the true governance.

1.6.1 Content Scope

The study focused on project governance in Zombo tea development project studying the different aspects of project governance that are implemented in the project. The study also investigated different challenges facing project governance in Zombo tea development project as well as the strategies that can be adapted to revert the challenges.

1.6.2 Geographical Scope

The study was undertaken at the Zombo Tea Development project under the Uganda Tea Development Agency Ltd (UTDAL). The study focused on this project due to its importance in improving the livelihoods of many local people in the area through tea growing and the project's success is of such great significance. The project is being implemented in Zombo District, North Western part of Uganda in the Alur Kingdom, West Nile.

1.7 Significance of the Study

The findings of the study will directly benefit project managers of Zombo tea development project by understanding the various project governance problems and what can be done to address these problems.

Policy makers will also benefit from this study by understanding before hand what needs to be done to ensure project governance issues are managed to avoid project failures.

The findings of the study may also be a basis for academicians and other researchers to source a more up to date authority on project governance, challenges related to it and strategies to counter the challenges.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The previous chapter dealt with the conceptualization of study, background, objectives and significance. This chapter present s a concise review of the theoretical and empirical literature on components of project governance. The chapter is structured as follows; the first theme digs into the analysis of major components of project governance and its dimensions. The second theme explains the challenges facing project governance. The third theme explores the strategies that can be adapted to address the challenges of project governance.

2.1. Definition of Project Governance

In one of the earliest definitions, governance was described as the engagement of two actors in an economic transaction that requires them to monitor and control the transaction, protect the interests of each party, and reach the most efficient share of values (Williamson, 2013). Within the project context, governance is defined as a multi-level phenomenon and encompasses the governance of the parent organization, any contractors or suppliers and the project, and the relationship between them (Turner and Müller, 2017). Similarly, Müller et al. (2016) define that project governance describes the interactions between project participants and the mechanisms adopted can heavily influence the engagement of the stakeholders and their trust in the project. According to Bekker and Steyn (2014), Project Governance is a set of management systems, rules, protocols, relationships and structures that provide the framework within which decisions are made for project development and implementation to achieve the intended business or strategic motivation. The Australian Institute of Project Management (2019) however, asserts that Project Governance is about making the right decisions at the business level that impact the technical aspects of the work needed to deliver a project.

2.1.1 Major Components of Project Governance

Project governance is viewed as a subset of corporate governance focusing on the areas of corporate governance related to project activities, including portfolio direction, project sponsorship, project and program management and efficiency and disclosure and reporting. Project governance is referred to as the governance of individual projects that are executed within an organisation (Nwakanma, Asiegbu, Ogbonna and Njoku, 2013).

These definitions shed light on the strong link that exists between governance and stakeholders. Biesenthal and Wilden (2014) suggest that several existing definitions of project governance share the view that governance is mainly concerned about the alignment of project objectives with the organizational strategy, and therefore, it aims to create benefits for different stakeholders across different organizational levels. This view is clearly narrowed by the consideration of the actors who have a "stake in" or "interest in" the project as defined by Littau et al. (2010), or internal stakeholders as labelled by Freeman (1984), thus overlooking those who "can affect and be affected by" the project (Littau et.al., 2010) or external stakeholders (Freeman, 1984). Therefore, it seems that the project governance literature leaves the moral obligation of organization for consideration of rights and concerns of external stakeholders untouched (Freeman, 2001). If so, then there must be new avenues open for further research in order to extend the project management literature towards a more stakeholder inclusive approach. In addition, despite the important role of stakeholders in the organizations, project management literature lacks from a framework which defines the roles, relations and positions of internal and external stakeholders in project governance. According to Muller and Stawicki (2007), the practice project governance is rooted in seven major components. These range from accountability and responsibilities, stakeholder engagement, stakeholder communication, meeting and reporting, risk management, assurance and project management control process.

2.1.1 Accountability and Responsibilities

Defining accountability and responsibilities is the core of the project manager's tasks (Nwakanma, Asiegbu, Ogbonna and Njoku, 2013). Not having a definition for accountabilities and responsibilities will have a direct impact on the effectiveness of meetings, the change control process, risk assessment and the communication plan (Muller and Lecoeuvre, 2014). When defining accountability and responsibilities, the project manager needs to define not only who is accountable, but also who is responsible, consulted and informed for each of the project's deliverables (Muller & Lecoeuvre, 2014). According to Müller et al. (2013a), the governance style of an organization and its parenting institutions can influence the decisions made in the project from an ethical point of view. This theme makes a strong connection to project governance in two ways. First, it shows the relevance of accountability and transparency in relationships between the actors of the organization. Second, it connects that to the relationships between organizations and external stakeholders. There are, however, only few articles exploring the influence of ethical values of the organization on external stakeholders. Governance mechanisms have the potential to improve transparency and accountability of projects towards society and government (Crawford & Helm, 2009; Osei-Tutu et.al. 2010). A societal-oriented governance mechanism should have uniformity, transparency, and the accountability of control as its mandatory characteristics (Ma et.al. 2017).

2.1.2 Stakeholder Engagement

When establishing the foundation for project governance plan, understanding the project ecosystem is mandatory. The first step is to identify all the stakeholders. This seems like a daunting and asinine task but it is actually key (Xie et.al. 2017). If one stakeholder is left out, this can derail the entire project and can have a detrimental impact. Stakeholders can span a broad spectrum. These include but are not limited to the project steering committee, PMO, sponsors, suppliers, government boards, the project team, business owners, and so on.

Stakeholders are essentially anyone who can be impacted by the project deliverables (Marnewick & Labuschagne, 2011). The project manager needs to define who the stakeholders are, what their interests and expectations are and most important, how to communicate with the stakeholders. Decision makers are individuals or groups with appropriate levels of authority who are accountable to the higher-level management (Too & Weaver, 2014). Project governance considers an important role for decision makers and the success defines a strong link between a decision maker and the organization's prosperity (Williams, 2008; Xie et.al. 2017). The responsibilities of a decision maker are quite broad and dependent to the level in which they are positioned. These responsibilities include, but are not limited to, project selection, allocation of resources, development of the risk management strategy, managing contracts, specifications about the rights and responsibilities of participants in the projects, etc. (Marnewick & Labuschagne, 2011; Hellström et.al., 2013; Guo, Chang-Richards et.al., 2014; Too & Weaver, 2014; Brahm & Tarziján, 2015; Kivilä et.al., 2017).

2.1.3 Stakeholder Communication and Meeting and Reporting

The communication plan needs to be developed once all the stakeholders have been identified and their interests and expectations have been defined (Brunet & Aubry, 2016). A well-formulated communication plan delivers concise, efficient and timely information to all pertinent stakeholders (Chih & Zwikael, 2015). Once the communication plan is identified, the project manager needs to ensure that there is a right balance of meetings and reporting. This needs to be defined to ensure that each stakeholder understands the mode and content of communication, frequency, owner/receiver, communication milestones and decision gates. In addition, communication needs to be crisp, precise and to the point (Brunet & Aubry, 2016). The ultimate goal of project deployment is creating value for the organization and society. According to the success theme, organizational resources are spent to create value in terms of project outcomes, stakeholder satisfaction, trust building, knowledge creation, gaining

organizational legitimacy, etc. (Brunet & Aubry, 2016). However, value is subjectively different for different stakeholders (Chih & Zwikael, 2015). Various aspects of value are perceived differently by stakeholders, and accordingly, they capture different levels of value from a unique project (Thiry & Deguire, 2007). Within the context of project governance, these values are perceived differently at different levels of organization. The value created by knowledge management, for instance, is perceived much higher at the organizational level compared to the project level (Pemsel & Müller, 2012). Organization's internal relations can form either at the same organizational level or between different levels. Relationships between project sponsors and project managers (Crawford et.al. 2018; Andersen, 2012), portfolio-steering committees and top managers and general managers and field managers (Thiry & Deguire, 2017) are covered within the governance literature, linking these communications to the success and efficiency of the project.

2.1.4 Risk and Issue Management

It is no secret that projects/programs are riddled with risks and issues. It is difficult to forecast what is going to occur, but a lack of preparation will put the project team further behind the eight ball (Thiry & Deguire, 2017). At the beginning of any project or program, there needs to be a consensus on how to identify, classify and prioritize the risks and issues. Quite frankly, how issues are handled, the risk or issue is more important than the issue/risk itself. Studies on project governance address several contexts such as project governance for risk allocation, a framework for analysing the development and delivery of large capital projects, specific framework for projects, governing the project process, mechanisms of deviance and governance in project-based organizations (Abendnego & Ogunlana, 2006; Miller & Hobbs, 2005; Pinto, 2014, Muller et al, 2014).

2.1.5 Assurance

Project assurance ensures that risks and issues are managed effectively and defines the metrics that foster the delivery confidence of the project/program (Crawford & Helm, 2019). A vital component of assurance is devising the metrics that would give visibility into the project performance. Some of the metrics include but are not limited to adherence to the business case; effectiveness of the change control and risk analysis process; the ability to monitor deviations in project scope, time, cost and schedule; and quality assessment and tracking accuracy of the project plan (Mosavi, 2014).

2.1.6 Project Management Control Process

This is the simplest component but the most challenging one to execute because of ongoing checks and balances (Bowman & Ambrosini, 2010). The monitoring and controlling process has purview of all tasks and metrics associated with the project and programs and measures performance against the baseline scope, budget, time, and resources. This is not a one-time assessment; the project/program manager needs to be constantly measuring the performance and taking timely action on any deviations (Muller & Stawicki, 2007).

2.2 Project Governance Challenges

Cardenas, Voordijk, & Geert (2017) argues that the success of project governance is not without challenges. They mentioned ten (10) major challenges facing project governance particularly in tea development projects. These include the following.

2.2.1 Appraisal related challenges

Project governance challenges initially emerges from project appraisal process. It should be understood that in the appraisal phase, the project needs are addressed and realistic alternatives for meeting prerequisites are identified and assessed for their efficiency and effectiveness. Traditionally, a project charter is prepared to cover the specific business plan, risk analysis, and budget constraints. The outcome of the appraisal phase is a formal document known as the

"Project Feasibility Study". Later on, it is presented for administrative and management approvals (Haider, Farman and Mir, 2014). Moreover, the appraisal process not only establishes the boundaries of the project's triple constraints (i.e., time, cost, and quality) and gives team members a three-dimensional limit where they have to work on the project, but it also helps the clients to know about the project and expected results. In many tea projects however, project requirements are planned without any formal appraisal phase. The projects' triple line expectations are prepared simply on assumptions rather than perceiving the technical, socio-economic, financial, political, and environmental components of the appraisal. Beside this, backup plans and requirements to handle potential problems and challenges, which might occur during the development phases, tend not to be considered in the assessment process (Haider, et al., 2014). As a result, the projects are not envisaged in a thorough manner in the early stages of the project's conceptualization. Ambiguities in the appraisal process have caused irregularities, thus, capturing incorrect information, decision-making biases, and improper engineering designs. A practical example of this indiscretion in the technical appraisal process is the proper survey of the project sites and the subsequent selection for starting-up the actual work. Due to this, projects had missed their implementation schedules and completion deadlines because of the wrong site selection, which causes an escalation in the project cost, and ultimately, a revision of the scope of the work.

2.2.2 Stakeholder Engagement related challenges.

Projects excel in achieving their designated objectives when the external stakeholders are engaged wisely and their interests are streamlined in a productive manner. In a number of tea projects, the affiliation and concern of the external stakeholders (i.e., political and tribal leadership, ethnic groups, along with the local community) remained problematic throughout the phase of implementation (Grant & Booth, 2019). They had not been acknowledged or supported during the development schemes at any point of time and were even irrationally

criticized for their vested interests, resulting in deceleration of the physical progress, although their involvement in the decision-making and problem-solving would have improved the delivery of the projects. Ignoring this underlying fact, the executing agency has not made any preventive measures or reviews for resolving these issues and ensuring the completion of dead or slow-moving schemes in a timely manner (Müller, Li Zhai, & Anyu, 2017). This phenomenon has become more chronic during the last decade, and unexpectedly, it has not been addressed by the provisional government either, thus articulating a lack of commitment and participation by all of the external stakeholders.

2.2.3 Decision-Making related challenges.

The process of decision-making is helpful as it permits analysis and the combination of a unilateral objective with many alternatives (Grant & Booth, 2019). It encompasses the evaluation criteria and corresponding weight of every alternative for a meaningful output. In addition to this, it also makes it possible for the decision makers to compromise or make trade-offs among the different available options. Hence, the quality of judgment is consequently improved. There is a consensus among the experts that a well-defined decision-making process is paramount for governance. It is important to understand the dynamics of local politics and groups for effective decision-making. In tea projects, it has been observed that policy decisions were made by people who lacked the subject matter expertise (Cardenas, Voordijk, & Geert, 2017). The decisions were made without considering and identifying alternatives, and expert advice was never solicited during the course of the decision-making (Cardenas, et al. 2017). As an example, in many cases it was observed that budgeting decisions were based on insufficient information and analysis. In fact, the expert's role was abandoned during the financial decision-making process, resulting in the cost overrun of projects. In some of the cases, the cost had increased by more than 200 percent because of project revisions (Abednego, Martinus & Ogunlana, 2016).

2.2.4 Lack of adequate management commitment

The management's commitment during the project life cycle is pertinent to ensure the strategic objectives. Their continual involvement in the decision-making, as well as in problem-solving, tends to improve work processes. Because of this, project teams are expected to be more committed and productive to perform their tasks. In a number of tea projects, it was observed that the management of the executing agencies had shown a lack of interest and failed to take ownership of their responsibilities (Abednego et al. 2016). They had appointed an incompetent team who had a shortage of skills, experience, and expertise to perform the assigned roles effectively. As a backlash, it has been noted that the progress and payment records were not available, which caused improper verification and monitoring (Noor, Malik, Khalfan & Tayyab, 2013). Failure to maintain the project's financial database resulted in the loss of key information, violation of government regulations, and disrupted the pace of the progress. As an example, it was found that development funds were not utilized as per the schedule of expenditures, which may not only have lapsed, but it would have further reduced the volume of the budget in the future plans. Non-utilization of the funds, failure to maintain the records, and shortcomings in the management commitments eventually impacted on the overall team performance.

2.2.5 Political Interference

In developing countries, political interference is a major hindrance for the smooth execution and delivery of development projects (Zhai, Yanfei & Chaosheng, 2019). The geopolitical context of tea projects has greatly influenced the progress of development projects by making it more complicated, slow-moving, and sick, due to political and tribal interferences. The nexus of the elected parliamentary representatives, tribal elites, executing agencies, and contractors were the major cause of nepotism and exploitation. Usually, these intrusions were found during the tendering phase of the projects. In most of the cases, the executing agencies had awarded

the contracts on the basis of political affiliations rather than a performance-based system (Noor, et al., 2013). As a consequence of this embedded corruption and favoritism, the life of the local residents was badly affected by fewer returns on resource use and an increase in their cost of living.

2.2.6 Quality Assurance challenges

The quality assurance and standards are one of the critical success factors of projects. Unfortunately, there is a lack of a proper mechanism for the quality assurance of the tea projects (Unab, Muhammad & Kundi, 2014). In the vagueness of the defined standards, the client, consultant, and contractor had used their own plans and quality standards, which were not compatible with the techno-environmental constraints of the region. The contractors had limited planning capabilities and would generally operate with very basic systems. The quality of projects and project success can be considered as the fulfilment of the expectations of the stakeholders.

2.2.7 Human Resource related challenges

Human resource planning is vital and has a tactical importance in project-oriented organizations. Lack of competent human resources has been one of the major constraints compromising the effectiveness of the tea projects in Gilgit-Baltistan (Waris, Khan, Ismail & Sitansu, 2017). Due to inadequate skills and manpower, there is an increase in the overall cost of the projects, rework, and other multiplier effects during the construction and operational stages. By appointing the right person at the right time in the right place, executing agencies can create a great opportunity to reduce the construction, maintenance, and operational cost. Professionals, whether internal or external, must have the required skill, experience, and no conflicts of interest.

2.2.8 Performance Monitoring

The review of tea development schemes revealed that the executing agency was not very motivated by the potential benefits of a formal performance monitoring system. Yet, the emphasis on performance measurement greatly contributes to the effective delivery of projects. It can also help organizations involved in public procurement to improve their performances by identifying good practices and cut down the weaknesses in their processes (Too & Weaver, 2014). Performance measurement can also ensure that the organizations are focused on their key priorities and the areas of poor performance are questioned. The processes include collecting, measuring, and distributing performance information, and assessing measurements and trends to effect process improvements. It also gives the project's management team insight into the health of the project and identifies any areas that may require special attention. Furthermore, it helps to determine corrective or preventive actions, or re-planning and follow up, to determine if the actions taken resolved the performance issue (Waris, et al., 2017)

2.2.9 Role Ambiguity

Role ambiguity can be defined as when a member of the team does not have a clear direction of the expectations of their role in the organization (Reside & Mendoza, 2010). A clear role framework will help the team members to know their job descriptions and the rules of the game before entering into the process. It will also reduce the conflicts that may develop in the lateral stages of the project life cycle. In a tea project, this phenomenon has turned into non-professional attitudes, misunderstandings, embezzlement, and frequent blunders in performing assigned responsibilities.

2.2.10 Legal Disputes

It is generally recommended that litigation should be avoided and considered as the last option to resolve disputes. The progress of the tea development scheme has tremendously suffered due to legal issues. Physical work had been halted periodically at many occasions, mainly due

to site disputes, which resulted in court stay-orders filed by different parties (Schroeder, Pauleen & Sid, 2012). These disputes led to litigation expenditures and time lapses. A good example was the delay of the approved land compensation scheme in the province. Due to this, landowners had created legal hurdles and demanded the payment of the land reimbursement price on the current enhanced rates. The owners of the land did not allow the executing agency to start groundwork due to partial payments of land compensation, and this led to legal consequences, which further derailed the development process (Schroeder, et al., 2012).

2.3 Strategies for Improving Project Governance

Müller, Andersen, Kvalnes, Shao, Sankaran, Turner, Biesenthal, Walker and Gudergan (2013) proposed six strategies for improving project governance. These range from determining project objectives, determining ethics, creating cultures, ensuring compliance, ensuring accountability, designing and implementing governance structure. These are explained in details below;

2.3.1 Determining the objectives of the projects

Project-based organizations participate in projects to fulfil their business interests and goals (Artto & Wikström, 2005). As such, project goals mostly derive from the wider and more long-term strategic objectives (Swan, Scarbrough & Newell, 2010). In this way, the corporate strategy that represents the business interests of the parent organization in the project environment provides the basis for understanding how the project adds value to the organization in the form of outcomes and deliverables (Monteiro de Carvalho 2013). All definitions of project governance include setting project objectives and aligning them with an overarching organizational strategy, as an important element (Muller 2009; Turner 2009). The objectives define the purpose of the project and describe how the purpose will be fulfilled. This function offering strategic management support can take many forms, such as participating in strategic planning and aligning the project portfolio with overarching strategic objectives

(Aubry, et al. 2011). The objective setting function is a key interface between project management and the governing body: the governing body determines the project's objectives; there is shared responsibility to develop an effective strategy to achieve the objectives and project management is responsible for implementing the strategy through the efficient and effective use of the organization's limited resources. In short, the primary purpose of project governance is to ensure that the project will meet the goals and expectations subjected to it by various stakeholders (Ahola et al. 2014). Hence, the core function of project governance is to determine the objectives of the project and to align it to work to deliver the broader strategic goals of the organization.

2.3.2 Determining the project organization ethics

Ethics has developed into an important topic for organizations and their governance (Müller & Lecoeuvre 2014). Ethics are based on morals and values and define the rules or standards governing the conduct of people within the organization. Müller et al., (2013) found that managers of project organizations face different types of ethical issues, and that the way they respond to them can be influenced by the governance structure of the parent organization. The findings suggest that project managers' behaviours differ according to the governance structure. The ethical standards of any projects are set by the behaviours of people at the top and cascade down the hierarchy. Some common ethical issues confronted the project managers include transparency, optimization, and relationship (Müller & Lecoeuvre 2014), power and political issues, illegal actions, role conflicts. It is pertinent that the project governing body must determine the project ethics within the project governance structure to help project managers dealing with these issues. For example, by adjusting their governance paradigm toward more stakeholder orientation, organizations can increase the level of trust between project managers and the key people in the governance structure. Doing this may also enhance trust among other project actors (Müller et al. 2014).

2.3.3 Creating the culture of the project organization

Project organization culture is a subtle process and deals with the way people interact with one another. Culture is conceptualized as consistent, shared by all members, an objective entity, and a cohesive glue for integration processes (Alvesson 2002). It is the environment in which work gets done, and is embedded in the people working for the organization, it naturally evolves as a company grows or changes and requires continuous nurturing and management. Ouchi (1980) connects culture and governance by highlighting the role of a "clan" in the control of organizations. He defines a "clan" as a culturally homogeneous organization that has a shared set of values or objectives together with beliefs about how to coordinate the organization's effort to reach common objectives (Ouchi 1980). Project performance problems are inevitable result of the organizational complexity, ambiguity, and conflict faced by project actors with diverse and competing project cultures and rationalities (Van Marrewijk et al. 2008).

According to Sanderson (2012), even studies of project culture focus too much on facilitating trust and collaboration in the face of uncertainty (Atkinson, Crawford & Ward 2006) and ignore spontaneous micro-processes of governing, which emerge ex post. Turner (2009) argues that governmentality, the willingness of people to 'be governed' and to support the governance system, is at the centre of an effective culture. Hence, project governance becomes the means to acquire order, so that the stakeholders can recognize the common interests among the underlying threats and chances. Other aspects of culture include how supportive the organization is, how innovative, how risk seeking/averse, how open and transparent, how mature and professional, and how tolerant it is. It is pertinent, therefore, for the governing body to determine the culture it wishes to create and influence the operating culture of the organization through the people it appoints to executive positions.

2.3.4 Designing and implementing the project governance structure for the project organization

Having determined the project objectives, the ethics and cultures of the project organizations, a governance structure consisting of shared coordination, control, and safeguarding mechanisms needs to be put in place to align the interests of multiple organizational actors to work towards a joint goal (Ahola et al. 2014). To achieve and manage effective cooperation between the key actors and elements, the interdependence between them should be structured and defined (Golden & Martin 2004) in order to realise benefits from intended projects (Zwikael & Smyrk 2015). Likewise, the interdependence between roles, responsibilities and accountabilities should be clarified prior to the start of a project (Ahola et al. 2014; Too & Weaver 2014) so that the cognitive conflicts over the responsibilities and areas of accountability between these roles can be reduced (Forbes & Milliken 1999) and, therefore, project success is improved through the cohesiveness in the governance of the structure.

A central element of good project governance is decision rights (Nault 1998), which are defined as decision-making authority (Dessein 2002). This involves developing a set of relationships among partners, sponsors, contractors, client and other stakeholders (Lu et al. 2015; OECD 2004) and the determination of roles, responsibilities and accountabilities among stakeholders to achieve an ethical, cohesive and transparent decision making process for the sake of achieving the mission of the project organization (Badewi 2015).The key function of project governance body is therefore to propose a project governance structure that combines processes, roles and accountabilities aimed at delivering projects (Biesenthal & Wilden 2014). Good project governance structure can also serve as a mean in which poorly performing projects are highlighted and early warning signs trigger an alert mechanism (Biesenthal & Wilden 2014).

2.3.5 Ensuring accountability by project management

Successful projects contribute to the broader strategic goals on a program or portfolio level of the organization (Williams & Samset 2012). Project management is thus a component of project governance at the project level that deals with the operational control and execution of the daily project work at the project level (Turner 2009). Project governance provides a single point of accountability. This mandates clarity and fosters consistency of decision making for the life cycle of the project (Townsend, 2014)). Hence the primary role of project governance is to establish a shared set of rules and procedures that all firms participating to the project are expected to follow (Ahola et al. 2014). In the context of projects, these rules include the definition and regulation of roles, accountabilities, decision making and boundary management (Mosavi 2014).

Joslin and Müller (Joslin & Müller 2015) suggest that project governance has an oversight function which collectively encompasses the project lifecycle to ensure a consistent approach to controlling the project with the aim of ensuring its success. Monitoring and ensuring accountability of project performance is, therefore, a common project governance function (e.g., Biesenthal & Wilden 2014; Muller 2009; Too & Weaver 2014; Turner 2006). It has also been argued that the task of monitoring and controlling project to achieve project goals is allocated to decision making bodies who meet on a regular basis to review and make certain decisions including: the ethical and cultural environment are maintained within the organization; the stewardship and proper use of the resources entrusted to their care; and the accomplishment of the strategic plan and fulfilment of the organization's objectives.

The governing body is accountable for the performance of the project organization, and retains overall responsibility for the project organization it governs. However, in most project

organizations the governing body cannot undertake all the work of governance itself. To ensure the effective governance of the project organization, various responsibilities need to be delegated to people within the project organization's management (Too & Weaver 2014).

2.3.6 Ensuring compliance by the organization

The aim of project governance is the consistent and predictable delivery of the project's planned contribution to the portfolio and thereby to the achievement of corporate strategic objectives within a corporate governance framework. Following this view, the purpose of project governance is both to define standards or rules that individual projects are expected to comply with, and to monitor the fulfilment of these rules (Ahola et al. 2014). To achieve this, a key function of the project governance board is to ensure the compliance of formal rules (Lusch & Brown 1996). Miller and Lessard (2001) explain that the organizational structure of a project, the shaping of the project, the project's institutional framework and the capacity of self-regulation are essential features of governance. Central to this strategy is providing relevant stakeholders with: assurance of the organization's compliance with its regulatory, statutory and legal obligations; monitoring and directing the performance of its management and staff as they work towards achieving the organization's objectives; working within the organization's ethical and cultural framework; and supporting the values established by the governing body.

2.4 Conclusion

The growing number of scholars indicate that the practice of project governance is complex depending from a school of thought. This study will underscore the Muller and Stawicki (2007) approach. Regarding challenges facing project governance, the study has adopted Cardenas, Voordijk, & Geert (2017)'s earlier works as demonstrated above script. In addressing those challenges, Müller et al., (2013) proposed six strategies for improving project governance and these included: (1) determining the objectives of the project and aligning it to work together towards the broader strategic goals of the organization; (2) determining the project ethics within

the governance structure to help project managers dealing with ethics issues; (3) determining the culture it wants and influencing the operating culture of the organization through the people it appoints to executive positions; (4) developing and implementing a project governance structure to realize the benefits from projects; (5) monitoring and ensuring accountability of project performance; and (6) providing relevant stakeholders with assurance of the organization's compliance with its regulatory, statutory and legal obligations.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter highlights the intended approach to the study. It shows the research design, study population, sample determination, sampling method and procedure, unit of analysis and unit of inquiry, sources of data, data collection method and instrument, measurement of the variables, reliability and validity of the instrument, data processing, analysis and presentation, challenges and ethical considerations.

3.1 Research Design

The study followed a cross sectional survey (Amin, 2005). The researcher used cross-sectional survey because it was effective when gathering data of a sample population at a particular point in time. The study used a quantitative approach. The study employed a descriptive and analytical research design to the study objectives.

3.2 Study Population

According to the UTDAL project records (2019), Zombo Tea Development Project has 54 people involved in the implementation of the project. The study therefore targeted a population of these 54 participants as respondents who participated in the study. These included the UTDAL officials who oversee the project and Zombo Tea Development project management team. These were considered because they are responsible for project governance.

3.3 Sample Size Determination

Using the Krejcie and Morgan (1970) table of sample size determination, 48 respondents were selected from the population to take part in the study. The individual respondents formed the unit of inquiry and the Zombo tea development project formed the unit of analysis.

3.4 Sampling techniques.

The study used both simple random and purposive sampling techniques. Simple random sampling technique was used in selecting field extension officers and NAADs field officers. In simple random sampling, a list of selected respondents was obtained and their names were written on a piece of paper with corresponding numbers and thereafter, a blindfold was used to select the number of respondents to include in the study. Simple random sampling is appropriate because it gives all respondents an equal chance to be selected from the population under study (Kothari, 2014). On the other hand, purposive sampling was used in selecting respondents from UTDAL representative, ADCL representative, Alur Kingdom representative, Central government representative, Local government representative, Project manager, Project coordinator, Kayonza tea representative, Igara tea representative, NAADS representative, OWC representative, Zombo land owners, and Tea farmers' cooperation. Purposive sampling was used to pick respondents directly without basing probability.

Table 3.1 showing the different sampling techniques to be used by the researcher.

Category	Population	Samples (X/N*S)	Sampling method
UTDAL representative	1	1	Purposive
ADCL representative	1	1	Purposive
Alur Kingdom representative	1	1	Purposive
Central government representative	1	1	Purposive
Local government representative	1	1	Purposive
Project manager	1	1	Purposive
Project coordinator	1	1	Purposive
Kayonza tea representative	1	1	Purposive
Igara tea representative	1	1	Purposive
NAADS representative	1	1	Purposive
OWC representative	1	1	Purposive
Zombo land owners	1	1	Purposive
Tea farmers' cooperative	1	1	Purposive
Field extension officers	25	21	Simple random
NAADS Field officers	16	14	Simple random
Total	**54**	**48**	

Source: UTDAL Records, 2020

3.4 Sources of Data

3.4.1 Primary Data

The researcher collected primary data from project participants who are involved in the administration of the project. The information was directly obtained from the targeted respondents using the specified data collection method and instrument.

3.5 Data Collection Method and Instrument

The researcher went to Zombo tea development project and selected respondents who took part in the study. She then distributed questionnaires to individual respondents who formed the unit of inquiry. These questionnaires were then collected by the researcher at an agreed time and collect the data using the appropriate instrument that was selected. Primary data was used since this was a fresh study to enable the researcher attain first-hand information.

The source of data was primary. The quantitative data was obtained through the use of self-administered questionnaire anchored on a five-point Likert-type scale ranging from 5(strongly agree) to 1(strongly disagree) (Vagias and Wade, 2006). The scales were adopted since it is most recommended by the researchers that it would reduce the frustration level of respondents and increase response rate and response quality. The respondents answered basing on the extent to which they agree or disagree with the statements in the questionnaire.

3.6 Measurement of Variables.

The main variables in this study are practice of project governance, challenges facing project governance and strategies to address challenges. Practice of project governance was measured using seven attributes, that is; accountability and responsibilities, stakeholder engagement, stakeholder communication, meeting and reporting, risk management, assurance and project management control process as earlier measured by Muller and Stawicki (2007). Challenges facing project governance was measured using the Cardenas, et al., (2017) conceptualisation of challenges related to appraisal related, stakeholder engagement, decision making,

management commitment, political interference, quality assurance, human resource, performance monitoring, role ambiguity and legal disputes. Strategies to address challenges was measured while using Müller et al., (2013)'s proposed six strategies for improving project governance i.e., determining project objectives, determining ethics, creating cultures, ensuring compliance, ensuring accountability, designing and implementing governance structure.

3.7 Reliability and Validity tests of the Research Instrument

3.7.1 Reliability test

An instrument is reliable if it produces the same results whenever it is repeatedly used to measure trait or concepts from the same respondents even by other researchers. The instrument was tested for reliability using the Cronbach's alpha coefficient in SPSS. In order to meet the acceptable standards for research, all alpha reliabilities for all scales were expected to be above 0.7 (Nunnally, 1978).

3.7.2 Validity test

A valid measure is supposed to produce true results that reflect the true situation in the condition of the environment it is supposed to measure. In this study, the validity of the questionnaire was established by a panel of experts through an assessment of the items in the instrument that ensure accurate measurement. The questionnaire was tested for content validity, using the content validity index (CVI) to enable the study achieve the desired relevant data.

CVI = <u>Number of items rated relevant</u>   x 100%

      Total number of items

As recommended by Saunders et al. (2003), for the instrument to be valid, the CVI should be at least 0.7.

Table 3.2 showing reliability and Validity results

Variable	Number of items	Cronbach's Alpha	CVI

Major components of project governance	19	.734	0.71
Project governance challenges	33	.751	0.742
Strategies for improving project governance	12	.850	0.806

3.8 Data Processing Analysis and Presentation

The collected data was edited, coded, cleaned, and entered into computer software for analysis. Analysis was done using the Statistical Package for Social Scientists (SPSS) a computer data analysis program. The objectives of the study were answered by descriptive statistics. The data was presented using tables showing means and standard deviations that will be generated using the SPSS software.

3.9 Ethical Considerations

An introductory letter from the university was prepared and availed on request to the prospective respondents. Permission will be sought from the relevant project managers to carry out the study. Consent was sought from all participants and they will be allowed to withdraw from the study at any point without any preconditions. All information that is to be given was kept confidential by use of anonymous information and not tracking personal information of the respondents.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter presents, analysis and interprets the study findings. It is divided into three sections. The first section presents the response rate; the second section presents analysis and interprets the results about the background information. The third section presents, analysis and interpretation of the results according to research objectives namely;

iv.   To examine the major components of project governance in Zombo tea development project.

v.   To establish project governance challenges faced by Zombo tea development project.

vi.   To suggest strategies for improving project governance in Zombo tea development project.

4.2 Demographic characteristics of the respondents

4.2.1 Response rate

Out of a targeted sample of 48 respondents, only 34 provided information, giving a response rate of 70.8%. Details of the responses are presented in the subsequent tables.

Table 4.1 Showing demographic characteristics of the respondents

Variable	Category	Frequency	Percent
Age of the respondents	18- 35 years	12	35.3
	36-50 years	20	58.8
	51-69 years	2	5.9
	Total	34	100
Gender	Male	22	64.7
	Female	12	35.3
	Total	34	100
Level of education	Diploma	10	29.4
	Degree	24	70.6

	Total	34	100
Marital Status	Single	6	17.6
	Married	26	76.5
	Divorced	2	5.9
	Total	34	100
Time spent on the project	Below 1 year	2	5.9
	1-3 years	16	47.1
	3-5 years	14	41.2
	5 years and above	2	5.9
	Total	34	100

The study findings indicated that majority of the respondents were aged between 36- 50 years 58.8%, followed by those aged between 18-35 years 35.3% and only 5.9% were aged between 51-69 years. This implies that majority of the respondents were mature and strong to run the project activities. Regarding gender of the respondents the study findings in table 4.1 above indicate that 64.7% of the respondents were male and 35.3% were female. Majority of the respondents being male implies that men are more involved in tea projects that female.

The study findings indicated that majority of the respondents 70.6% were degree holders while only 29,4% were Diploma holders. These findings imply that the respondents have the necessary qualifications required for project governance.

Regarding the marital status of the respondents, 76.5% were married, 17.6% were single and 5.9% of the respondents had divorced. Majority of the respondents being married implies that they have responsibilities and take the project activities as a source of livelihood.

The study findings indicated that majority of the respondents 47.1% have been on the project for a period of between 1-3 years, 41.2% 3-5 years, 5.9% below 1 year and 5.9% 5 years and above. Majority of the respondents having been on the project for a long duration between 1-5 years implies that the value and benefit from the project.

4.3 Objective One: Major Components of project governance in Zombo Tea Development Project

In order to determine the major components of project governance in Zombo Tea Development Project, the questionnaire was anchored such that; 1 - Represents Strongly Disagree, 2 – Disagree, 3 – Not Sure, 4 – Agree and 5 – Strongly Agree. Means close to 1 or 2 represent disagreement, while means close to 4 or 5 show agreement with the statement.

Table 4.3 showing the major components of project governance in Zombo tea development project

	Min	Max	Mean	Std. Deviation
The responsibilities of project staff are clearly defined by the management	1.00	5.00	2.3824	1.20641
Project staffs are aware of their project deliverables	1.00	5.00	3.2059	1.29754
Decision making lies in the hands of the project manager	1.00	5.00	2.2941	1.56727
All Zombo Tea development project stakeholders were clearly identified by the management	1.00	5.00	2.2647	1.35532
All Zombo Tea development project stakeholders' expectations are defined by management	1.00	5.00	2.1176	1.12181
Project stakeholders form part of the project steering committee	1.00	5.00	2.2941	1.19416
Stakeholders are engaged in decision making	1.00	5.00	2.1471	.95766
We have a well formulated communication plan	1.00	5.00	1.6765	.72699
We endeavor to organize meetings with local authorities	1.00	5.00	1.8824	.80772
Trust has been built between customer organizations and the project	1.00	5.00	2.0294	.99955
Risks were clearly identified at the beginning of the project	1.00	5.00	1.7059	.57889
There has been a project risk response plan from the beginning	1.00	5.00	2.2941	1.29168
The project management has the ability to monitor deviations in scope	1.00	5.00	2.2647	1.05339
The project management has the ability to monitor deviations in time	1.00	5.00	2.1765	1.33645
The project management has the ability to monitor deviations in cost	1.00	5.00	3.2941	1.36025

Project manager constantly measures the performance of the project against baseline scope	1.00	5.00	2.9706	1.05845
Project manager constantly measures the performance of the project against baseline budget	1.00	5.00	2.5882	1.28199
Actions towards any form of deviation are quickly taken	1.00	5.00	2.9412	1.30131
Valid N (listwise)				
Average Mean			2.36275	
Global Mean			4.74	
Global standard deviation				1.1387

Source: Primary Data

The results of the study presented in Table 4.3, gives an overall a global mean of 4.74 to describe the major components of project governance in Zombo Tea Development as moderate. This is because the global mean is close to 4 and so can be interpreted to indicate a moderate project governance of Zombo Tea Development Project. This is further confirmed by a global standard deviation of 1.1387. It should be noted that the higher the mean, the higher the prevalence and the lower the standard deviation is the higher the prevalence.

Majority of the respondents disagreed with the statement that the responsibilities of project staff are clearly defined by the management with a Mean= 2.3824 and SD= 1.206. This implies that the responsibilities of staff in the project are not clearly defined which indicates a gap in project governance. The study also indicated that there is lack of a well formulated communication plan. This is reflected with a Mean= 1.6765 and SD= .72699 where majority of the respondents strongly disagreed with the statement that "we have a well formulated communication plan". The study further revealed that regarding the statement that all Zombo tea development project stakeholders' expectations are defined by management, majority of the respondents disagreed with a Mean= 2.1176 and SD=1.12181. This implies that there is a gab in defining stakeholders' expectations on the Zombo tea development project. The study also revealed that majority of the respondents strongly disagreed with the statement that we

endeavor to organize meetings with local authorities with the Mean= 1.8824, implying that the Zombo Tea development project officials rarely organize meetings with Local authorities. Overall, the findings largely indicated that majority of the respondents disagreed with the major project governance components applied in the Zombo tea development project.

4.4 Objective Two: Project Governance Challenges Faced by Zombo Tea Development Project

In order to determine the project governance challenges faced by Zombo Tea Development Project, the questionnaire was anchored such that; 1-Represents Strongly Disagree, 2–Disagree, 3–Not Sure, 4–Agree and 5– Strongly Agree. Means close to 1 or 2 represent disagreement, while means close to 4 or 5 show agreement with the statement.

Table 4.4 showing project governance challenges faced by Zombo tea development project.

	Min	Max	Mean	Std. Deviation
Project scope was prepared to cover the specific business plan	1.00	5.00	4.9412	.23883
Accountability problems are due to uncertainties in project appraisal process	1.00	5.00	4.8235	.38695
Favoritism in decision making is experienced in the management of the project	1.00	5.00	4.7647	.43056
The Project missed its implementation schedules	1.00	5.00	4.9412	.23883
Problem solving has remained a big challenge since it curtails resolution of conflicts	1.00	5.00	4.6471	.48507
Conflict of interests remains a big challenge in accomplishment of duties within project staff	1.00	5.00	4.5882	.49955
Some stakeholders are non-technical to be engaged in technical decision-making which causes imbalances	1.00	5.00	4.8235	.38695
Delayed decision-making process is a big challenge	1.00	5.00	4.8824	.32703
Some stakeholders lack subject matter expertise	1.00	5.00	4.7059	.46250

Budgeting decisions are based on insufficient information and analysis	1.00	5.00	4.6471	.48507
Lack of interest in project implementation by management has affected the implementation of Zombo Tea development project	1.00	5.00	4.8235	.38695
Management failing to own their responsibilities as expected has affected the performance of the project	1.00	5.00	4.7059	.46250
Shortage of experience to perform the assigned roles effectively has affected the quality project output	1.00	5.00	4.5882	.49955
Failure to maintain records has affected monitoring and evaluation of the project	1.00	5.00	4.6471	.48507
Contracts are awarded on basis of political affiliations rather than a performance-based system	1.00	5.00	4.6471	.48507
Corruption is embedded in running of the project	1.00	5.00	4.5882	.49955
Favoritism is embedded in running of the project	1.00	5.00	4.6471	.48507
The mixing of politics in recruitment of some staffs affects job performance in the project	1.00	5.00	4.7647	.43056
The project fails to fulfil the expectations of the stakeholders	1.00	5.00	4.7059	.46250
There is lack of proper mechanism for quality assurance of the project	1.00	5.00	4.7059	.46250
unreliability of the project deliverables affects time accomplishment of the whole development plan	1.00	5.00	4.6471	.48507
Lack of adequate competent human resources is a challenge to accomplishment of project targets	1.00	5.00	4.7647	.43056
Both internal or external staff lack required experience,	1.00	5.00	4.7647	.43056
Lack of human resource planning affects the quality of staff recruited/retained in the project	1.00	5.00	4.8235	.38695
Failure to collect performance related information in time delays the completion of the project	1.00	5.00	4.7059	.46250
Performance scorecards show inefficiency which affects evaluation	1.00	5.00	4.5294	.50664
Absence of some staff from duties affects timeliness of the project	1.00	5.00	4.6471	.48507
Lack of a clear role description affect the performance of project staff	1.00	5.00	4.6061	.49620

Work overload affects role performance of staff in the project	1.00	5.00	4.6471	.48507
Work life imbalance among staff affects their performance	1.00	5.00	4.6471	.48507
The project has been a victim of several litigations	1.00	5.00	4.7647	.43056
The legal team have been failing to do their job as required	1.00	5.00	4.8235	.38695
Litigations have led to litigation expenditures and time lapses	1.00	5.00	4.7647	.43056
Valid N (listwise)				
Average Mean			4.7189	
Global Mean			4.7433	
Global standard deviation				0.4396

Source: Primary Data

The results of the study presented in Table 4.4, gives an overall a global mean of 4.7433 to describe the challenges faced in project governance. This is above 4 and so can be interpreted to indicate a prevalence of challenges associated with project governance at Zombo tea development project among the respondents. This is further confirmed by a global standard deviation of 0.4396. It should be noted that the higher the mean, the higher the prevalence and the lower the standard deviation is the higher the prevalence

Based on the results regarding the project governance challenges faced by the Zombo tea development project, the study findings revealed that majority of the respondents strongly agreed with the statement that the project missed its implementation schedules, Mean= 4.9412 and SD= .23883. This implies that there is a gap in governance arising out of project implementation supervision. The study also revealed that some stakeholders are non-technical to be engaged in technical decision-making which causes imbalances, Mean=4.8235 and SD= 38695. This implies that the imbalances affect the quality of decisions made on the project. It was further indicated that delayed decision-, making process is a big challenge for the Zombo tea development project. Mean= 4.8824 and SD=.32703. Majority of the respondents strongly

agreeing implies that the officials on the project lack decision making skills yet they are qualified. The study further revealed that there is lack of interest in project implementation by management with a Mean=4.8235 and SD=.38695. This explains why the Zombo tea development projects take so long to be implemented. On the overall, the study findings indicated that majority of the respondents strongly agreed that there are many project governance challenges facing the Zombo tea development project.

4.5 Objective Three: Strategies for Improving Project Governance in Zombo Tea Development Project

In order to develop the strategies for improving project governance in Zombo Tea Development Project, the questionnaire was anchored such that; 1-Represents Strongly Disagree, 2–Disagree, 3 –Not Sure, 4–Agree and 5–Strongly Agree. Means close to 1 or 2 represent disagreement, while means close to 4 or 5 show agreement with the statement.

Table 4.5 showing strategies for improving project governance in Zombo tea development project.

	Min	Max	Mean	Std. Deviation
Adherence to implementation schedules is key in improving project governance by ensuring supervision	1.00	5.00	4.8235	.38695
Project governance improves with engagement of stakeholders in solving problems as they occur	1.00	5.00	4.6471	.48507
The role of some stakeholders needs to be limited to areas where they have expertise and orientation	1.00	5.00	4.6471	.48507
Total involvement of top management in the whole process can steer management interests in the project implementation	1.00	5.00	4.1176	.32703
Project contracts need to be awarded on basis of performance-based system	1.00	5.00	4.9412	.23883
Separation of politics from recruitment of staff will improve project governance	1.00	5.00	4.9412	.23883
The project needs to fulfil the expectations of the stakeholders by meeting the quality measures/indicators	1.00	7.00	4.7059	.62906
There is a need for adequate competent human resources recruited	1.00	5.00	4.5294	.50664

Human resource planning needs to be prioritized by appropriating required budget for this activity	1.00	5.00	4.5882	.49955
There is a need to introduce performance scorecards to ensure accurate individual evaluation	1.00	5.00	4.7059	.46250
Promoting work-life balance among women and men employees	1.00	5.00	4.4706	.50664
Disputes need to be settled outside courts of law through negotiations	1.00	5.00	4.4118	.49955
Valid N (listwise)				
Average Mean			4.6274	
Global Mean			4.6691	
Global standard deviation				0.43881

Source: Primary Data

The results of the study presented in Table 4.5, gives an overall a global mean of 4.66 to describe the strategies for improving project governance in Zombo Tea Development Project. This is above 4 and so can be interpreted to indicate an agreement to the above strategies which can be adopted to improve project governance in Zombo Tea Development Project among the respondents. The mean 4.66 means that majority of the earlier presumed strategies can be adopted to deal with the prevailing governance challenges at Zombo. This is further confirmed by a global standard deviation of 0.43881. It should be noted that the higher the mean, the higher the prevalence and the lower the standard deviation is the higher the prevalence.

Regarding the strategies for improving project governance in the Zombo tea development project, majority of the respondents strongly agreed with the statement project contracts need to be awarded on the basis of performance-based systems, Mean=4.9412 and SD=.23883. This implies that currently there is a lack of clear procedures to follow while awarding contracts. The study also revealed that adherence to implementation schedules is key in improving project governance by ensuring supervision. Majority of the respondents agreed with a Mean= 4.8235. This implies that in project governance, supervision is very

important. The study further revealed that the role of some stakeholders needs to be limited to areas where they have expertise and orientation. The respondents strongly agreed to this statement with a Mean= 4.6471. This implies that stakeholder's orientation is a good practice in project governance. The study findings further indicated that majority of the respondents agreed that the total involvement of top management in the whole process can steer management interests in the project implementation, Mean+ 4.1176 and SD= .32703. This implies that it is important to have the total involvement and commitment of the top management for good and effective project governance to be achieved. The respondents further strongly agreed that there is a need for adequate competent human resources recruited Mean= 4.5294 and SD= .50664. This implies that when competent personnel are recruited project governance will improve. It was further suggested that to improve project governance there is a need to introduce performance scorecards to ensure accurate individual evaluation, Mean 4.7059 and SD=.46250. Majority of the respondents strongly agreeing with this statement implies that performance scorecards will improve project governance practices.

Overall, the study findings revealed that majority of the respondents strongly agreed with all the suggested strategies to improve project governance of the Zombo tea development project.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This Chapter presents discussions of the study findings and recommendations for further research based on the study. The chapter then draws conclusions from the research objectives and provides recommendations for improvement as well as future studies. The study was guided by the following objectives;

i.   To examine the major components of project governance in Zombo tea development project.

ii.   To establish project governance challenges faced by Zombo tea development project.

iii. To suggest strategies for improving project governance in Zombo tea development project.

5.2. Discussion of findings

5.2.1. Major components of project governance in Zombo tea development project.

The findings revealed limited adherence to a proper major components of project governance. Specifically, on the responsibilities of project staff being clearly defined by management, it was observed that the staff responsibilities are not clearly defined yet project officials and decision makers have several responsibilities that need to be shared among all stakeholders as noted by scholars. The responsibilities of a decision maker are quite broad and dependent to the level in which they are positioned. These responsibilities include, but are not limited to, project selection, allocation of resources, development of the risk management strategy, managing contracts, specifications about the rights and responsibilities of participants in the projects, etc (Marnewick & Labuschagne, 2011; Hellström et.al., 2013; Guo, Chang-Richards et.al., 2014; Too & Weaver, 2014; Brahm & Tarziján, 2015; Kivilä et.al., 2017). They also

noted that decision making lies in the hands of the project manager, which the research findings indicated that it lacked in the Zombo Tea Development project. Project stakeholders form part of the project steering committee; however, it was discovered that this was not the case with the Zombo Tea Development project. Neglecting the role of stakeholders in project governance can result into major effects/ project setbacks. Scholars have previously emphasised the issue of stakeholder's communication in project governance. For instance, Chi & Zwikael, (2015 noted that awell-formulated communication plan delivers concise, efficient and timely information to all pertinent stakeholders. Once the communication plan is identified, the project manager needs to ensure that there is a right balance of meetings and reporting. This needs to be defined to ensure that each stakeholder understands the mode and content of communication, frequency, owner/receiver, communication milestones and decision gates. In addition, communication needs to be crisp, precise and to the point (Brunet & Aubry, 2016). It was further observed that the stakeholders do not form part of the project steering committee and less engaged in decision making. This is supported by Xie et.al. (2017) who had earlier ascertained that the project manager needs to define who the stakeholders are, what their interests and expectations are and most important, how to communicate with the stakeholders. Decision makers are individuals or groups with appropriate levels of authority who are accountable to the higher-level management (Too & Weaver, 2014). Project governance considers an important role for decision makers and the success defines a strong link between a decision maker and the organization's prosperity (Williams, 2008; Xie et.al. 2017).

On risk management, it was found out that risks are not clearly identified at the beginning of the project and the failure to classify and prioritize risk at the beginning of the project is a major component of project governance. Pinto (2014) and Muller et al, (2014) support the above findings while indicating that at the beginning of any project or program, there needs to be a consensus on how to identify, classify and prioritize the risks and issues. Quite

frankly, how issues are handled, the risk or issue is more important than the issue/risk itself.

Studies on project governance address several contexts such as project governance for risk allocation, a framework for analysing the development and delivery of large capital projects, specific framework for projects, governing the project process, mechanisms of deviance and governance in project-based organizations (Miller & Hobbs, 2005).

5.2.2. Project governance challenges faced by Zombo tea development project.

The findings indicated Zombo Tea Development Project is moderately challenged by the major components of project governance. In the first place, political interference was the most prevalence according to majority of respondents. This was reflected majorly in corruption which is primarily embedded in running the project which affects its governance. Zhai, Yanfei & Chaosheng (2019) concurred with the study findings while indicating that political interference is a major hindrance for the smooth execution and delivery of development projects. The geopolitical context of tea projects has greatly influenced the progress of development projects by making it more complicated, slow-moving, and sick, due to political and tribal interferences. The nexus of the elected parliamentary representatives, tribal elites, executing agencies, and contractors were the major cause of nepotism and exploitation. Usually, these intrusions were found during the tendering phase of the projects. In most of the cases, the executing agencies had awarded the contracts on the basis of political affiliations rather than a performance-based system (Noor, et al., 2013).

Secondly, the appraisal process was reported to have significant challenges reflected majorly in accountability problems arising from uncertainties in project appraisal process, favouritism and missing of implementation schedules. Haider, Farman and Mir (2014) in line with study findings indicated that project governance challenges initially emerge from project appraisal process. It should be understood that in the appraisal phase, the project needs are addressed and realistic alternatives for meeting prerequisites are identified and

assessed for their efficiency and effectiveness. Moreover, the appraisal process not only establishes the boundaries of the project's triple constraints (i.e., time, cost, and quality) and gives team members a three-dimensional limit where they have to work on the project, but it also helps the clients to know about the project and expected results. In many tea projects however, project requirements are planned without any formal appraisal phase.

Regarding legal disputes, the project has been a victim of several litigations. Schroeder, Pauleen & Sid (2012) in support of the above findings indicated that litigation should be avoided and considered as the last option to resolve disputes. The progress of the tea development scheme has tremendously suffered due to legal issues. Physical work had been halted periodically at many occasions, mainly due to site disputes, which resulted in court stay-orders filed by different parties. These disputes led to litigation expenditures and time lapses. A good example was the delay of the approved land compensation scheme in the province. Due to this, landowners had created legal hurdles and demanded the payment of the land reimbursement price on the current enhanced rates. The owners of the land did not allow the executing agency to start groundwork due to partial payments of land compensation, and this led to legal consequences, which further derailed the development process (Schroeder, et al., 2012).

Further, on performance monitoring, the project was largely challenged with inefficiency in evaluation-based performance scorecards and absence of some staff from duties which affects timeliness of the project. Too and Weaver (2014) in line with study findings had earlier revealed that the executing agency was not very motivated by the potential benefits of a formal performance monitoring system. Yet, the emphasis on performance measurement greatly contributes to the effective delivery of projects. It can also help organizations involved in public procurement to improve their performances by identifying

good practices and cut down the weaknesses in their processes. Performance measurement can also ensure that the organizations are focused on their key priorities and the areas of poor performance are questioned. The processes include collecting, measuring, and distributing performance information, and assessing measurements and trends to effect process improvements. It also gives the project's management team insight into the health of the project and identifies any areas that may require special attention. Furthermore, it helps to determine corrective or preventive actions, or re-planning and follow up, to determine if the actions taken resolved the performance issue (Waris, et al., 2017).

Regarding management commitment, it was established that the project is challenged by lack of interest in project implementation by management, management failing to own their responsibilities as expected and shortage of experience to perform the assigned roles effectively has affected the quality project output. Abednego et al. (2016) in line with study findings indicate that management's commitment during the project life cycle is pertinent to ensure the strategic objectives. Their continual involvement in the decision-making, as well as in problem-solving, tends to improve work processes. Because of this, project teams are expected to be more committed and productive to perform their tasks. In a number of tea projects, it was observed that the management of the executing agencies had shown a lack of interest and failed to take ownership of their responsibilities (Abednego et al. 2016). They had appointed an incompetent team who had a shortage of skills, experience, and expertise to perform the assigned roles effectively. As a backlash, it has been noted that the progress and payment records were not available, which caused improper verification and monitoring (Noor, Malik, Khalfan & Tayyab, 2013).

Regarding role conflict related challenges, the project is highly challenged by lack of a clear role description. Reside and Amado Mendoza (2010) support the above findings while indicating that a clear role framework will help the team members to know their job descriptions and the rules of the game before entering into the process. It will also reduce the conflicts that may develop in the lateral stages of the project life cycle. In a tea project, this phenomenon has turned into non-professional attitudes, misunderstandings, embezzlement, and frequent blunders in performing assigned responsibilities.

Further, on human resource related challenges, it was established that that the project is challenged by lack of adequate human resource planning. Waris, Khan, Ismail and Sitansu (2017) indicated that human resource planning is vital and has a tactical importance in project-oriented organizations. Lack of competent human resources has been one of the major constraints compromising the effectiveness of the tea projects. Due to inadequate skills and manpower, there is an increase in the overall cost of the projects, rework, and other multiplier effects during the construction and operational stages. By appointing the right person at the right time in the right place, executing agencies can create a great opportunity to reduce the construction, maintenance, and operational cost. Professionals, whether internal or external, must have the required skill, experience, and no conflicts of interest.

Lastly, on stakeholder engagement related challenges, the project is largely challenged by failure to engage all stakeholders in decision making. Grant and Booth (2019) ascertained that project excel in achieving their designated objectives when the external stakeholders are engaged wisely and their interests are streamlined in a productive manner. In a number of tea projects, the affiliation and concern of the external stakeholders (i.e., political and tribal leadership, ethnic groups, along with the local community) remained problematic throughout

the phase of implementation. They had not been acknowledged or supported during the development schemes at any point of time and were even irrationally criticized for their vested interests, resulting in deceleration of the physical progress, although their involvement in the decision-making and problem-solving would have improved the delivery of the projects.

5.2.3. Strategies for improving project governance in Zombo tea development project.

The findings revealed a number of strategies that need to be adapted to improve or deal with project governance challenges in Zombo Tea Development Project. Particularly, on stakeholder engagement challenges, it was revealed that there is a need to deal with stakeholder engagement challenge by improving engagement of stakeholders in solving problems as they occur. This gives the stakeholders a buy in and understanding the project and the role of project governance. Müller and Lecoeuvre (2014) ascertained that ethics are based on morals and values and define the rules or standards governing the conduct of people within the organization. Müller et al., (2013) found that managers of project organizations face different types of ethical issues, and that the way they respond to them can be influenced by the governance structure of the parent organization. The findings suggest that project managers' behaviours differ according to the governance structure. The ethical standards of any projects are set by the behaviours of people at the top and cascade down the hierarchy.

On dealing with decision making challenges, the role of some stakeholders need to be limited to areas where they have expertise and orientation and budgeting decisions needs to be based on sufficient information and analysis. This will streamline the roles of the different stakeholders in the Zombo Tea Development project hence improving project governance and reducing conflict. Turner (2006) had also ascertained that the task of monitoring and controlling project to achieve project goals is allocated to decision making bodies who meet on a regular basis to review and make certain decisions including: the

ethical and cultural environment are maintained within the organization; the stewardship and proper use of the resources entrusted to their care; and the accomplishment of the strategic plan and fulfilment of the organization's objectives.

On dealing with management commitment challenges, total involvement of top management in the whole process can steer management interests in the project implementation. This is necessary because management gives direction of the project activities and with commitment there is assured support that issues of governance will be implemented. This had also been suggested by Joslin and Müller (2015) who had indicated that project governance has an oversight function which collectively encompasses the project lifecycle to ensure a consistent approach to controlling the project with the aim of ensuring its success.

On human resource related challenges, there is a need for adequate competent human resources recruited and human resource planning needs to be prioritized by appropriating required budget for this activity. This strategy is important because when the right personnel are recruited and involved in the governance of the project, governance issues will be addressed and project objectives will be achieved. This suggestion lies in the recommendations provided by Zwikael and Smyrk (2015) who had indicated that to achieve and manage effective cooperation between the key actors and elements, the interdependence between them should be structured and defined in order to realise benefits from intended projects. Likewise, the interdependence between roles, responsibilities and accountabilities should be clarified prior to the start of a project so that the cognitive conflicts over the responsibilities and areas of accountability between these roles can be reduced (Forbes & Milliken 1999) and, therefore, project success is improved through the cohesiveness in the governance of the structure.

On performance monitoring related challenges, it was suggested that project performance related information needs to be collected in time through monitoring and evaluation reports, there is a need to introduce performance scorecards to ensure accurate individual evaluation and there is a need for continuous review of employee attendances to reduce on absenteeism. Miller and Lessard (2001) explain that the organizational structure of a project, the shaping of the project, the project's institutional framework and the capacity of self-regulation are essential features of governance. Central to this strategy is providing relevant stakeholders with: assurance of the organization's compliance with its regulatory, statutory and legal obligations; monitoring and directing the performance of its management and staff as they work towards achieving the organization's objectives; working within the organization's ethical and cultural framework; and supporting the values established by the governing body.

On role conflict related challenges. This can be interpreted to mean that there is a need to reduce work overload among staff in the project by proper allocation of tasks project. This had also been earlier suggested by Monteiro de Carvalho (2013) who had indicated that there is a need for a corporate strategy that represents the business interests of the parent organization in the project environment provides the basis for understanding how the project adds value to the organization in the form of outcomes and deliverables.

Lastly, on legal disputes related challenges, it was revealed that conflict resolution mechanisms need to be adapted by employing arbitration. This had also been earlier suggested by Ahola et al., (2014) who had advanced that the purpose of project governance is both to define standards or rules that individual projects are expected to comply with, and to monitor the fulfilment of these rules. To achieve this, a key function of the project governance board is to ensure the compliance of formal rules.

5.3. Conclusion

Drawing from the above discussions, a number of conclusions have been drawn:

On the overall it can be concluded despite understanding the major components of project governance and its relevance, that the Zombo Tea Development Project lacks an appropriate adherence to the required major components of project governance which continuously affect the achievement of the project goals. This is also reflected in the numerous project governance challenges that affect the project including; legal disputes, performance monitoring and management commitment, decision making, role conflict, human resource and stakeholder engagement, among others. It is based on these observations that a number of strategies need to be adopted as a way of improving project governance challenges in Zombo Tea Development Project.

5.4. Recommendations

In light of the research findings, the following recommendations are made;

There is a need for Zombo Tea Development Project to ensure through communication and trainings that project staffs are fully aware of their project deliverables to create understanding and accountability. This is significant in accomplishment of project vision and mission.

There is also a need to ensure that project managers understand the different stake holders of the entire project i.e., the cooperatives in the Area, the kingdom subjects, the zombo district officials and then define their different expectations and interests in the tea project.

UTDAL should consider giving loans to organized cooperative societies to enable the tea growers have enough funds to pay their workers and also buy the necessary inputs for their tea growing farms.

There is also a need to ensure that project managers are able to monitor deviations in scope through performance evaluations. This will ultimately help in achieving project targets in line with time, cost and quality.

There is need for UTDAL to clearly understand how the project is going to be implemented i.e., where the seedlings from be supplied from, the quality of seeds, how they will be distributed, what trainings need to be done and who should be trained, how often should progress reports be made as well as how the harvest shall be processed for value addition.

Political interference challenges need a firsthand attention by ensuring that there are working policies and regulations as a way of dealing with corruption. On quality assurance related challenges, reliability of a project deliverables needs to be improved by ensuring that every activity is done in time appropriated.

Finally, UTDAL from the resources that were allocated by the government should consider to build a processing plant with in the region of the Alur kingdom so that the harvest can be processed for value addition.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

MAKERERE UNIVERSITY BUSINESS SCHOOL

Dear Respondent,

This study is about promoting project governance in Zombo Tea Development project. You have been identified as a key respondent, please spare a few minutes of your busy schedule to fill this questionnaire. The responses will be used for purely academic research. Your honest and sincere responses are highly appreciated and shall be treated with utmost confidentiality

Personal Data

Please circle the appropriate response

1) **Age:** 18- 35 years ☐   36-50 years ☐   51-69 years ☐   70 and ☐
   above

2) **Gender:**   Male ☐   Female ☐

3) **Highest education level attained:**

   ☐   ☐   ☐   ☐   ☐   ☐

   Certificate   Diploma   Degree   Masters   PHD   Others

   (Specify)

4. **Marital Status**

   Single ☐   Married ☐   Divorced ☐   Widowed ☐ Separated ☐

5. **Time spent on the project**

   Below 1 yr. ☐   1 – 3 yrs. ☐   3 – 5 yrs. ☐   5 yrs. and above ☐

SECTION A: PROJECT GOVERNANCE

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	Practice of project governance	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Accountability and Responsibility					
B1	The responsibilities of project staff are clearly defined by the management	1	2	3	4	5
B2	Project staffs are aware of their project deliverables	1	2	3	4	5
B3	Decision making lies in the hands of the project manager	1	2	3	4	5
	Stakeholder engagement					
B4	All Zombo Tea development project stakeholders were clearly identified by the management	1	2	3	4	5
B5	All Zombo Tea development project stakeholders' expectations are defined by management					
B6	Project stakeholders form part of the project steering committee	1	2	3	4	5
B7	Stakeholders are engaged in decision making	1	2	3	4	5
	Stakeholder communication, meeting and reporting					
B7	We have a well formulated communication plan	1	2	3	4	5
B8	We endeavor to organize meetings with local authorities	1	2	3	4	5
B9	Trust has been built between customer organizations and the project	1	2	3	4	5
	Risk management					
B10	Risks were clearly identified at the beginning of the project	1	2	3	4	5
B11	Risks were classified and prioritized at the beginning of the project	1	2	3	4	5
B12	There has been a project risk response plan from the beginning	1	2	3	4	5
	Assurance					
B13	The project management has the ability to monitor deviations in scope	1	2	3	4	5
B14	The project management has the ability to monitor deviations in time	1	2	3	4	5
B15	The project management has the ability to monitor deviations in cost	1	2	3	4	5
	Project management control process					
B16	Project manager constantly measures the performance of the project against baseline scope	1	2	3	4	5
B17	Project manager constantly measures the performance of the project against baseline budget	1	2	3	4	5
B18	Actions towards any form of deviation are quickly taken	1	2	3	4	5

SECTION B: Challenges facing project governance

		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Challenges					
	Appraisal process related challenges					
CC1	Project scope was prepared to cover the specific business plan	1	2	3	4	5
CC2	Accountability problems are due to uncertainties in project appraisal process	1	2	3	4	5
CC3	Favouritism in decision making is experienced in the management of the project	1	2	3	4	5
CC4	The Project missed its implementation schedules	1	2	3	4	5
	Stakeholder engagement related challenges					
CC5	Problem solving has remained a big challenge since it curtails resolution of conflicts	1	2	3	4	5
CC6	Conflict of interests remains a big challenge in accomplishment of duties within project staff	1	2	3	4	5
CC7	Some stakeholders are non-technical to be engaged in technical decision-making which causes imbalances	1	2	3	4	5
	Decision making related challenges					
CC8	Delayed decision-making process is a big challenge	1	2	3	4	5
CC9	Some stakeholders lack subject matter expertise	1	2	3	4	5
CC10	Budgeting decisions are based on insufficient information and analysis	1	2	3	4	5
	Management commitment related challenges					
CC11	Lack of interest in project implementation by management has affected the implementation of Zombo Tea development project	1	2	3	4	5
CC12	Management failing to own their responsibilities as expected has affected the performance of the project	1	2	3	4	5
CC13	Shortage of experience to perform the assigned roles effectively has affected the quality project output	1	2	3	4	5
CC14	Failure to maintain records has affected monitoring and evaluation of the project	1	2	3	4	5
	Political interference related challenges					
CC15	Contracts are awarded on basis of political affiliations rather than a performance-based system	1	2	3	4	5
CC16	Corruption is embedded in running of the project	1	2	3	4	5
CC17	Favouritism is embedded in running of the project	1	2	3	4	5
CC18	The mixing of politics in recruitment of some staffs affects job performance in the project	1	2	3	4	5
	Quality assurance related challenges					
CC19	The project fails to fulfil the expectations of the stakeholders	1	2	3	4	5
CC20	There is lack of proper mechanism for quality assurance of the project	1	2	3	4	5

CC21	unreliability of the project deliverables affects time accomplishment of the whole development plan	1	2	3	4	5
CC22	**Human Resource related challenges**					
CC23	Lack of adequate competent human resources is a challenge to accomplishment of project targets	1	2	3	4	5
CC24	Both internal or external staff lack required experience,	1	2	3	4	5
CC25	Lack of human resource planning affects the quality of staff recruited/retained in the project	1	2	3	4	5
	Performance monitoring related challenge					
CC26	Failure to collect performance related information in time delays the completion of the project	1	2	3	4	5
CC27	Performance scorecards show inefficiency which affects evaluation	1	2	3	4	5
CC28	Absence of some staff from duties affects timeliness of the project	1	2	3	4	5
	Role conflict related challenge					
CC29	Lack of a clear role description affect the performance of project staff	1	2	3	4	5
CC30	Work overload affects role performance of staff in the project	1	2	3	4	5
CC31	Work life imbalance among staff affects their performance	1	2	3	4	5
	Legal disputes related challenges					
CC32	The project has been a victim of several litigations	1	2	3	4	5
CC33	The legal team have been failing to do their job as required	1	2	3	4	5
CC34	Litigations have led to litigation expenditures and time lapses	1	2	3	4	5

SECTION C: Strategies to address project governance challenges

	Strategies	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	Appraisal process					
ST1	Adherence to implementation schedules is key in improving project governance by ensuring supervision	1	2	3	4	5
	Stakeholder engagement					
ST2	Project governance improves with engagement of stakeholders in solving problems as they occur	1	2	3	4	5
	Decision making					
ST3	The role of some stakeholders needs to be limited to areas where they have expertise and orientation	1	2	3	4	5
	Management commitment					
ST4	Total involvement of top management in the whole process can steer management interests in the project implementation	1	2	3	4	5
	Political interference					

ST5	Project contracts need to be awarded on basis of performance-based system	1	2	3	4	5
ST6	Separation of politics from recruitment of staff will improve project governance	1	2	3	4	5
	Quality assurance					
ST7	The project needs to fulfil the expectations of the stakeholders by meeting the quality measures/indicators	1	2	3	4	5
	Human Resource					
ST8	There is a need for adequate competent human resources recruited	1	2	3	4	5
ST9	Human resource planning needs to be prioritized by appropriating required budget for this activity	1	2	3	4	5
	Performance monitoring related challenge					
ST10	There is a need to introduce performance scorecards to ensure accurate individual evaluation	1	2	3	4	5
	Role conflict related challenge					
ST11	Promoting work-life balance among women and men employees	1	2	3	4	5
	Legal disputes related challenges					
ST12	Disputes need to be settled outside courts of law through negotiations	1	2	3	4	5

Thank you

APPENDIX II:
TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Source: Krejcie& Morgan (1970, as cited by Amin, 2005)

Note. —N is population size.
S **is sample size.**

APPENDIX III:

ETHICAL CONSIDERATIONS: FIELD ATTACHMENT LETTER

MAKERERE UNIVERSITY BUSINESS SCHOOL

Plot 21A, Portbell Road, P. O. Box 1337, Kampala - Uganda
Phone: Direct Line: +256-414-222545; General Line: +256-414-338120; Fax: +256-414-505921

Faculty of Graduate Studies & Research

October 13, 2021

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: NALWANGA ANGELLA 2014/HD10/230U

The above named is a student of Makerere University Business School pursuing studies leading to the award of Master of Business Administration of Makerere University. She joined the School in 2014 and is currently carrying out research on the topic *"Promoting Project Governance in Zombo Tea Development Project under Uganda Tea Development Agency Limited."*

Any assistance rendered to her will highly be appreciated.

Thank you,

Pamela S. Ibembe
Faculty Registrar

13 OCT 2021