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**ASSESSING THE ROLE OF DONOR FUNDED PROJECTS IN ENHANCING
COMMUNITY DEVELOPMENT FROM THE GHANAIAAN PERSPECTIVE**



**BY
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(10803550)

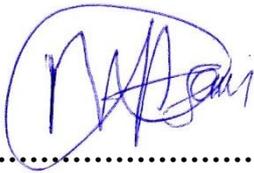
**THIS DISSERTATION IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON,
IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE MASTER OF ARTS DEGREE IN INTERNATIONAL AFFAIRS**

LEGON

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DECLARATION

I hereby state that this dissertation is the outcome of an original research conducted by me under the supervision of Dr. Daniel Darmani Kipo-Sunyezi, and that no part of it has been duplicated from other sources without proper academic acknowledgement. Additionally, this dissertation has not been submitted either in part or whole for the award of any other degree.



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DATE: 9th January, 2022



DEDICATION

I dedicated the successful completion of this dissertation to the Almighty God and my family

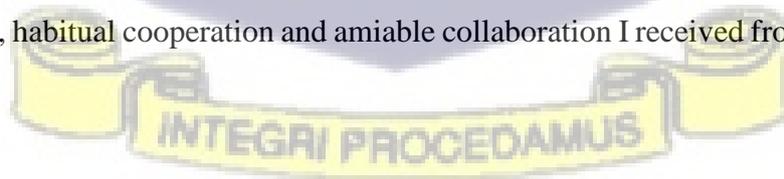


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“It is impossible to develop a master’s dissertation without the assistance and encouragement of concerned folks. Candidly speaking, the one under scrutiny, certainly cannot be taken out of the context”. The writing of this dissertation has been one of the most daunting and arduous academic odysseys I have ever had to face. Without the motivation, resilience and guidance of the following personalities, this study would have been a mirage. It is to them that I owe the most vivid felicitation. First, my profound thanks go to my Supervisor, Dr Daniel Darmani Kipo Sunyehzi, for his patience, constructive criticisms, great suggestions and amazing encouragement leading to the completion of this dissertation. Also, I remain grateful to Prof. Emmanuel Debrah, the Director of LECIAD, for his motivation and encouragement.

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LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|----------|--|
| ADB/AfDB | African Development Bank |
| CBOs | Community-Based Organizations |
| CSFs | Critical Success Factors |
| DFPs | Donor-Funded Projects |
| DFWPs | Donor-Funded Water Projects |
| FBOs | Faith-Based Organizations |
| FIMAC 1 | Investment Fund for Communal and Agricultural Micro-Projects |
| GHA | Ghana Highway Authority |
| GNA | Ghana News Agency |
| GPOLIPs | Ghana highway Authority, Pokuase and Obetsebi Lamptey Interchange Projects |
| IADU | Internal Audit Divisional Unit |
| ICT | Information Communication Technology |
| IMF | International Monetary Fund |
| JICA | Japan International Cooperation Agency |
| KM | Knowledge Management |
| MDGs | Millennium Development Goals |
| NGOs | Non-Governmental Organizations |
| ODA | Official Development Assistance |
| OECD | Organization for Economic Cooperation and Development |
| RII | Relative Importance Index |
| TRIP | Tema Roundabout Interchange Project |
| UNDP | United Nations Development Programme |
| UNESCO | United Nations Educational Scientific and Cultural Organization |
| US | United States |

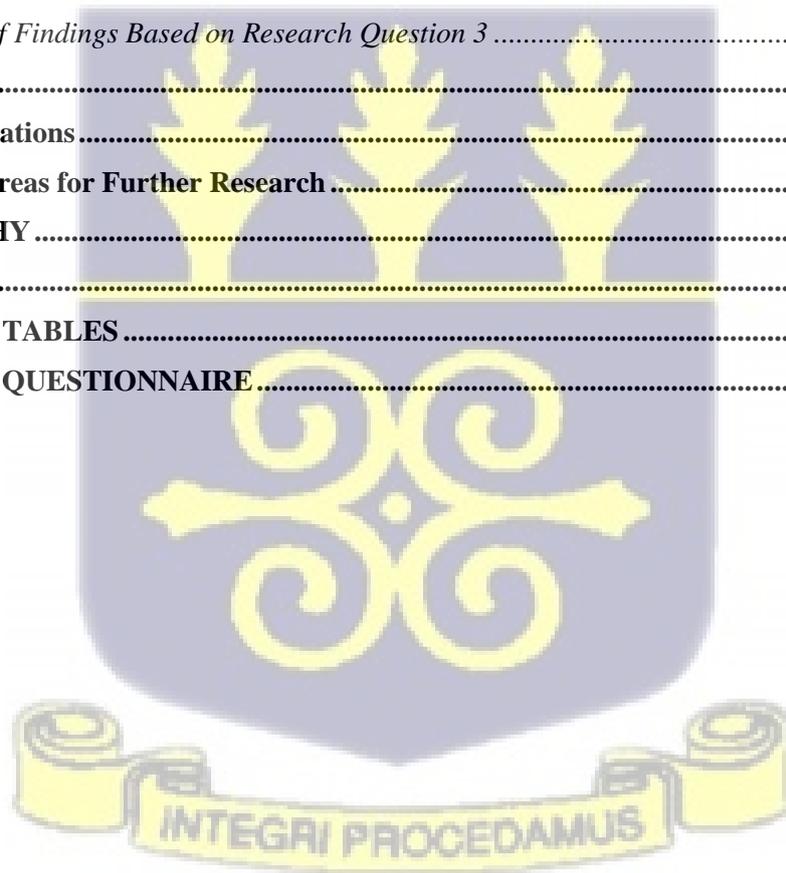


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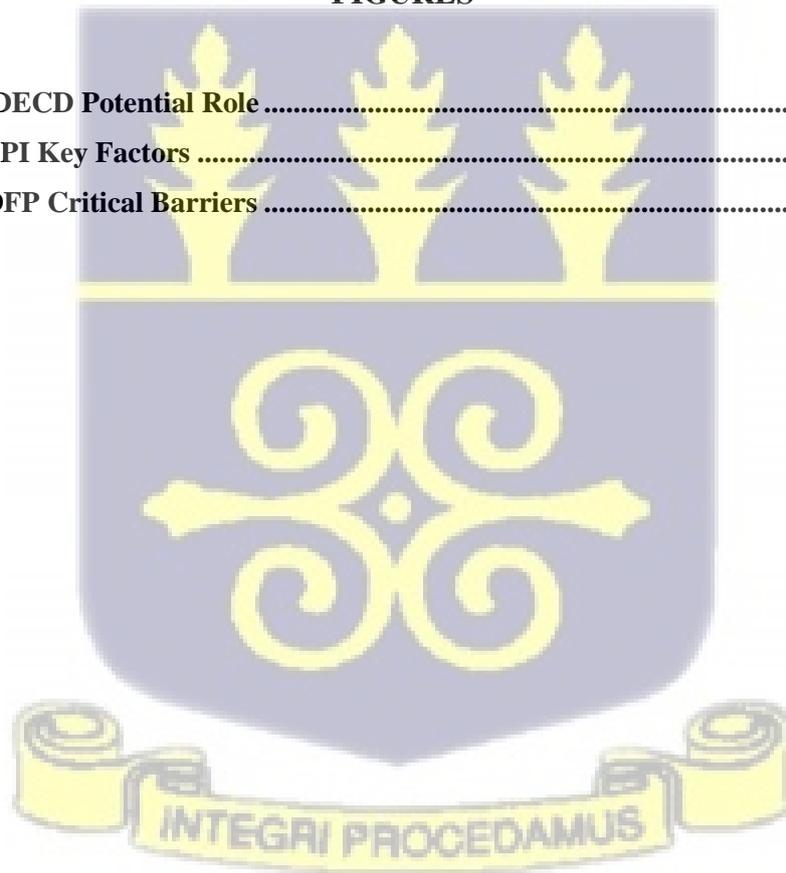
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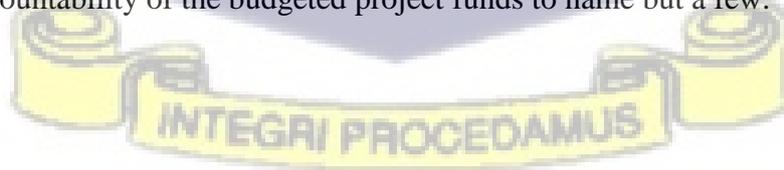
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ABSTRACT

Donor funded project (DFP) debacles in many developing economies is extremely high as compared to its developed counterparts. In their pursuit for sustainable community development, developing economies like Ghana partake in projects like the construction of infrastructural facilities among others. Such projects, normally financed by donor agencies do face myriads of shortcomings like abandonment, cost deviation, schedule deviation, scope deviation, and stakeholders' dissatisfaction among others. The academic work set out to appraise the role of donor funded projects in enhancing community development from the Ghanaian perspective, with a specific focus on Ghana Highway Authority, Pokuase and Obetsebi Lamptey Interchange Projects (GPOLIPs) as cases. In consonance with the research objectives, the study identified the potential role of donor funded projects that enhances community development, examined the key factors influencing successful donor funded project implementation, as well as investigated the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective. In conducting study, the researcher employed quantitative research approach and simple random sampling technique to choose GPOLIPs respondents for their predilections relating to the study. A questionnaire was considered as the main survey instrument while Relative Importance Index (RII), Microsoft Excel and Descriptive Statistics (mean scores, etc.) were relied upon as far as the analysis of data is concerned. Main findings of the study as suggested by GPOLIP respondents, in relation to the potential role of donor funded projects that enhance community development from the Ghanaian perspective were as follows: poverty reduction, employment creation and increased income levels, improvement of community welfare and rights' awareness, enhanced accessibility and improvement in education, including improved food security. In allusion to the key factors influencing successful donor funded project implementation from the Ghanaian perspective, 6 notable constructs were identified, namely: level of funding, effective risk management systems, efficient monitoring and evaluation management systems, in addition to strict adherence to stakeholder involvement just to mention a few. Additionally, in conjunction with critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, 6 notable determinants were realized, specifically: inadequate project planning regimes, rampant scope changes, abysmal stakeholder relationship, irregular flow of funding and high transaction costs, ineffective communication systems, as well as the non-existence of sufficient resources among others. Having realized the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, it is recommended that the government of Ghana and donor agencies would spring up with accountability and transparency policies to fraud-proof and misappropriation of resources. Besides, officers charged with project implementation should be made to sign performance contracts to effectuate themselves to enhance the accountability of the budgeted project funds to name but a few.



CHAPTER ONE INTRODUCTION

1.1 Background to the Research Problem

According to Kiprop et al.,¹ and the World Bank report², donor aid symbolizes the allocation of direct or indirect finance for goods or services at reasonable costs as compared to what would have been levied in the normal open market, and allotted by an external donor. The successfulness of donor aid stands out as an integral for the international development community³. In conjunction with the argument of Acharya et al.,⁴, regardless, addressing the global millennium development goals (MDGs) or working collectively on sustainable community poverty mitigation strategic projects in most economies, donor agencies must beef up their efficiency in order to achieve precise development outcomes and absolutely get rid of poverty.

It is worth mentioning that developing economies have turned out to be the main recipients of donor-funded projects in excess of five centuries. Similar projects have come to be relevant to areas such as public health, agriculture, education, social and sustainable community development and infrastructural development⁵. From the generalistic sense, donor-funded projects are the bedrock of major catalogued progress in boosting many developing economies out of appalling social and developmental stagnation⁶ & ⁷. Irrespective of the relevance associated with donor-funded projects, Azhar et al.,⁸ contend that their returns in terms of quality, cost, time and stakeholder fulfilment continues to be the subject of offense and debate in myriads of developing economies within Sub Sahara African terrain. Unscientific evidence asserts that project organizations within most growing economies are mirrored by unforeseeable and spasmodic personal interactions and animosity with organizational procedure which marrows the prevalence of discharge of donor funded projects' shortcomings⁹ & ¹⁰, hence undesirable outcomes abound. Pertaining to the Ghanaian outlook, many donor-funded projects

such as Tema Motorway, Pokuase and Obetsebi Lamptey Interchanges that have been implemented in some municipalities like Tema, Ga-West and Osu Klottey respectively, show signs of impracticality and insufficient risk assessment and management techniques as submitted by Amponsah¹¹ and Damoah¹².

Since its completion, the Tema roundabout interchange project (TRIP) has improved the amplitude of the roundabout and its interconnecting roads, safety and efficiency of transport in the Greater Accra region not to mention provision of a continuous traffic flow to expedite trade and transit in the West African Sub-region that has enhanced remunerative growth¹³. That notwithstanding, it has come under heavy and intense backlash over its inability to put strategies in place to curtail glaring inadequacies that militate against the effective functioning and implementation of donor-funded community developmental projects being undertaken within the locality as trumpeted by Bempong¹⁴. Likewise, according to Ghana Web's General News of Thursday¹⁵, construction workers on the Pokuase interchange project been funded by the African Development Bank and the Ghanaian Government picketed over what they described as ill treatment from their seniors. These artisans told Ghana Web they are not happy with the GH¢20 they receive as their daily wages and GH¢1 ration they receive for scaffolding. They also bemoaned the lack of health insurance cover on them notwithstanding how iffy their job specification entail. Undoubtedly, such shortcomings, if left unattended to by the Pokuase interchange project's management team and the Ghanaian Government do trigger the triple project constraints (cost, time and scope), causes cost and time overruns, which subsequently militate against the effective functioning and implementation of donor funded projects in most developing economies in Sub-Saharan Africa, including Ghana¹⁶.

Kiprop et al.,¹⁷ observe that because of the broken natural feedback loop in donor aid, injecting a clear-cut assessment objectives in such arrangements is crucial to annihilate performance

difficulties. If the assessments are well carried out, to the level that there is no technique in place to act on these assessment, specifically, no technique to get the assessment results out in the community, the donor agency's behaviour would probably not be damaged. An autonomous foreign aid assessment agency could be a way around these difficulties. To buttress this point, even if donors adapt official assessment as a vital part in donor funded projects, there would still be problems in employing outside control without sabotaging inside accountability liaison and public development¹⁸. public development includes altering the liaisons between common people and people in positions of authority, so that everybody can participate in the issues that influence their lives^{19 & 20}. It commences from the theory that inside any society, there exists great deal of knowledge and expertise which, if used in prolific ways, can be transmitted into collaborative action to attain the communal projects' intended objectives in a sustained fashion^{21 & 22}.

Furthermore, irrespective of the huge donor funds made available to African economies to foster sustainable community developmental projects relating to health, good governance, agriculture among others, most of them really do not channel the funds towards that course which invariably put them in a sorry state and appear to be in a stifled growth and development. To buttress this point, Tony Blair once trumpeted that Africa is a disfigurement on the moral sense of the world, an outlook buttressed by Moyo²³, who has provided the ultimate thrust for giving donor aid to Sub Sahara African economies. Oblivious of the nexus existing between foreign aid and reliance, Africa has thus, so far received US\$1 trillion in growth-related aid for over five decades. Interestingly, rather than taking Africa out of hardship, Moyo²⁴ laments the aftermath reliance and suppressed development that has branded growth in Africa. Furthermore, Abuzeid²⁵ contends that the influx of huge quantum of donor aid earmarked for developmental projects have aggravating consequences on the states of the receiving economies, and can aggravate the situations in most instances. It is so glaring that Abuzeid²⁶

does not have diffidence in foreign aid in view of the fact that, more often than not, donor funded projects fail to live up to their billing. In view of this, arguments that tout donor funded projects as a panacea for African development, specifically in sustainable community developmental projects therefore warrant scrutiny and tentative diagnosis.

The inconceivable question therefore is “whether these donor-funded projects do play an indispensable role in enhancing community development from the Ghanaian perspective”. Consequently, the study seeks to identify the potential roles of donor funded projects that enhances sustainable community development, examine the key factors influencing successful donor funded project implementation, in addition to investigate the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, with a specific lens on Ghana Highway Authority, Pokuase and Obetsebi Lamptey Interchange Projects (GPOLIPs) as cases.

1.2 Statement of the Research Problem

Donor funded project debacles in most developing economies is extremely high as compared to its developed counterparts^{27 & 28}. In their journey for sustainable community growth, growing economies like Ghana take on projects like the construction of infrastructural facilities among others. These projects, which are normally financed by donor agencies such as African Development Bank (ADB) and Japan International Cooperation Agency (JICA), etc. do face myriads of shortcomings such as abandonment, cost deviation, schedule deviation, scope deviation, and stakeholders’ dissatisfaction just to mention a few. From the Ghanaian perspective, donor funded project non-fulfilment rate is high and the amount related with such cannot be overemphasized^{29 & 30}. Myriads of donor funded project failures have been observed by World Bank³¹, and GNA³² among others, which endeavour to augment the lives of the Ghanaian masses and foster sustainable community developmental regimes. Amponsah³³ argue

that at least one out of every three infrastructural development projects mostly funded by donor agencies in Ghana either goes wrong or is impugned, hence, trying to prevent the triple constraints of project from occurring becomes a fiasco. In view of this, donor agencies become hesitant to grant aid for infrastructure projects due to the unfulfilling results associated with project outcomes^{34 & 35}.

In allusion to the World Bank³⁶ report, retrogressive tendencies exhibited by most Sub Sahara African economies have culminated into donor apathy towards such community developmental projects including Ghana. As trumpeted by GNA³⁷, Ghanaian government donor funded projects have experienced extremely optimal failure rate and can under no circumstance be relegated to the background. Over the past few years, colossal amounts of money have been solicited from the International Monetary Fund (IMF), World Bank and other donor agencies by the Ghanaian government to embark on projects that attempt to enhance socio-economic development such as the US\$547 million under the Millennium Challenge Account (MCA) solicited in 2006. Likewise, in line with the United Nations Development Programme's (UNDP's) Human Development Report³⁸, Official Development Assistance (ODA) has experienced an upsurge by 35% since 2004. As at 2011, yearly ODA figure stood at US\$100 billion. Irrespective of this colossal quantum of development aid that has found its way to the shores of Sub Sahara African economies including Ghana, the literature on donor funded development projects and programs keep up to cite incessant bottlenecks intimidating the attainment of projected goals^{39 & 40}.

Also, most of these donor-funded projects have not lived up to their billing and anticipated objectives^{41 & 42}. This incessant donor funded project failures have cost the country significant amounts of money to go down the drain and cannot be underestimated⁴³. This has titivated donor agencies and economies to express misgivings about the phenomenon, and the earlier

Ghana as a developing economy devises strategic interventions to curtail these myriads of crippling tendencies, the better it will be for its populace as far as cutting-edge advancement and development in this 21st century is concerned.

Extant scholarly works that take cognizance of “Donor Funded Projects”, and “Community Development” from the African perspective, specifically using Ghana Highway Authority, Pokuase and Obetsebi Lamptey Interchange Projects (GPOLIPs) appear to be inexistent, untapped and under-studied. Technically speaking, studies that pursue to recognize the potential roles of donor funded projects that enhances sustainable community development, examine the key factors influencing successful donor funded project implementation, and also investigate the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, come across as a mirage and unrealistic. Furthermore, from a ultra-critical evaluation of related literature suggests quite a substantial plethora of extensive research projects embarked upon that relates to “Donor Funded Projects”, and “Community Development” covering the globe^{44, 45, 46 & 47}, but certainly not the topic under examination. However, the researcher’s chosen topic is yet to be widely exposed to any detailed pragmatic evaluation especially in many emerging countries including Ghana (a research gap that needs to be given the requisite attention). The researcher’s interaction with one of the Resident Engineers associated with the Pokuase Interchange Project pointed to inconsistent flow of finance, scope creep and curtailments on time line up of project completion, etc. as some of the notable barriers to the effective functioning and implementation of donor-funded developmental projects in Ghana and beyond⁴⁸.

This study therefore seeks to constrict this research void by recognizing the potential roles of donor funded projects that enhances sustainable community development, examine the key

factors influencing successful donor funded project implementation, as well as the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective.

1.3 Research Questions

Arising from the problem statement, the study seeks to answer the following research questions:

1. What is the potential role of donor funded projects that enhances community development from the Ghanaian perspective?
2. What are the key factors influencing successful donor funded project implementation from the Ghanaian perspective?
3. What are the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective?

1.4 Objectives of the Study

The main aim of this study is to assess the role of donor funded projects in enhancing community development from the Ghanaian perspective through a survey. The specific objectives are:

1. To identify the potential role of donor funded projects that enhances community development from the Ghanaian perspective.
2. To examine the key factors influencing successful donor funded project implementation from the Ghanaian perspective.
3. To investigate the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective.

1.5 Scope of the Study

The scope of the study is limited to assessing donor-funded projects for sustainable community development from the Ghanaian perspective, with a focal point on “GPOLIPs”. Geographically, the study was limited to collecting responses from Ghana Highway Authority employees in charge of Urban and Feeder Road projects, project stakeholders and beneficiaries associated with Pokuase and Obetsebi Lamptey Interchange Projects, in the Greater Accra Region of Ghana. With respect to the current study’s duration, it spanned between 1st September 2020 to 28th February 2021. Conceptually, the study focused on examining the key factors influencing successful donor funded project implementation, as well as investigating the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective.

1.6 Rationale for the Study

This research study may not only assist GPOLIP, but also other corporate entities, districts and municipalities in all the 16 newly created regions in Ghana to unearth critical barriers to the effective functioning and implementation of donor funded projects from the African perspective, and how best to devise strategies to manage them to the smallest amount.

The current study could also be of enormous relevance to researchers as it will inadvertently produce the foundation upon which further studies could be executed, in collaboration with donor funded projects and community development from the Ghanaian outlook and beyond; as well as

Additionally, the current study is justified on the grounds that the information garnered could be of immense relevance to governments and other stakeholders in municipal and district policy

formulations, in addition to the development of appropriate approaches for future growth and researches in Africa and beyond.

1.7 Hypothesis

Despite the religious and cultural diversity discrepancies prevalent in Ghana, donor-funded projects have contributed immensely to community developments in Ghana.

1.8 Theoretical Framework

The study's theoretical framework takes cognizance of the development diplomacy theory. It is worth mentioning that myriads of development-inclined academicians and advocates have attempted to provide an answer to the intriguing question as to whether donor-funded projects do enhance community developmental projects worldwide. These conclusive incursions trigger the underpinning arguments that pertains to the development diplomacy theory.

1.8.1 Development Diplomacy Theory

Development diplomacy theory argues that the process of building an affirmative perception in foreign lands, two-sided affiliations and all-embracing function and stance based on aid transfers mainly throw light on the promotion of development and well-being of developing economies.^{49; 50} It is worth mentioning that in order for development diplomacy to function in practice as a part of state-of-the-art public diplomacy, it needs to be preferably supported by other non-private diplomacy apparatuses. In allusion to beneficiary economies, conventional information movements can be of immense assistance. That notwithstanding, they have to be executed with optimum carefulness, so as to fend-off indoctrination and to foster trustworthiness, as compared to the perceptual underestimation of a “jaded” donor. In conjunction with the argument credited to Stevenson⁵¹, the terminology “diplomacy” takes cognizance of the creativity and usual procedure of carrying out negotiations between

sovereignty members. Likewise, more often than not, diplomacy encompasses the administration of intercontinental connections through the mediation of professional diplomats in relation to a complete dimension of nominal shortcomings. Diplomacy per se relates to titivating the decisions and behaviour of alienated sovereignties and officials through repartee, bargaining, including other orderly and courteous channels. Strictly, diplomacy entails the integral apparatus that pertains to alienated framework, which constitutes broad spectrum objectives and techniques that safeguards a sovereignty's interplays with other economies across the globe. Intercontinental accords, concurrences, friendly associations, two-sided commerce connections, including indications of alienated framework are routinely bargained by diplomats preceding backing by civil politicians, which coherently buttresses the argument credited to Corgan⁵².

“State-of-the-art communal diplomacy” apparatuses like social diplomacy, which centres on not-for-profit corporate entities or scholars’ and experts’ dialogues, might be relied upon, as a fragment of, or apart from advancement agendas, as a quota for propagating awareness that pertains to a donor economy. Type of aid is also of immense relevance in this perspective, in view of the fact that it gives instruction on contacts between donors and donee’s citizens, if executed efficiently, can be favourable to synergistic education and production of a conclusive perception. Along these lines, types of aid like training, students’ acceptance, study visits, instant consultations or knack transfer, including mini projects well entrenched in indigenous community, seem to be most encouraging in allusion to concurring objectives linked to growth including the ones of public diplomacy (likewise requiring less promotional “assistance” by other public diplomacy standards). The people-centred effect of said undertakings, amid the additional factors, will rely inter alia on the political system (that is existence and excellence of democracy) of the donee state. This culminates into distinct denouement: considering t order

for development diplomacy to operate efficiently, it has to be knowingly interwoven in the two-sided associations with a given beneficiary as trumpeted by Zielinski⁵³.

Additionally, outstanding development diplomacy demands an appropriate contemplation on the donor's squishy potential assets, on how perhaps they might attend to the donees' necessities and also assist as a retrospective teaser crusade. This appears to be a discernible effort of every donor extending certain development assistance to a particular economy. That notwithstanding, observation from the view point of capacity communal diplomacy perks might trigger cutting edge ideologies. Development diplomacy as a mindful framework further demands accuracy relating its goals. Undoubtedly, with the exception of the development goals, they demand to station themselves inside public diplomacy aims; development diplomacy can promote a depiction of a state as a donor and promote its' other soft power assets, which synonymously reinforces the argument of Zielinski⁵⁴.

Arising from the foregoing discussion that pertains to development diplomacy theory, donor-funded projects such as the Pokuase and Obetsebi Lamptey Interchanges among others perfectly fit into the category of non-state actors and are subjects of international relations. In tandem as well as the argument of Organization for Economic Cooperation and Development (OECD)⁵⁵, development aid symbolizes the financial flows, technical assistance, and commodities that are designed to encourage community growth and well-being of the citizenry of a typified economy and beyond. Owing to the afore-mentioned arguments, the study is heavily dependent on DFPs such as Pokuase and Obetsebi Lamptey interchanges which have the capacity to trigger optimum community development systems, including the citizenry's welfare among others.

It is worth mentioning that the altering features of diplomacy constitute brand new obstacles for diplomatic actors in the 21st century, who have to modify their structures in order to continue being relevant on the international stage. The developing interconnection and complexity of issues requisite a more connected approach to development diplomacy, while states hold on to their prevalence in diplomacy. The major elemental weakness associated with modernistic development diplomacy theory therefore calls for finding an equilibrium linking traditional and new elements as averred by Schmidt⁵⁶.

One indispensable weakness associated with development diplomacy theory is attributable to the fact that larger part of ‘classic texts’ or works vital to the percept of development diplomacy studies are prescriptive. Prescriptive guides to predominance development diplomacy tend to be aligned professionally, not hypothetically. Although they give neophyte a quality perception into the pragmatism and directives of development diplomatic interplay, they do infinitesimal to advance the quest for thesis that reflects modern diplomacy. Rather, such prescriptive approaches towards development diplomacy bolster the turmoil of what diplomacy is and who diplomats are, that is they do not advance the field’s academic meaning of modernized diplomacy, as also trumpeted by Simpson⁵⁷.

Categorically, development diplomacy theory is of immense relevance to the present academic investigation owing to the fact the potential constraints that hamper the successful execution of donor-funded projects implementation and management regimes at GPOLIP from the Ghanaian perspective and beyond will be curtailed to an acceptable threshold (barest minimum).

1.9 Literature Review

Review of Article 1

Muluh et al.,⁵⁸ claimed that over the past 50 years, developing economies including Ghana have been the integral beneficiaries of DFPs in diverse areas like agriculture, education, public health, infrastructural development, social and community development. This was in line with their scholarly write-up to examine the challenges and prospects of sustaining DFPs from the Cameroonian rural setting. Regardless of the relevance connected to DFPs, the authors were of the unvarnished opinion that a wide range of methodological and theoretical difficulties had emerged. As an example, Komives et al.,⁵⁹ also noted that there are noticeable restrictions on the ability of national governments to promote community development, which has always made flaws related to project influence and upkeep captivating.

Muluh et al.⁶⁰ argument for sustainability was supported by Muluh and coauthors, who claimed that project donors' responsibilities included continuing to operate their farms and businesses and finding other sources of income when the financial aid phase of the project was through. According to the authors, a project is tenable if tenability methods from the design phase were included. Muluh et al.⁶¹ continued by emphasising the United Nations Educational, Scientific and Cultural Organisation (UNESCO)⁶² claim that project organisation, supervision, and evaluation may have an impact on tenability.

The Investment Fund for Communal and Agricultural Micro-Projects (FIMAC I) project donors' income thresholds also appear to have changed significantly, according to Muluh et al.⁶³ study, but the project's sustainability (as demonstrated by its continuity) depends on a variety of socioeconomic factors, including the size of the beneficiary's family, how long they have lived in the community, their gender, their level of education, and their socioeconomic standing. From a rural Cameroonian perspective, the less transparent loan application process and lack of collateral security were the other notable obstacles faced by project beneficiaries.

Review of Article 2

Regarding the research project carried out by Gachui⁶⁴ to assess the effects of donor funding on the development of communities from a Kenyan perspective, based on donor funded water projects in Embu County, he hinted that the extreme poverty in developing nations has created a situation where community-based projects are donor funded. The claim attributed to Gachui⁶⁵ states that the aforementioned poverty and the fact that the Kenyan government has not fully upheld its social responsibility have created circumstances where donor aid has been beneficial for community development. As a result, some people now view donations as a permanent solution to the problems with communal welfare.

In reference to Gachui⁶⁶ submission, the World Bank's poverty reduction strategy paper source book views community development funded by donors as a method for enhancing sustainability, efficiency, and effectiveness, enabling the expansion of poverty reduction efforts, enhancing the scope of development, and empowering the poor. The ultimate goal of community development, according to the author, is to collectively bring about social change and justice through working with communities to identify their needs, opportunities, rights, and responsibilities, take action, and evaluate the effectiveness and effects of the action in an effort to end oppressions and address inequalities.

Gachui⁶⁷ proclaimed that in the past few years, the effects of donor funding on community development have been researched and criticised for the reason that donor funding has not produced the anticipated results, which include empowering communities to overcome obstacles in an effort to improve their standard of living. The author firmly believed that donor funding could contribute to economic and social well-being provided the political and economic context was favourable. On the other hand, if the political and economic conditions have not been ideal, donor financing may not have the desired impact on the communities.

Gachui⁶⁸ noted that, in agreement with the claim attributed to Kabanda⁶⁹, people of a typical economy continue to become poorer with each passing day, especially those coming from

economies with a severe scarcity of products and inadequate service supply. He continued by speculating that the interventions by donors are made in an effort to stop the transmission of poverty in communities from one generation to the next and to empower these impoverished groups to deal with their condition on the basis of their own free will.

Gachui⁷⁰'s study endeavour was supported by three noteworthy theories, namely the (a) Theory of Poverty; (b) Agency Theory; and (c) Big Push Theory. According to Gachui ⁷¹, the modernization theorists agree with the theory of poverty in that they contend that poverty is innately formed in developing countries and may be eradicated through the successful application of intrinsic policies and adherence to the practises of developed nations. Similar to the dependency theorists, those who believe that poverty is unintentionally caused and that it can only be eliminated if rich nations change their disadvantageous trading relations with poor nations. The author claimed that the agency theory was based on the idea that because donors (dominants) are disengaged and follow their own interests, they lack a foundation for trusting in the agents and look to implement strategies to control their interests and the agents' interests in order to reduce scheming behaviours.

According to the big push theory, Gachui ⁷², who also cogently agrees with Abuzeid ⁷³, reported that underdeveloped nations would require enormous amounts of investments to get back on the economic development train. He also suggests that investment programmes carried out gradually will not activate growth and that these meagre investments will completely open on to wastage. Parallel to this, Abuzeid⁷⁴ emphasised that expanding economies with significant inflows of donor aid in social and productive areas will lead to development in all spheres of the community, better the economy's position, and afterwards support the economy's ongoing growth.

Review of Article 3

The author made the argument that the effectiveness of donor aid is conceived by its ability to impact on the community development through the undertaken projects in accordance with the research endeavour carried out by Mayeka⁷⁵ to evaluate the consequence of culture on sustainability of donor funded water projects (DFWPs) implemented by the World Vision Tanzania in Ngerengere Division, in the five selected villages.

The core of DFPPs, according to Mayeka⁷⁶ and Lelegwe⁷⁷, was inspired by the necessity for developing nations to reduce poverty by providing basic social services to their citizens. Mayeka⁷⁸ emphasised that due to budgetary constraints, a sizable portion of the poverty alleviation initiatives used in emerging nations, particularly those located in the southern region of Sub-Saharan Africa, are donor dependent. The promotion of aid packages by economies and multinational corporations with a focus on development has increased activity among a wide range of stakeholders who have partnered with local governments from an African perspective.

According to Mayeka⁷⁹, from the perspective of Tanzania, a large number of non-governmental organisations (NGOs) have benefited from funding to encourage localised development. According to him, some of the players that have played crucial roles in the funding of community initiatives from a Tanzanian perspective include World Vision Tanzania, Plan International, Save the Children, and Telecommunication corporate entities.

Mayeka⁸⁰ claims that Tanzania is fortunate to have a variety of domestic and international NGOs, Community Based Organisations (CBOs), and Faith Based Organisations (FBOs), to name a few. According to the author, these organisations step in to fund various community-based projects, particularly in areas where the government has either fallen short of providing social services to its citizens or has not yet paid their needs enough attention.

The Global Taskforce of Local and Regional Government meeting, according to the submission of Mayeka⁸¹, recognises that culture is a critical component of success in the paradigm of

sustainable development as a driver and enabler of development in community-centered projects that foster creativity, heritage, knowledge, and diversity into account. Mayeka⁸² went on to say that poverty should not just be understood as being caused by a lack of resources and income in and of itself, but should also take into account the absence of opportunities and capacities with regard to the incorporation of cultural goods into societal advancement.

The author continued by defining sustainability of donor-funded community projects as the continuation of the project (along with its intended benefits) for at least ten years after the donors have left and turned the project over to the community, which has played a direct role in maintaining it for their own gain. According to Mayeka⁸³, money typically flows as donations from the corporate headquarters to the local branches of various groups. According to the author, DFPs often have a plan for conducting financial and economic analyses of initiatives in order to assess their viability and potential impact on community development.

In addition, Mayeka⁸⁴ pointed out that donors have started to take the requirement for community involvement and ownership of the project into consideration in relation to the concept of inclusive development. The sense of shared accountability between the donor and the project's community recipient creates the ownership quality. Accordingly, community ownership of the DFPs is considered to be the ideal level of community involvement for all donor-funded community-based projects, as also suggested by Lelegwe⁸⁵.

1.10 Methodology

Research Approach: Research approach can be clear-cut into quantitative and qualitative research.⁸⁶ From the generalistic sense, quantitative research carries out a deductive approach to the relationship between theory and research which anchor on testing of theory.⁸⁷ Conversely, qualitative research brings to the fore words rather than quantification along with data. It chooses to conduct an inductive approach to the relationship between theory and

research which targets on the generation of theories. The mixed research method or approach is the one that blends the two main research approaches.⁸⁸ Quantitative research approach was used for the study owing to the fact that it merges practices and standard of the natural scientific model in positivism position and incorporates a view of social reality as an external and objective reality as also opined by Bell et al.,⁸⁹.

Research Design: The research technique that the research utilized was the descriptive method. Descriptive research was employed for the study in view of the fact that it brought to the fore reality encompassing the magnitude and position of a scenario, in existence at the exact time the study was undertaken, which also reinforces the postulate of Creswell⁹⁰. This research was cross-sectional on account of time constraint. That being the case, this research was a survey of a definite event at a specified time frame as also postulated by Saunders et al.,⁹¹ Accordingly, cross-sectional studies often engage the survey strategy, and they may be prescribing to depict the event of an episode. Fundamentally, the study depended on primary data. The primary research supplied the raw data to satisfy the objectives set for the current study. The primary data, composed of raw type was put together directly from the individuals associated with GPOLIPs. It ought to be accentuated that primary data was composed of figures, views, facts, opinions and personal experiences of the respondents belonging to GPOLIPs.

Study Population and Sample Size: Research population in a statistical study is a whole lot of individuals around which a researcher wants data while a sample indicates the part of the population from which we in actual fact collect information and subsequently employ it to produce conclusions among others.^{92; 93} The targeted population for the study was 105 individuals belonging to GPOLIP. In addition, a sample size of 83 was used for the study made

up of employees associated directly linked to GPOLIPs with some distinctive characteristics simultaneously. The determination of the sample size was made attainable through the application of Yamane (1967) Equation⁹⁴ illustrated as below:

$$\text{Sample Size} = \frac{N}{1 + N(e)^2}$$

Where; N= Finite Population (105), e=alpha value or margin of error. In this instance, the alpha value is 5% (0.05), whereas the Confidence Interval (CI) is 95% (0.95):

$$\text{Sample Size} = \frac{105}{1 + 105(0.05)^2}$$

$$\text{Sample Size} = 83.17$$

Hence, the sample size for the study = 83.00

Sampling Technique: Sampling, according to Shahrokh et al.,⁹⁵ imply the classifying of a subset of individuals from within a statistical population in furtherance to evaluate its infallible features. In conjunction with the submission of Thomas⁹⁶, a simple random sampling technique encompasses a randomly selected subset of a population. Pertaining to this sampling method however, every member of the population has precisely an equal chance of being chosen. Conjointly, Hayes⁹⁷ argues that a simple random sample connotes a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is usually an unbiased representation of a group.

Categorically, a simple random sampling mechanism was utilized for the research in view of the fact that it is undeniably the most candid of all the probability sampling methods, because it only includes a single random collection and demands hardly any advance knowledge about the population. Additionally, this technique was contemplated for the study with the reason being that individuals who account for the subset of the larger group are selected at random,

every individual in the large population set has equal probability of being chosen. Also, this brings about, in majority of cases, an equalized subset that gives the considerable potential for denoting the bigger group as a whole, not marred by any bias, as also trumpeted by Hayes⁹⁸.

Data Collection Instrument: Questionnaires denote one of the most popular data gathering mechanism utilized in survey research. Put simply, the questionnaire that was conclusively utilized consisted of both open and closed-ended feedbacks. Babbie⁹⁹ debates that surveys, questionnaires, tests of personality, and standardized research instruments are indubitably hypothetical circumstances of tools effectually applied within the quantitative methodology perspective.

Responses was then penned and efficiently put together in place to map out strategic interventions to buckle down the issues cited earlier as concerns the exact aims in conformity with the research questions. Five-Point Likert's scale was engaged to begin the questionnaire in order to permit respondents to bring out the discrepancies in the responses, as well as certifying they had a numerous of options. The Likert scale was preferred since it had been efficaciously applied in similar studies over the past couple of years.^{100; 101 & 102}

Data Analysis: This study banked on Relative Importance Index (RII) method developed by Johnson et al.,¹⁰³ to determine the relative importance of the crucial factors influencing successful donor funded projects' implementation, including the critical barriers to the effective functioning and implementation of donor funded projects from the African perspective. The 5-Point Likert Scale ranging from 1(Completely irrelevant) to 5 (Highly relevant) was effectively utilized and upgraded into the Relative Importance Indices (RII) for each of the factors as:

$$R_{II} = \sum \frac{P_i \times U_i}{N \times n}$$

Where RII = Relative importance index;

P_i = Respondent rating of severity of the key factors influencing successful donor funded projects' implementation, including the critical barriers to the effective functioning and implementation of donor funded projects from the African perspective.

U_i = Respondent's placing identical weighting or rating;

N = Sample size; n = the highest attainable score (The greater the RII score, the highly relevant the key factors influencing successful donor funded projects' implementation, including the critical barriers to the effective functioning and implementation of donor funded projects from the African perspective. It is worth accentuating that RII values ranges between 0 and 1).

The estimated RII values was used to rate the key factors influencing successful donor funded projects' implementation, including the critical barriers to the effective functioning and implementation of donor funded projects from the African perspective. The classification/rating was employed for evaluation purposes as concerns the relative bearing of the parameters as insinuated by the participants.

The respective predictor of RII intuited by all participants was utilized to appraise the unequivocal ratings so as to give a general picture of the crucial factors influencing successful donor funded projects' implementation, including the critical barriers to the effective functioning and implementation of donor funded projects from the African perspective. Additionally, statistical tools like Microsoft Excel and Descriptive Statistics (mean scores, etc.) were successfully employed in the data analysis.

Reliability and Validity of the Research Instruments: In allusion to the submission of Krippendorff¹⁰⁴, reliability encompasses the magnitude to which a test or any assessing technique produces the same results on recurrent trials. Reliability, according to Babbie¹⁰⁵ is a worry every single time a lone observer is the basis of data, since we have no definite guard beside the influence of that observer's subjectivity. In tandem with the observation of Dudovsky¹⁰⁶, reliability problems are most of the time narrowly linked with subjectivity and as soon as a researcher implements a subjective style towards the study then the degree of reliability of the work is going to be jeopardized.

Validity on the other entails the study's feat at computing or probing what the researcher sets out to compute or probe and the degree to which the research outcomes can be functional to new context.¹⁰⁷ Bryman¹⁰⁸ cogitates validity to be a necessary condition for all types of studies. There are different methods of research validity and main ones are specified by Fan¹⁰⁹ as content validity, criterion-related validity, construct validity, internal validity, external validity, concurrent validity and face validity.

Strategic actions were put in place to guarantee that the data collecting instruments employed were reliable and valid. The foremost strategic action was to employ numerous data collection instruments to collect data for the current study. The outcomes from these different data collection tools were subsequently calculated or differentiated in order to authenticate if they churned out similar findings.

Ethical Issues: Pertaining to the execution of contemporary research endeavour, it is always imperative and auspicious to ensure that individuals are not damaged physically or emotionally and that is what ethical concerns embodies. Per the argument of O' Leary¹¹⁰, the researcher has an obligation to make sure that research participants are secured as far as contemporary researches is concerned. Prospective respondents to the questionnaires were given reassurance

that the data collected would be used for the specified reason and in no way made out the provider of such data. Also, respondents were educated to be unprejudiced since the researcher was under no circumstance searching for accurate or erroneous feedbacks. Other ethical issues like informed consent were sought for before the administration of the questionnaires. Also, the researcher ensured that respondents' privacy was respected as well as the strict adherence to the anonymity of respondents.

1.11 Arrangement of Chapters

The research was partitioned into four chapters. Chapter one was made up of the research design, whereas chapter two presented an overview of the concept of donor-funded projects and community development in Ghana and beyond. Chapter three took cognizance of the study's findings. Chapter four chronicled a summary of the findings, conclusion and recommendations for policy implementation among others.

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CHAPTER TWO OVERVIEW OF DONOR-FUNDED PROJECTS (DFPs) AND COMMUNITY DEVELOPMENT

2.0 Introduction

This chapter accentuates on the overview of the concept, definition and meaning of donor-funded projects in Ghana and beyond. Additionally, it chronicles the role of donor-funded projects that enhance community development, including the factors influencing successful implementation of donor-funded projects worldwide. Moreover, this chapter also takes cognizance of the barriers to the effective functioning and implementation of donor-funded projects across the globe. Likewise, the chapter throws light on the corporate profile of the Ghana Highway Authority, as well as certain vital but concise information on the Pokuase and Obetsebi Lamptey Interchange Projects in the Greater Accra Region of Ghana.

2.1 Donor-Funded Projects

2.1.1 Concept of Donor-Funded Projects

Donor funded projects encompass aims and outputs with specific tasks at each level.^{1 & 2} Planning, managing, implementing, reporting and evaluating, entail crucial characteristics that ought to be taken into account.³ The concept associated with donor funded projects for social development includes a multifaceted network of stakeholders.⁴ The funding agency, the contractor or implementing unit and the target donee comprise a lot of actors with detailed activities working together for the similar objective.^{5 & 6} These daunting projects point toward high managerial skills, team work, communication and clarity processes. Majority of donor-funded projects have five phases in the life cycle of project management, mainly identification, preparation, appraisal and approval, implementation, and evaluation.^{7 & 8}

2.2 Concept of Community Development

Development basically refers to the actions taken by poor and rich countries, to convey individuals out of poverty and to produce a greater quality of life. With that perspective, the terminology “development” can be synonymous to “progress”.⁹ The concept of community development on the other hand encompasses a procedure where community members are buttressed by agencies to recognize and take joint action on matters which are essential to them.^{10 & 11} Community development endows community members and produces sturdier and more linked communities. It is an all-inclusive approach stuck in principles of empowerment, human rights, inclusion, social justice, self-determination and collective action.^{12 & 13} Community development programs are directed by community members at every stage - from deciding on issues to selecting and implementing actions and evaluation.¹⁴

2.3 Role of Donor-Funded Projects that Enhance Community Development across the Globe

Mubin et al.,¹⁵ executed a research project in Pakistan that pertains to the computing of socio-economic impact of viable livelihoods of Barani areas project by using a wide-ranging impact appraisal methodology and discovered that positive impacts of DFP included enhanced accessibility and improvement in education among others. In conjunction with the assertion credited to Smeaton et al.,¹⁶ economic outcomes associated with donor aided projects counted in: increased incomes, creation of employment, increased yields, improved food security, improved sustainability of crops or livestock, improved agricultural methods, better nutrition and more meals eaten. Supplementary results take account of improved awareness of rights, increased attendance at school and better access to health care and medicines.

Afande¹⁷ observes that the effectiveness of DFPs is indispensable in view of the fact that donors would want to feel fulfilled with the community project results, and also guarantee that

they have undertaken an essential role in improving the wellbeing of communities in the economies they have extended that helping hand to. In conjunction with the argument credited to Christopher¹⁸, DFPs reduce domestic savings and channel it to consumption expenses, but has no relationship with growth and investment in the developing economies.

Shettar et al., (2014) executed a research endeavour from the Indian outlook and observed that there has been a significant transformation in the net income of the beneficiaries. Emphatically, the findings depicted that there has been a remarkable augmentation in the income level, assets, status, employment, level of education, number of earning members in the family and the like, which correspondingly sits well with the argument of Christopher²⁰. Conjointly, Sogge²¹ points out three integral objectives that pertains to World Bank and OECD affiliates in relation to aid giving to boost community developmental projects in most developing economies of Sub Saharan African vintage, namely: (a) Reduction of material poverty (specifically through economic growth, and public infrastructure and basic social services provision); (b) Paying homage to superior quality governance, emphatically in effective, candid and constitutionally accountable organizations to run the economy and the legal order, but likewise in promotion of civil and political rights; and (c) Nullifying the adversarial environmental patterns.

Synchronously, Asfaw et al.,²² publicised that hunger reduction, poverty reduction, increased household income, increased children right of entry to education, enhanced health and nutrition and increased number of households owning assets such as livestock are some of the key roles associated with DFPs that foster advancement in most developing countries worldwide. Okon²³ touts enhanced infrastructural development as one of the notable roles of DFPs that enhances community development in most developing economies in Sub Saharan Africa. Additionally, Simonyan et al.,²⁴ argue that employment creation, enhanced income levels and health care are

undoubtedly some of the key roles of DFPs that enhance community development of the myriads of developing economies across the globe.

2.4 Factors Influencing Successful Donor Funded Projects' Implementation

This section throws light on notable factors that influence the successful implementation of donor-funded projects worldwide that are of immense applicability to the current study:

2.4.1 Effective Knowledge Management Regimes

In order of the postulate of Love et al.,²⁵, effective knowledge management (KM) is undoubtedly one of the essential drivers of successful DFPs across the globe that cannot be overemphasized. According to Besner et al.,²⁶, for a project to be successful, it calls for several CSFs such as effective knowledge management systems among others. Mosse et al.,²⁷ observe the significance of social relationships, in addition to organizational politics associated with information dissemination and its utilization in the context of development projects as being pivotal to project success and continuous improvement (Kaizen continuous improvement philosophy) in project settings just to mention a few, which synonymously reinforces the postulates of Muluh et al.,²⁸ as well as Mayeka²⁹.

2.4.2 Level of Funding

Per the submissions credited to Zerhusen³⁰ and Kuria³¹, donors' availability or funding sources has been recognised as one of the external factors that influence sustainability and project success. Inadequate financing is a chief factor in poor maintenance which, in turn, is frequently referred to as a reason for project dereliction. Project will not live up to their billing devoid of suitable resources; fiscal, human, natural, and technical to sustain them. Monetary, in addition to human and technical resources, aids cannot continue post project except resources have been shifted to or can be obtained by the appropriate host country organizations.³² Inadequate

financing is a crucial parameter associated with abysmal maintenance which, consecutively, is frequently touted as a reason for project failure across the nooks and crannies of the globe.³³

2.4.3 Effective Monitoring and Evaluation Management Systems

Project monitoring remains pivotal as far as the essential drivers of successful DFPs worldwide is concerned.³⁴ Project evaluation seeks to determine the value or relevance of an intervention, policy or strategy in a systematic and objective fashion. Evaluation discoveries should be creditable, and also able to impact decision-making by programme partners based on lessons learnt. According to Guijti³⁵, in order for the evaluation procedure to be objective, it demands to attain a counterbalanced analysis, identify favouritism and resolve perspectives of diverse stakeholders (including intended beneficiaries) via the use of diverse origins and approaches. In tandem with the argument of UNDP³⁶, Kyalo et al.,³⁷ and Scheirer³⁸, effective monitoring and evaluation is critical in ensuring the success of DFPs across the globe and cannot be underestimated. Furthermore, Hodgkin³⁹ and Karanja⁴⁰ aver that effective monitoring and evaluation cannot be underestimated as far as the essential drivers of DFPs' implementation across the globe is concerned.

2.4.4 Effective Stakeholder Involvement Regimes

Gikanga et al.,⁴¹ argue that in pursuance to guarantee effective and proper management of resources, good governance is a significant characteristic of every project. The study established that stakeholders play an essential role and interrelate at various levels, from local to global level and their role and interrelation determine the effectiveness of a development intervention. Additionally, Gikanga et al.,⁴² observe that capacity development and skills training are pivotal determinants of successful donor funded projects. To buttress this point, the likes of Kuria⁴³, Adhiambo et al.,⁴⁴, Gibson⁴⁵, in addition to the argument of Mmuriungi et al.,⁴⁶ contend that the total involvement of stakeholders in DFPs go a long way to boost

project success immensely across the globe. As intimated by Kuria ⁴⁷, DFPs more often than not fail to live up to their billing in view of the fact they do not open to stakeholder ownership and commitment.

2.4.5 Absolute Reliance on Rationality

In tandem with the assertions of Dissanayake⁴⁸ and Gross et al., ⁴⁹, the role of rationality in enhancing project success has not been effectively pried into, specifically in scenarios of optimal uncertainty that pertains to developing economies. In allusion to the observation of Ritzer⁵⁰, rationality stems from the concepts of structuring organizational functions and chain of command with the rationale of predicting work processes in organizations such as bureaucratization. Ritzer⁵¹ delineates organizational rationality and equate it to that of McDonaldization, whilst relying on fast food chain McDonald as a hypothetical case in point. McDonaldization symbolizes that each individual is not privy to the assignment of fishing out for the most feasible panacea, but that the corporate entity lays down codes, benchmarks and methodologies to guarantee the assignment and entity's decision making are executed in a specialized and reasonable manner. In tandem with the assertion of Andersen et al., ⁵²McDonaldization epitomize a rather unique delineation encompassing rationality, but that the concept is deemed befitting for myriads of corporate entities. Ritzer ⁵³ avers that formal organizational rationality comprise of four domains, namely: efficiency, predictability, calculability and control.

From the theoretical point of view, Artto et al., ⁵⁴ trumpet that project autonomy influences its strategy and invariably the manner in which it goes about its function. Turner ⁵⁵ argues that successful project implementation mostly emanates from precise goals setting, objectives and management and organizational configuration, which also falls in line with the assertion of Hao⁵⁶.

2.4.6 Efficient Risk Management Regimes

In allusion to the submission of Besner et al.,⁵⁷, succeeding in project implementation requires the identification of the risk factors so that characteristics of projects which have been recognised as crucial to be achieved are not hindered in order to produce excellent outcomes. In the event that critical success factors (CSFs) are not taken cognizance, there is a high probability that risks will eventually crop up which will inadvertently act as an encumbrance to the DFP's overall attainment of desired project outcomes and its ultimate success as postulated by Mujabi et al.,⁵⁸.

Besner et al.,⁵⁹ argue that the nexus existing between uncertainty and failure seems to be well-established, but the relationship between risk management and success is not all that precise and definite. Both Bakker et al.,⁶⁰ and Zhou et al.,⁶¹ establish an illustrated indications of the nexus existing between individual project risk management undertakings and project success. Contrariwise, both Raz et al.,⁶² and Bannerman⁶³ failed to establish a definite link between the 2 afore-mentioned constructs.

2.5 Barriers to the Effective Functioning and Implementation of Donor Funded Projects across the Globe

This segment of the chapter takes cognizance of potential barriers to the effective functioning and implementation of donor funded projects worldwide:

2.5.1 Ineffective Project Planning Management Systems

According to Mujungu⁶⁴ and Pinto⁶⁵, planning happens to be a pivotal determinant of every project and inability to plan prudently and judiciously can effectuate a project to experience absolute calamity. Assuming project results and how these should be attained are not transparently spelt out in the project planning phase, the project is liable to collapse.⁶⁶

Expressly, projects that commences devoid of understanding of the entire content or the project reference line/limitations of what the project seek out to accomplish are susceptible to failure. Emphatically, Pinto ⁶⁷ unearths the root causation of project failure to the poor preliminary planning phase of projects. Erstwhile research endeavours undertaken by Assaf et al., ⁶⁸ and Pourrastam et al.,⁶⁹ attest to the fact that ineffective planning is the reason for most project failures in most economies in Sub-Saharan Africa and beyond.

2.5.2 Abysmal Communication Systems

Quite a huge chunk of research projects effectuated over the past few decades have proven that effective communication is pivotal in the project environment owing to the fact that it assists to evade replication of information, and also make available all the needed parties involved in the project with important, timely information for effective and efficient delivery of the donor funded project desired outcomes. ^{70, 71 & 72} Hence, inability to liaise effectively prior to and during DFPs implementation epitomizes a sign for an impending catastrophic occurrence.

Ochieng et al., ⁷³ argue that intrinsic and extrinsic communication happens to be the unseen adhesive that fastens disjointed multicultural project team synergistically. Hence, according to Frese et al., ⁷⁴, if ineffective communication regimes crop up, DFPs are likely going to end in a fiasco. Frese et al., ⁷⁵ attribute DFPs fiasco to indispensable factors, namely: non-existence of effective extrinsic and intrinsic communication connections, non-existence of sensitive decision-making and absence of goal congruence and synergy. Bourne⁷⁶ affirms that the challenges encountered by organisers and controllers in a project team is attributable to abysmal and shambolic communication systems. Synchronously, Ruuska et al., ⁷⁷ note that ineffective communication in certain scenarios could aggravate into conflict in a project's management, and its imminent failure as time goes on.

2.5.3 Incessant and Rampant Scope Changes

As trumpeted by Kaliba et al.,⁷⁸ and Liu et al.,⁷⁹, rampant scope changes are unquestionably one of the potential domains that contribute to DFP's debacle and absolute failure. Countless number of research endeavours attest to the fact that scope change is an indispensable contributing attribute for DFP debacle and collapse failure. Synchronously, Ahonen et al.,⁸⁰ contend that as far as most DFPs is concerned, requisites are in particularly changed before the kick starting of projects or modified half-way through the project's life cycle, but hardly are these alterations effected by the winding-up date.

Zhang⁸¹ avers those alterations in the breadth and width of projects are guaranteed to happen and whether or not they happen, it has adversarial consequences on the winding-up time, for the most part, in intriguing DFPs that comprises of multi-stage collaborative process.

2.5.4 Less Attention Given to Socio – Cultural Factors

Quite a huge chunk of extant research endeavours that pertains to cross-cultural management point towards that western management concepts, models and conventions are contrary with other cultural and social settings.^{82 & 83} This signifies that management concepts do not have cross-cultural validity and as such arrogating management practices that are not country-specific can add on to project failure.^{84 & 85} According to Maube et al.,⁸⁶ and Amid et al.,⁸⁷, cultural disparities is one of the notable reasons for project failures in most developing economies, including Ghana.

Alsakini et al.,⁸⁸ (2004) argue that the relevance of socio-cultural disparities covering national borders in the implementation of DFPs cannot that being the case not be relegated to the background. For instance, most extant research studies such as Amid et al.,⁸⁹ and Maube et al.,⁹⁰ have proven that political, sociological and psychological behaviours of people differ from

economy to the other. In view of this, the afore-mentioned studies attest to the fact that the socio-cultural settings of a nation do affect DFP performance and success.

2.5.5 Absence of Sufficient Resources Management Systems

According to Teigland et al.,⁹¹, the terminology “resource” encompasses a very extensive domain and can be compartmentalized as tangible or intangible resources. These comprises of but are not restricted to financial, human, goodwill, reputation, expertise, and material resources. Extant research studies across the globe depicts that myriad of DFPs fail to live up to their billing owing to the non-existence of insufficient resource. The non-existence of financial resources is frequently cited as one of the leading causes of DFPs failure worldwide. Quite a sizable plethora of DFPs have been ditched in developing nations due to the non-existence of financial resources.^{92 & 93}

2.5.6 Miscellaneous Barriers

Palmer⁹⁴ attributes DFP failure in developing countries to the absence of mundane maintenance. The use of turnkey project management practices in developing countries has also experienced challenges as observed by Alsakini et al.,⁹⁵. From the African perspective, an abysmal liaison between shareholders is one of the leading causes for government project failure.⁹⁶

Notable challenges associated with the implementation of DFPs as postulated by Gikanga et al.,⁹⁷ in most developing economies are listed as below: (a) Projects embroil high transaction costs; (b) Projects are primarily supply-driven (following donor rather than beneficiary priorities) and have an inclination to generate little ownership for development procedures on the beneficiary side; (c) Projects undermine beneficiaries’ own administrative and political capabilities by creating parallel systems for handling aid resources; and (d) Projects contribute only temporally and traditionally restricted special effects with minute impact on architectural

and integral constraints in developing nations.^{98 & 99} In addition, Ranganadhan¹⁰⁰ submits that the donor assisted project techniques suffers from rationally addressable concerns which require explanations. Aforesaid shortcomings were touted to be irregular flow of funding, restrictions on time schedule of project completion, poor determination/decision of project objectives that leave grass root challenges not attended to.

Furthermore, Easterly and Pfitze¹⁰¹ contend that the problem associated with effectiveness of donor aided projects hovers around fragmentation challenges of donor projects. That is to say, each recipient is faced with numerous limited projects from distinctive donors which raises replication, takes a lot of government ministries' time in most assist demanding economies. Lavagnon¹⁰² argue that donor funded community projects fail to live up to their billing owing to a high quantum of shortcomings that may perhaps be related to managerial, organizational, poor stakeholders' involvement together with cost overruns and delays in release of funds during implementation.

2.6 Corporate and Brief Information on Selected Corporate Entity and Interchange Projects

This section throws light on the corporate profile and brief information on the selected corporate entity and interchange projects.

2.6.1 Ghana Highway Authority

Ghana Highway Authority was set up as a body corporate by GHA Degree 1974 (NRCD 298). NRCD 298 was invalidated by GHA Act 1997 (Act 540) which, nevertheless, carried on the Authority in existence with obligation for the administration, control, development and maintenance of Ghana's trunk road network totalling 13,367 kilometres and linked amenities.

GHA's 13,367 kilometres trunk roads make about 33% of Ghana's total road network of 40,186 kilometres.¹⁰³

It is worth mentioning that all GHA, divisions are categorised into three primary departments, expressly: (i) Maintenance; (ii) Administration; including (iii) Development departmental units. Specifically, the departmental units belonging to administration is directly linked to other miscellaneous divisional units, expressly: training and development, public affairs, management information systems, human resource, legal service and finance just to mention a few. Additionally, there exist an internal audit divisional unit (IADU) that directly reports to the Chief Executive. Conjointly, as far as administration purposes is concerned, IADU reports to the Deputy Chief Executive (Administration).¹⁰⁴

GHA is answerable for the administration, development and maintenance of trunk roads and associated amenities in Ghana. In allusion to GHA duties execution, GHA has been entrusted with the under-listed attributes:

- ✓ To strategize, develop, uphold and execute the trunk road network, ferries, traffic devices and any associated works;
- ✓ To oversee traffic on trunk roads with the ultimate rationale of putting up safe and adequate infrastructure for road transportation commensurate with the economic development of Ghana;
- ✓ To carry out research or collaborate with any research organization with the view to facilitating its planning, development maintenance and administrative activities;
- ✓ To collect and preserve data relating to its functions as it considers expedient;
- ✓ To collect toll and other revenue on behalf of the Government on the trunk road network;

- ✓ To negotiate concession agreements with private sector entities; and
- ✓ To carry on any other activity as appear to the Authority to be conducive or incidental to the attainment of its responsibility.¹⁰⁵

2.6.2 Pokuase Interchange Project

The Pokuase interchange project in the Ga West Municipality of the Greater Accra Region and estimated to cost \$94.8 million, was financed by the African Development Bank (AfDB) as part of a comprehensive integrated urban transportation system to improve urban mobility. Designed to fit into the Central Corridor Road infrastructure project, the interchange links Accra, Nsawam, Awoshie-Pokuase, and Pokuase-Kwabinya-Ritz Junction roads, and also connect the Tema Motorway.¹⁰⁶

There are eight lanes underneath the three-tier interchange, including some key features such as connecting roads, provisions for the Mass Rapid Transit and rail transport expansion. The interchange also includes community support interventions such as the provision of Information Communication Technology (ICT) equipment to 14 schools, support to local women groups in ICT training, and other social impact programmes.¹⁰⁷

When completed, the facility is expected to ease traffic congestion, benefit factories and agro-industries located within the project zone, and create job and other socio-economic opportunities to improve the livelihood of people.¹⁰⁸

2.6.3 Obetsebi Lamptey Interchange Project

The Obetsebi-Lamptey Interchange Project is sited at the intersection of the Ring Road, Graphic Road, and the Accra-Winneba Road and was estimated to cost US\$ 135 million. The government of Ghana secured the funds by virtue of the Export Credit Facility from the United Kingdom and Spain.¹⁰⁹

The expanse has seen vehicular jamming for a very time immemorial and the main source of worry to travellers. Furthermore, the stretch has been facing perennial flooding owed to insufficient capacity of the storm drainage system to hold running water. Consequence of this and other reasons that the Government of Ghana resolved to enhance the capability of the road through grade separation of the intersection and providing of additional storm water channels

.¹¹⁰

On the report of the engineers on-site, the development required an overpass above the intersection in the east to the west direction, and the improvement of the drainage system in the environs. Likewise, it includes the repositioning of all public utilities along the corridor including; electricity cables, Ghana Water Company pipelines, and telecommunication infrastructure.¹¹¹

2.7 Conclusion

The chapter touched on the overview of the concept, definition and meaning of DFPs, role of DFPs that enhance community development, including the factors influencing successful implementation of DFPs worldwide. Moreover, the chapter stressed on the global barriers to the effective functioning and DFPs. Connectedly, the chapter accentuated on GHA's corporate profile, including certain vital but concise information on the Pokuase and Obetsebi Lamptey Interchange Projects in the Greater Accra Region of Ghana amongst others.

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**CHAPTER THREE
ANALYSIS OF FINDINGS**

3.1 Introduction

As spelt out previously, the core purpose of the current study is to assess the role of DFPs in enhancing community development from the Ghanaian perspective, with specific lens on Ghana Highway Authority, Pokuase and Obetsebi Lamptey Interchange Projects (GPOLIPs) in the Greater Accra Region of Ghana. Synchronously, this section of the study takes cognizance of the data assembled and taken up in line with the review of extant and complementary literature, statistical analytical description, as ascribe to the research questions underpinning the current study with applicable tables and figures just to mention a few. This section also throws light on GPOLIP respondent’s socio-demographic attributes such as the gender, age, working duration, marital status and highest educational attainment among others. Likewise, this section chronicles the role of DFPs that enhance community development, factors influencing successful DFP implementation, including the barriers to the effective functioning and implementation of DFP from the Ghanaian perspective.

Table 3.1 Management of Questionnaire Data

Table 3.1 takes cognizance of the management of questionnaire data made up of the selected entity and DFP types, questionnaire (total and completed types), as well as the rate of compliance directly linked to GPOLIPs’ respondents.

| Selected Entity & Type of DFPs | Questionnaire (Total No.) | Questionnaire (Completed) | Rate of Compliance (%) |
|---|----------------------------------|----------------------------------|-------------------------------|
| Ghana Highway Authority (GHA) | 31 | 28 | 90.3 |
| Pokuase Interchange (PIP) | 25 | 22 | 88.0 |
| Obetsebi-Lamptey Interchange (OLIP) | 27 | 25 | 92.5 |
| Total | 83 | 75 | 87.9 |

Source: Researcher’s Field Data ¹

As ascribe to table 3.1 (above), it can be shown that out of the 31 questionnaires given out to GHA respondents, only 28 symbolizing 90.3% were completed and salvaged by the research investigator. In addition, 22 (completed) out of the 25 questionnaires made available to “PIP” respondents, which epitomized 88.0%, were recaptured by the research investigator. Additionally, in allusion to “GPOLIP” respondents, 25 questionnaires out of the total 27 doled out which connoted 92.5% rate of compliance were salvaged by the research investigator. Conjointly, out of the 83 questionnaires doled out to “GPOLIP” respondents, only 73 were recaptured by the research inquirer, which epitomized 87.9% rate of compliance, and eventually considered for the analysis of data gathered.

3.2 GPOLIP Respondent’s Demographic Profile

This segment accentuates on the GPOLIP respondents’ demographic profile. It begins with the gender, age, marital status, working duration, as well as the highest academic qualification among others.

Table 3.2 GPOLIP’s Respondents Socio-Demographic Characteristics

Table 3.2 takes cognizance of GPOLIP’s respondents’ socio-demographic characteristics.

| Gender Status | Frequency (n) | Percentage Scoring (%) |
|-----------------------|----------------------|-------------------------------|
| Male | 44.0 | 60.3 |
| Female | 29.0 | 39.7 |
| Total | 73.0 | 100.0 |
| Age Category | | |
| 18-28 | 21.0 | 28.8 |
| 29-39 | 17.0 | 23.3 |
| 40-50 | 25.0 | 34.2 |
| 51-61 | 6.0 | 8.2 |
| 61+ | 4.0 | 5.5 |
| Total | 73.0 | 100.0 |
| Marital Status | | |
| Single | 32.0 | 43.8 |
| Married | 41.0 | 56.2 |
| Total | 73.0 | 100.0 |

| | | |
|---------------------------------------|-------------|--------------|
| Working Duration | | |
| 1-4 | 25.0 | 34.2 |
| 5-9 | 29.0 | 39.7 |
| 10-14 | 13.0 | 17.8 |
| 15 + | 6.0 | 8.3 |
| Total | 73.0 | 100.0 |
| | | |
| Educational Background | | |
| SSCE/WASSCE | - | - |
| Diploma/HND | 20.0 | 27.4 |
| First Degree | 29.0 | 39.7 |
| Second Degree | 10.0 | 13.7 |
| Doctoral Degree | 9.0 | 12.3 |
| Other Qualification (Professional) | 5.0 | 6.9 |
| Total | 73.0 | 100.0 |

Source: Researcher's Field Data ²

In conjunction with table 3.2 (above), it can be demonstrated that out of the 73 GPOLIP respondents, 60.3% (n=44) were males, whereas 39.7% (n=29) were directly linked to the female category. Additionally, “28.8% (n=21)”, “23.3% (n=17)”, “34.2% (n=25)”, “8.2% (n=6)” and “5.5% (n=4)” were directly linked with the age categories of “18-28”, “29-39”, “40-50”, “51-61”, including “61+” respectively. Besides, both “single” and “married” classes were associated with “43.8% (n=32)” and “56.2% (n=41)” respectively. Moreover, in allusion to the working duration, it can be seen that GPOLIP respondents that were directly connected to the “1-4years”, “5-9years”, “10-14years”, in addition to “15+years” recorded respective percentage scorings and frequencies of “(34.2%) (n=25)”, “(39.7%) (n=29)”, “(17.8%) (n=13)”, including “(8.3%) (n=6)” accordingly.

Likewise, as ascribe to the highest educational attainment of GPOLIP respondents, it can be observed that holders of “SSCE/WASSCE”, “Diploma/HND”, “First Degree”, “Second Degree”, “Doctoral Degree”, as well as “Other Qualification (Professionals)” had percentage scorings and frequencies of “(0.0%) (n=0)”, “(27.4%) (n=20)”, “(39.7%) (n=29)”, “(13.7%) (n=10)”, “(12.3%) (n=9)”, including “(6.9%) (n=5)” respectively.

3.3 Analysis of Research Questions

This segment throws light on the analysis of results underpinning each of the study’s three research questions:

Research Question 1: What is the potential role of donor funded projects that enhance community development from the Ghanaian perspective?

Table 3.3 View of GPOLIP Respondents on Potential Role of Donor-Funded Projects that Enhance Community Development, Mean Value, RII Scoring & Ranking

Table 3.3 takes cognizance of GPOLIP respondents’ view on potential role of donor-funded projects that enhance community development, mean values, RII scorings and its corresponding ratings.

| Potential Role of Donor-Funded Projects that Enhance Community Development | Mean Value | RII Scoring | Ranking |
|---|-------------------|--------------------|-----------------|
| Other (improved health, nutrition and infrastructural development) (OHNID) | 4.47 | 0.893 | 1 st |
| Poverty reduction (POVER) | 4.25 | 0.849 | 2 nd |
| Employment creation and increased income levels (EMCRE) | 3.90 | 0.780 | 3 rd |
| Improvement of community’s welfare and rights’ awareness (ICWRA) | 3.52 | 0.703 | 4 th |
| Enhanced accessibility and improvement in education (ENHIE) | 2.38 | 0.477 | 5 th |
| Improved food security (IMPRF) | 2.32 | 0.464 | 6 th |

Source: Researcher’s Field Data ³

With particular reference to table 3.3 and figure 3.1, it can be observed that GPOLIP respondents selected “Other (improved health, nutrition and infrastructural development) (OHNID)” as the 1st most significant as far as the potential role of DFPs that enhance community development from the Ghanaian perspective is concerned. “OHNID” construct recorded an RII scoring of 0.893, based on the 5-Point Likert scale’s order of significance (5-PLSOS), and a mean value of 4.47 comparatively. “OHNID” was closely accompanied by

“Poverty reduction (POVER)”, “Employment creation and increased income levels (EMCRE)” as well as “Improvement of community’s welfare and rights’ awareness (ICWRA)”. Synchronously, “POVER”, “EMCRE”, in addition to “ICWRA” constructs attracted respective RII scores and mean marks of “(0.849) (4.25) (2nd)”, “(0.780) (3.90) (3rd)”, in addition to “(0.703) (3.52) (4th)”. Further, both “Enhanced accessibility and improvement in education (ENHIE)” and “Improved food security (IMPRF)” were directly linked to RII scores and mean marks of “(0.477) (2.38)”, “(0.464) (2.32)” respectively. Figure 3.1 (below) presents the bar chart showing the potential role of DFPs that enhance community development at GPOLIPs.

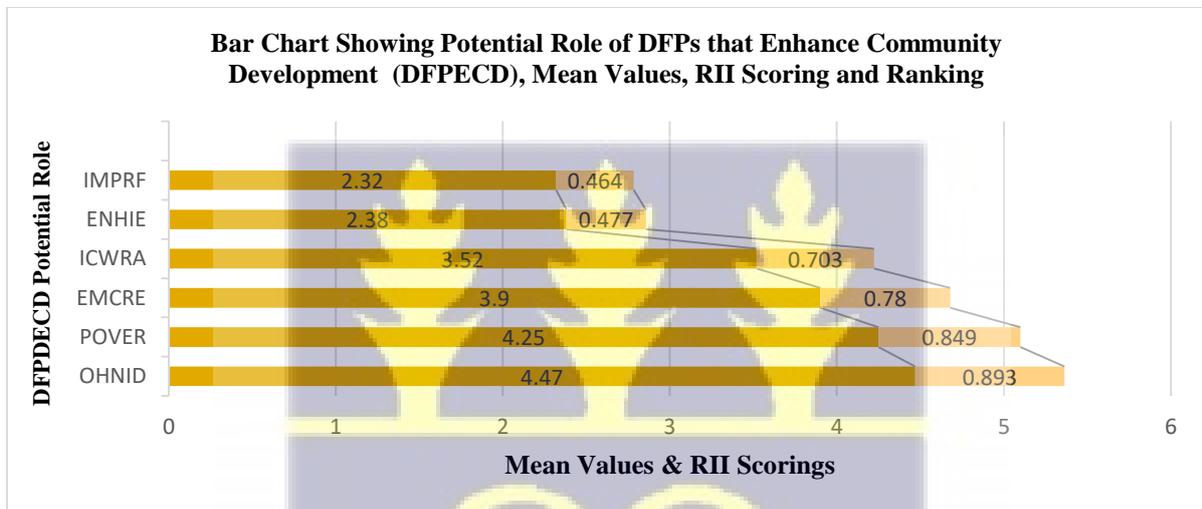


Figure 3.1 DFPDECD Potential Role Source: Researcher’s Field Data ⁴

Research Question 2: What are the key factors influencing successful donor funded project implementation from the Ghanaian perspective?

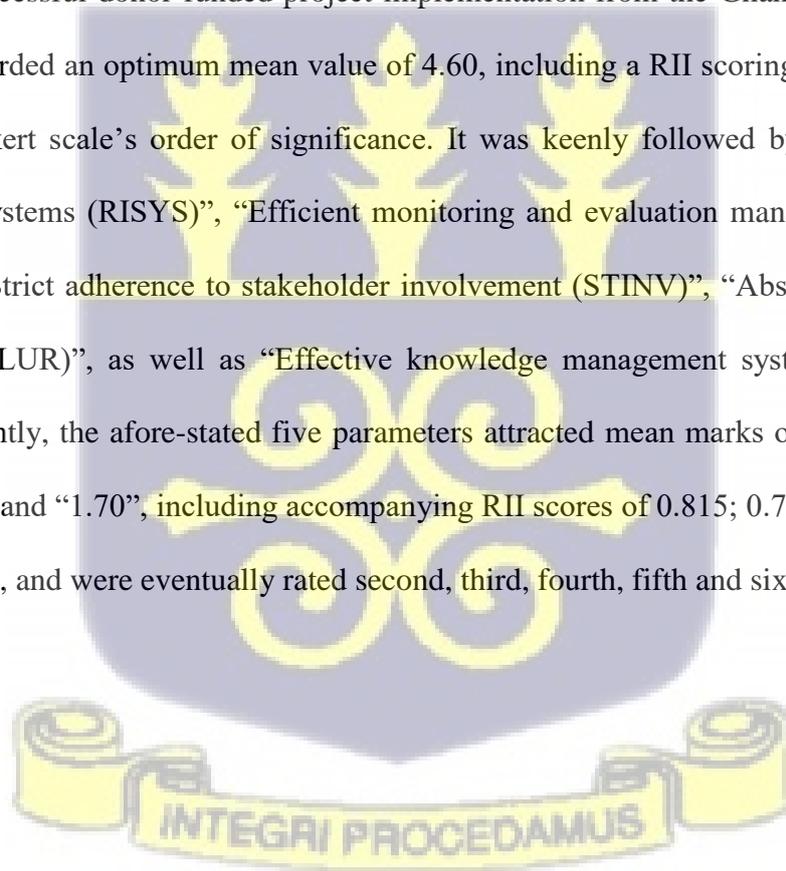
Table 3.4 View of GPOLIP Respondents on Key Factors Influencing Successful Donor-Funded Project Implementation, Mean Values, RII Scoring & Ranking

Table 3.4 accentuates on GPOLIP respondents’ view on key factors influencing successful donor-funded projects’ implementation, mean values, RII scorings and its corresponding ratings.

| Key Factors Influencing Donor-Funded Projects' Implementation | Mean Value | RII Scoring | Ranking |
|--|------------|-------------|-----------------|
| Level of funding (FUNDL) | 4.60 | 0.921 | 1 st |
| Effective risk management systems (RISYS) | 4.08 | 0.815 | 2 nd |
| Efficient monitoring and evaluation management systems (EFMAM) | 3.92 | 0.783 | 3 rd |
| Strict adherence to stakeholder involvement (STINV) | 2.84 | 0.567 | 4 th |
| Absolute reliance on rationality (SOLUR) | 2.47 | 0.494 | 5 th |
| Effective knowledge management systems (EKMGT) | 1.70 | 0.340 | 6 th |

Source: Researcher's Field Data ⁵

In conjunction with table 3.4 and figure 3.2, it can be demonstrated that GPOLIP respondents tabbed “Level of funding (FUNDL)” as the most significant, as ascribe to the key factors influencing successful donor funded project implementation from the Ghanaian perspective. “FUNDL” recorded an optimum mean value of 4.60, including a RII scoring of 0.921, as per the 5-Point Likert scale’s order of significance. It was keenly followed by “Effective risk management systems (RISYS)”, “Efficient monitoring and evaluation management systems (EFMAM)”, “Strict adherence to stakeholder involvement (STINV)”, “Absolute reliance on rationality (SOLUR)”, as well as “Effective knowledge management systems (EKMGT)” factors. Conjointly, the afore-stated five parameters attracted mean marks of “4.08”, “3.92”, “2.84”, “2.47”, and “1.70”, including accompanying RII scores of 0.815; 0.783; 0.567; 0.494; including 0.340, and were eventually rated second, third, fourth, fifth and sixth respectively.



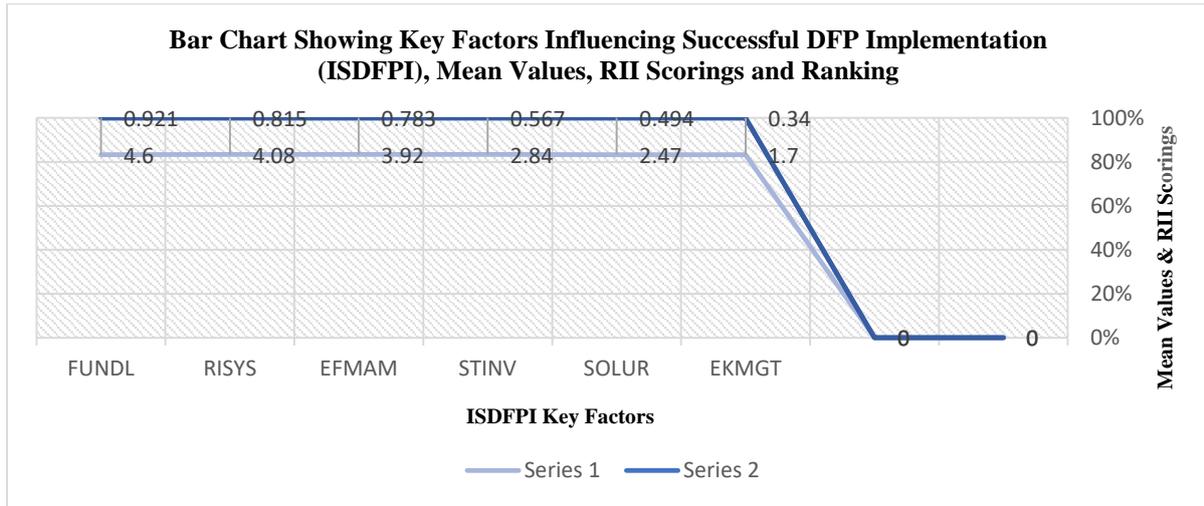


Figure 3.2 ISDFPI Key Factors

Source: Researcher’s Field Data ⁶

Research Question 3: What are the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective?

Table 3.5 View of GPOLIP Respondents on Critical Barriers to the Effective Functioning and Implementation of Donor-Funded Projects, Mean Values, RII Scoring & Ranking

Table 3.5 chronicles the views of GPOLIP respondents on critical barriers to the effective functioning and implementation of DFPs, mean value, RII scoring and its subsequent ratings.

| Critical Barriers to the Effective Functioning and Implementation of DFPs | Mean Value | RII Scoring | Ranking |
|--|------------|-------------|-----------------|
| Inadequate project planning regimes (IPPGI) | 4.05 | 0.811 | 1 st |
| Rampant scope changes (RAMSC) | 3.95 | 0.788 | 2 nd |
| Other (abysmal stakeholder relationship, irregular flow of funding and high transaction costs) (OASIR) | 3.78 | 0.788 | 3 rd |
| Ineffective communication systems (INEFY) | 3.22 | 0.644 | 4 th |
| Non-existence of sufficient resources (NEXSR) | 2.41 | 0.433 | 5 th |
| Minimal precedence accorded to socio-cultural factors (MPASC) | 1.85 | 0.369 | 6 th |

Source: Researcher’s Field Data ⁷

Pertaining to the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, GPOLIP respondents’ tabbed “Inadequate

project planning regimes (IPPGI)”, “Rampant scope changes (RAMSC)”, “Other (abysmal stakeholder relationship, irregular flow of funding and high transaction costs) (OASIR)”, including “Ineffective communication systems (INEFY)” as the 1st, 2nd, 3rd and 4th rated, including the most significant factors that cannot be overemphasized. The rating was based on the 5-Point Likert scale’s significance order, in line with their respective mean values, and RII scorings of “(4.05) (0.811)”, “(3.95) (0.788)”, “(3.78) (0.755)”, including “(3.22) (0.644)” accordingly. Moreover, “Non-existence of sufficient resources (NEXSR)” and “Minimal precedence accorded to socio-cultural factors (MPASC)” attracted RII scores and mean values of “(2.41) (0.483)”, as well as “(1.85) (0.369)” respectively.

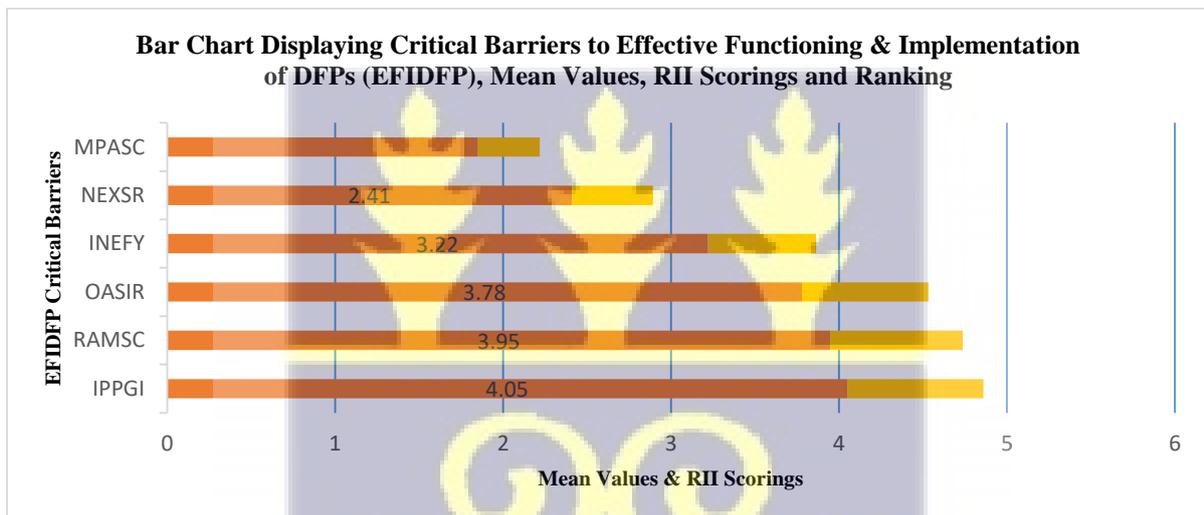


Figure 3.3 EFIDFP Critical Barriers **Source: Researcher’s Field Data**
8

3.4 Detailed Discussion of Research Question One Results

This segment of the research endeavour takes cognizance of research question one’s detailed results:

3.4.1 Other (Improved Health, Nutrition and Infrastructural Development)

In line with the potential role of donor-funded projects that enhance community development from the Ghanaian perspective, GPOLIP respondents tabbed “Other (improved health,

nutrition and infrastructural development (OHNID)” as the most significant. “OHNID” factor recorded an RII scoring of 0.893, and was rated 1st, as per the 5-Point Likert Scale’s order of significance, in addition to its mean value of 4.47 (see table 3.3 and figure 3.1). The respondents’ discovery tallies with the arguments of Smeaton et al.,⁹, Simonyan et al.¹⁰, Okon¹¹ and Asfaw et al.,¹², who argue that improvement in health, nutrition as well as infrastructural development remains critical as far as integral role of donor-funded projects that enhance community development in most developing economies worldwide is concerned. Similarly, Smeaton et al., and Asfaw et al., observe that economic outcomes associated with donor aided projects include: improved agricultural methods, better nutrition and more meals eaten.

3.4.2 Poverty Reduction

“Poverty reduction (POVER)” was ranked 2nd by GPOLIP respondents, in tandem with potential role of donor-funded projects that enhance community development from the Ghanaian perspective. “POVER” recorded an RII scoring of 0.849, based on the 5-Point Likert Scale’s order of significance, including its mean value of 4.25 (refer to table 3.3, and figure 3.1). It is worth mentioning that the postulates credited to Sogge¹³ and Asfaw et al.,¹⁴, sits well with the observation of GPOLIP respondents who hold the view that reduction of material poverty cannot be underestimated in respect to the pivotal role of donor-funded projects that enhance community development in myriads of developing economies across the globe is concerned. Emphatically, Asfaw et al., contend that hunger and poverty reduction are some of the key roles associated with donor-funded projects that foster community advancement in most developing countries worldwide.

3.4.3 Employment Creation and Increased Income Levels

In allusion to the potential role of donor-funded projects that enhance community development from the Ghanaian perspective, GPOLIP respondents tabbed “Employment creation and increased income levels (EMCRE)” as the 3rd most significant. “EMCRE” factor recorded a RII scoring of 0.780, in conformity with the 5-PLSOS, and consequently had a mean value of 3.90 (see table 3.3 and figure 3.1). It is worth remembering that GPOLIP’s respondents’ finding is consistent with the assertions of Smeaton et al.,¹⁵ Shettar et al.,¹⁶ in addition to the argument credited to Simonyan et al.,¹⁷ who trumpet that the creation of jobs is undoubtedly one of the indispensable roles of donor-funded projects that influence community development to a varying threshold. Simonyan et al., argue that employment creation, enhanced income levels and health care are undoubtedly some of the key roles of donor-funded projects that enhance community development of myriads of developing economies across the globe. Likewise, Shettar et al., conducted a research study in India and discovered that there has been a substantial change in the net income of the beneficiaries.

3.4.4 Improvement of Community Welfare and Rights’ Awareness

With particular reference to the potential role of donor-funded projects that enhance community development from the Ghanaian perspective, GPOLIP respondents selected “Improvement of community welfare and rights’ awareness (ICWRA)” as the 4th most significant. “ICWRA” recorded an RII scoring of 0.703, in agreeableness with the 5-Point Likert Scale’s order of relevance, including its “MV” of 3.52 (refer to table 3.3 and figure 3.1). GPOLIP respondents’ finding falls in line with the postulates of Afande¹⁸, in addition to Smeaton et al.,¹⁹ who theorizes that community welfare amelioration and awareness of rights cannot be relegated to the background in view of the crucial roles of donor-funded projects that influence community development across the globe is concerned. Afande observes that the effectiveness of donor-funded projects is indispensable in view of the fact that donors would

want to feel fulfilled with the community project outcomes, and also confirm that they have played a crucial role in improving the welfare of communities in the economies they have extended that helping hand to.

3.4.5 Enhanced Accessibility and Improvement in Education

“Enhanced accessibility and improvement in education (ENHIE)” was ranked 5th by GPOLIP respondents, in agreement with the potential role of donor-funded projects that enhance community development from the Ghanaian perspective. “ENHIE” recorded a RII scoring of 0.477, in consonance with the 5-Point Likert scale’s order of significance, in addition to its mean value of 2.38 (refer to table 3.3 and figure 3.1). GPOLIP respondents’ option agrees with postulates credited to Asfaw et al.,²⁰ Mubin et al.,²¹ including the argument credited to Shettar et al.,²² who aver that enhancement in education is undoubtedly one of the pivotal roles of donor-funded projects that enhance community development in most Sub-Sahara African economies and beyond. Shettar et al., conducted a research study in India and discovered that there has been a considerable change in level of education just to mention a few.

3.4.6 Improved Food Security

Moreover, as ascribe to the potential role of donor-funded projects that enhance community development from the Ghanaian perspective, GPOLIP respondents tabbed “Improved food security (IMPRF)” as the 6th most significant relatively. “IMPRF” factor recorded a RII scoring of 0.464, in tandem with the 5-Point Likert Scale’s order of significance, and eventually had a mean value of 2.32, as compared to the remaining 5 factors in this perspective (see table 3.3 and figure 3.1). It is worthy of note that that the publications credited to Smeaton et al.,²³ and Asfaw et al.,²⁴ coheres with GPOLIP respondents’ finding during the study. Smeaton et al., observes that economic outcomes associated with donor aided projects include: improved

agricultural methods, better nutrition and more meals eaten. Conjointly, Asfaw et al., contend that hunger reduction (food security) is some of the key roles associated with donor-funded projects that foster advancement in most developing countries worldwide.

3.5 Detailed Discussion of Research Question Two's Results

This segment takes cognizance of the detailed discussion of research question two results relating to the current study:

3.5.1 Level of Funding

In conjunction with the key factors influencing successful donor funded projects' implementation from the Ghanaian perspective, GPOLIP respondents tabbed "Level of funding (FUNDL)" as the most significant and was rated first comparatively. "FUNDL" recorded a RII scoring of 0.921, in allusion to the 5-Point Likert Scale's order of relevance, and subsequently had a mean value of 4.60 (refer to table 3.4 and figure 3.2). GPOLIP respondents' finding tallies with the observations of Hodgkin ²⁵, Kuria ²⁶, as well as the submission credited to Zerhusen ²⁷. Per the submissions credited to Hodgkin, Zerhusen and Kuria, donors' availability or funding sources has been identified as one of the external factors that influence sustainability and project success across the globe.

3.5.2 Effective Risk Management Systems

"Effective risk management systems (RISYS)" was opted for as the 2nd most significant factor chosen by GPOLIP respondents, in line with the key factors influencing successful donor funded projects' implementation from the Ghanaian perspective. "RISYS" factor recorded an RII scoring of 0.815, based on the 5-Point Likert Scale's order of significance and invariably had a mean value of 4.08 (see table 3.4 and figure 3.2). It is worth noting that GPOLIP respondents' revelation concurs with the arguments credited to Besner et al., ²⁸, Mujabi et al.,

²⁹, Bakker et al., ³⁰, in addition to Zhou et al., ³¹, who hold the view that optimal risk management is crucial as far as the indispensable factors influencing DFP's implementation is concerned. As asserted by Besner et al., succeeding in project implementation demands that one recognises the risk factors so that features of projects which have been recognized as essential to be attained are not hampered in order to generate excellent outcomes. Synchronously, both Bakker et al., and Zhou et al., establish a concretized indications of the link between individual project risk management activities and project success.

3.5.3 Efficient Monitoring and Evaluation Management Systems

With particular reference to the key factors influencing successful donor funded projects' implementation from the Ghanaian perspective, GPOLIP respondents opted for "Effective monitoring and evaluation management systems (EFMAM)" as the 3rd most significant, based on its measured RII scoring of 0.783, including its mean value of 3.92. Synchronously, the rating was in tandem with the 5-Point Likert Scale's order of significance (see table 3.4 and figure 3.2). The postulates of Kyalo et al., ³², Guijti ³³, Scheirer ³⁴, as well as the argument credited to Karanga ³⁵, agree with GPOLIP respondents' discovery during the study. In line with the assertion of Kyalo et al., project monitoring remains pivotal as far as the essential drivers of successful donor-funded projects worldwide is concerned. Also, in tandem with the arguments of Kyalo et al., and Scheirer, effective monitoring and evaluation is critical in ensuring the success of donor-funded projects across the globe and under no circumstance should such a factor be underestimated.

3.5.4 Strict Adherence to Stakeholder Involvement

"Strict adherence to stakeholder involvement (STINV)" was rated 4th by GPOLIP respondents, in line with the key factors influencing successful donor funded projects' implementation from the Ghanaian perspective. "STINV" recorded a RII scoring of 0.567, based on the 5-Point

Likert Scale's order of significance, including its mean value of 2.84 (see table 3.4 and figure 3.2). It is worthy of note that GPOLIP respondent's finding sits well with the publications of notable sustainability and development-oriented advocates like Gikanga et al.,³⁶ Adhiambo et al.,³⁷ Mmuriungi et al.,³⁸ Kuria et al.,³⁹ including Mujungu⁴⁰ during the study. Strictly, Gikanga et al., argue that in order to ensure effective and proper management of resources, good governance is an important aspect of every project. To buttress this point, the likes of Kuria, Adhiambo et al., Gibson, IFAD, in addition to the argument of Mmuriungi et al., contend that the total involvement of stakeholders in donor-funded projects go a long way to boost project success immensely across the globe. As intimated by Kuria, donor-funded projects more often than not fail to live up to their billing in view of the fact they do not lead to stakeholder ownership and commitment.

3.5.5 Absolute Reliance on Rationality

As ascribe to the key factors influencing successful donor funded projects' implementation from the Ghanaian perspective, GPOLIP respondents selected "Absolute reliance on rationality (SOLUR)" as the 5th most relevant comparatively. "SOLUR" had a RII scoring of 0.494, including a mean value of "2.47" (refer to table 3.4 and figure 3.2). The extensive works by sustainability and development-oriented advocates like Andersen et al.,⁴¹ Dissanayake⁴², Gross et al.,⁴³, in addition to postulate of Ritzer⁴⁴, tallies with the respondents' discovery, who trumpet that the total reliance on rationality is unquestionably one of the significant factors influencing donor funded projects' implementation across the globe.

3.5.6 Effective Knowledge Management Systems

With reference to the key factors influencing successful donor funded projects' implementation from the Ghanaian perspective, GPOLIP respondents tabbed "Effective knowledge management systems (EKMGT)" as the 6th most significant. "EKMGT" factor recorded a RII

scoring, in addition to mean value of 0.340, and 1.70 respectively, based on the 5-Point Likert Scale's order of significance (see table 3.4 and figure 3.2). The comprehensive projects executed by community development-oriented essayists such as Besner et al.,⁴⁵, Love et al.,⁴⁶ in addition to Mosse et al.,⁴⁷, agree with GPOLIP respondents' findings during the study. In line with the observation of Love et al., effective knowledge management is undoubtedly one of the essential drivers of successful donor funded projects' implementation across the globe that cannot be overemphasized. As averred by Besner et al., for a project to succeed, it requires various critical success factors such as effective knowledge management systems among others. Mosse et al., note the significance of social relationships, in addition to organizational politics associated with information dissemination and its utilization in the context of development projects as being pivotal to project success and continuous improvement.

3.6 Detailed Discussion of Research Question Three Results

This section sheds lights on the comprehensive discussion of research question three results relating to the current study:

3.6.1 Inadequate Project Planning Regimes

In association with the critical barriers to the effective functioning and implementation of DFPs from the Ghanaian perspective, GPOLIP respondents' chose "Inadequate project planning regimes (IPPGI)" as the most relevant. "IPPGI" attribute recorded a RII scoring of 0.811, based on the 5-Point Likert Scale's order of significance, in addition to its "MV" of 4.05 (see table 3.5, and figure 3.3 afore-cited). GPOLIP respondents' revelation corroborates with the submissions of Assaf et al.,⁴⁸, Mujungu⁴⁹, Pourrastam et al.,⁵⁰, as well as the submissions of Pinto⁵¹, who hold the view that abysmal project planning systems is an inhibitor to the effective functioning and implementation of DFPs across the globe.

3.6.2 Rampant Scope Changes

With reference to the critical barriers to the effective functioning and implementation of DFPs from the Ghanaian perspective, GPOLIP respondents' preferred alternative for the 2nd most weakening was "Rampant scope changes (RAMSC)" as per its RII scoring of 0.788. This was in line with the 5-PLSOS, in addition to its mean value of 3.95 (see table 3.5 and figure 3.3). It is worth mentioning that GPOLIP respondents' revelation synchronizes with the observations of Ahonen et al.,⁵² Liu et al.,⁵³ Kaliba et al.,⁵⁴ as well as the arguments credited to Zhang⁵⁵, who trumpet that incessant scope changes and project scope creep accounts for the failure of most DFPs in Sub-Sahara African economies and beyond.

3.6.3 Other (Abysmal Stakeholder Relationship, Irregular Flow of Funding and High Transaction Costs)

"Other (abysmal stakeholder relationship, irregular flow of funding and high transaction costs) (OASIR)" was ranked 3rd by the respondents at GPOLIP, in connection with the critical barriers to the effective functioning and implementation of DFPs from the Ghanaian perspective. "OASIR" recorded a RII scoring of 0.755, based on the 5-PLSOS, which was later upgraded into the Relative Importance (RII), and also recorded a "MV" of 3.78 (refer to table 3.5, and figure 3.3). It is worth noting that GPOLIP respondents' finding is consistent with the postulates credited to Rwelamila et al.,⁵⁶ Gikanga et al.,⁵⁷ Ranganadhan⁵⁸, Leiderer⁵⁹, Mukuni⁶⁰, Ruuska et al.,⁶¹, in addition to the postulates of Kiprof et al.,⁶² who contend that poor stakeholder interrelationships, erratic flow of funding and optimal transaction costs remain indispensable as far as the potential barriers to effective DFP management regimes across the globe is concerned.

3.6.4 Ineffective Communication Systems

As ascribe to the critical barriers to the effective functioning and implementation of DFPs from the Ghanaian perspective, GPOLIP respondents' chose "Ineffective communication systems (INEFY)" attribute as the 4th most aggravating comparatively, INEFY" determinant recorded a RII scoring of 0.644, as ascribe to the 5-Point Likert Scale's order of significance, in addition to a "MV" of 3.22 (see table 3.5 and figure 3.3). The extensive research works executed by Wi et al.,⁶³, Weijermars⁶⁴, Raymond et al.,⁶⁵, Ochieg et al.,⁶⁶, Ruuska et al.,⁶⁷, including Frese et al.,⁶⁸ publication reinforces the respondents' revelation during the study.

In conjunction with the arguments of Raymond et al., Weijermars, Wi et al.,, failure to communicate effectively prior to and during DFPs implementation epitomizes a sign for an impending catastrophic occurrence. Synonymously, Ochieg et al., argue that intrinsic and extrinsic communication happens to be the unseen adhesive that fastens disjointed multicultural project team synergistically. To add to this, Frese et al., aver that anytime ineffective communication regimes crop up, DFPs are likely going to end in a fiasco.

3.6.5 Non-Existence of Sufficient Resources

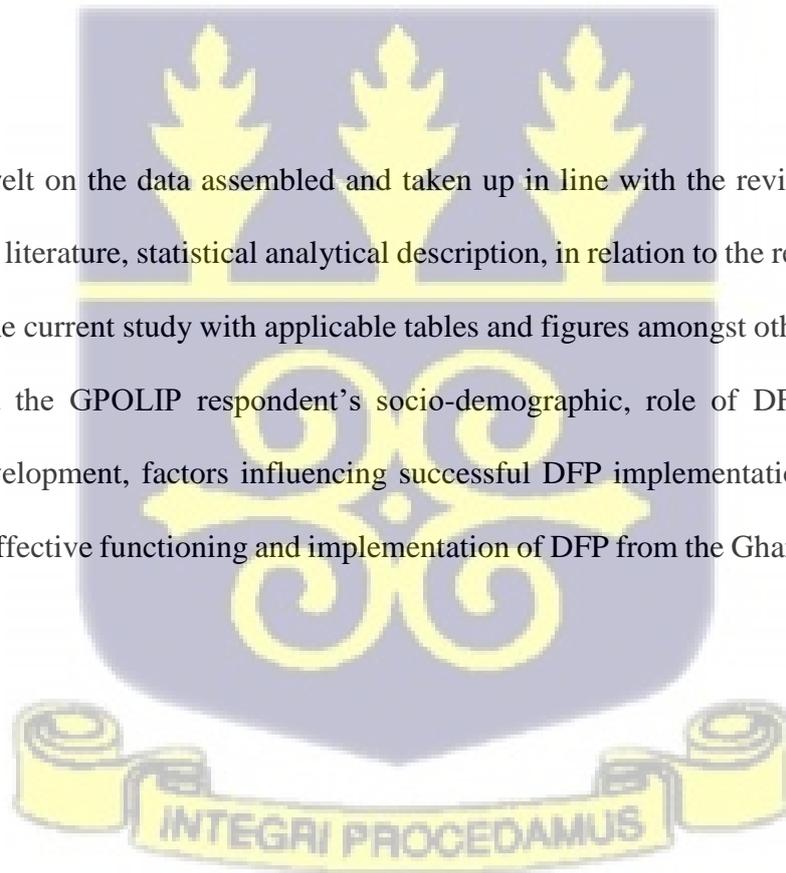
"Non-existence of sufficient resources (NEXSR)" was rated 5th by GPOLIP respondents, as regards the critical barriers to the effective functioning and implementation of DFPs from the Ghanaian perspective. "NEXSR" factor recorded a RII scoring of 0.483, based on the 5-Point Likert Scale's order of relevance, and consequently had a "MV" of 2.41 (see table 3.5 and figure 3.3). It is worth mentioning that GPOLIP respondents' discovery sits well with the arguments credited to Teigland et al.,⁶⁹, in addition to the arguments of World Bank⁷⁰, and Fabian et al.,⁷¹, who attest to the fact that lack of adequate resources is to blame for the incessant DFP failures that pertain to most developing economies from the Sub-Sahara African vintage and beyond.

3.6.6 Minimal Precedence Accorded to Socio-Cultural Factors

“Minimal precedence accorded to socio-cultural factors (MPASC)” was rated 5th by GPOLIP respondents, in allusion to the critical barriers to the effective functioning and implementation of DFPs from the Ghanaian perspective. “MPASC” factor recorded a RII scoring of 0.369, based on the 5-Point Likert Scale’s order of relevance, and consequently had a mean value of 1.85 (see table 3.5 and figure 3.3). It is worth noting that GPOLIP respondents’ discovery corroborate with the arguments credited to Maube et al.,⁷², in addition to the arguments of Muriithi et al.,⁷³, Amid et al.,⁷⁴, and Alsakini et al.,⁷⁵, who submit that less attention normally given to socio-cultural parameters is undoubtedly one of the pivotal barriers to the effective functioning and implementation of DFPs across the globe.

3.7 Conclusion

The chapter dwelt on the data assembled and taken up in line with the review of extant and complementary literature, statistical analytical description, in relation to the research questions underpinning the current study with applicable tables and figures amongst others. This chapter also chronicled the GPOLIP respondent’s socio-demographic, role of DFPs that enhance community development, factors influencing successful DFP implementation, including the barriers to the effective functioning and implementation of DFP from the Ghanaian perspective amongst others.



Endnotes

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- ² Researcher's Field Data (2021).
- ³ Researcher's Field Data (2021).
- ⁴ Researcher's Field Data (2021).
- ⁵ Researcher's Field Data (2021).
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CHAPTER FOUR SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

4.1 Introduction

The chapter chronicles an abridged version of the entire research endeavour. Grounded on the abridged version, an all-purpose supposition has been drawn and recommendations put forward for policy implementation to name but a few.

4.2 Summary of Key Findings

This section presents the summary of key findings relating to the current study:

4.2.1 Summary of Findings Based on Research Question 1

With respect to the potential role of donor funded projects that enhances community development from the Ghanaian perspective, 6 factors were contended by the respondents in tandem with the 5-Point Likert scale's order of significance, which was subsequently reconstructed into the Relative Importance Index, and mean values (MVs) explicated in table 4.3 and figure 4.1 cited earlier, specifically: (1) Other (improved health, nutrition and infrastructural development) (OHNID) (RII=0.893) (MV=4.47); (2) poverty reduction (POVER) (RII=0.849) (MV=4.25); (3) Employment creation and increased income levels (EMCRE) (RII=0.780) (MV=3.90); (4) Improvement of community welfare and rights' awareness (ICWRA) (RII=0.703) (MV=3.52); (5) Enhanced accessibility and improvement in education (ENHIE) (RII=0.477) (MV=2.38); including (6) Improved food security (IMPRF) (RII=0.464) (MV=2.32).

4.2.2 Summary of Findings Based on Research Question 2

Besides, in allusion to the key factors influencing successful donor funded project implementation from the Ghanaian perspective, 6 notable constructs were identified by the respondents at GPOLIP, namely: (1) Level of funding (FUNDL) (RII=0.921) (MV=4.60); (2)

Effective risk management systems (RISYS) (RII=0.815) (MV=4.08); (3) Efficient monitoring and evaluation management systems (EFMAM) (RII=0.783) (MV=3.92); (4) Strict adherence to stakeholder involvement (STINV) (RII=0.567) (MV=2.84); (5) Absolute reliance on rationality (SOLUR) (RII=0.494) (MV=2.47); in addition to (6) Effective knowledge management systems (EKMGT) (RII=0.340) (MV=1.70).

4.2.3 Summary of Findings Based on Research Question 3

Additionally, in conjunction with critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, 6 notable determinants as trumpeted by the respondents at GPOLIP came to the fore. The aforementioned determinants are as follows: (1) Inadequate project planning regimes (IPPGI) (RII=0.811) (MV=4.05); (2) Rampant scope changes (RAMSC) (RII=0.788) (MV=3.95); (3) Other (abysmal stakeholder relationship, irregular flow of funding and high transaction costs) (OASIR) (RII=0.788) (MV=3.78); (4) Ineffective communication systems (INEFY) (RII=0.644) (MV=3.22); (5) Non-existence of sufficient resources (NEXSR) (RII=0.483) (MV=2.41); as well as (6) Minimal precedence accorded to socio-cultural factors (MPASC) (RII=0.369) (MV=1.85).

4.2 Conclusion

Pertaining to the closing segment of the current study, the researcher could candidly assert that all the 73 respondents associated with GPOLIP outfits postulated the under-listed predictors as the most significant that cannot be over-emphasized, in allusion to the potential role of donor funded projects that enhances community development from the Ghanaian perspective. The constructs are as follows: (1) Other (improved health, nutrition and infrastructural development) (OHNID) (RII=0.893) (MV=4.47); (2) poverty reduction (POVER) (RII=0.849) (MV=4.25); (3) Employment creation and increased income levels (EMCRE) (RII=0.780)

(MV=3.90); (4) Improvement of community welfare and rights' awareness (ICWRA) (RII=0.703) (MV=3.52); (5) Enhanced accessibility and improvement in education (ENHIE) (RII=0.477) (MV=2.38); including (6) Improved food security (IMPRF) (RII=0.464) (MV=2.32).

Likewise, in conjunction with the key factors influencing successful donor funded project implementation from the Ghanaian perspective, 6 parameters were trumpeted by GPOLIP respondents, overtly: (1) Level of funding (FUNDL) (RII=0.921) (MV=4.60); (2) Effective risk management systems (RISYS) (RII=0.815) (MV=4.08); (3) Efficient monitoring and evaluation management systems (EFMAM) (RII=0.783) (MV=3.92); (4) Strict adherence to stakeholder involvement (STINV) (RII=0.567) (MV=2.84); (5) Absolute reliance on rationality (SOLUR) (RII=0.494) (MV=2.47); in addition to (6) Effective knowledge management systems (EKMGT) (RII=0.340) (MV=1.70).

Also, with regards to the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, respondents' at GPOLIP preferred option for the 1st, 2nd, 3rd and 4th most significant factors were directly linked to "inadequate project planning regimes", "rampant scope changes", "other (abysmal stakeholder relationship, irregular flow of funding and high transaction costs)", including "ineffective communication systems" correspondingly. Additionally, both "non-existence of sufficient resources", as well as "minimal precedence accorded to socio-cultural factors" were ranked 5th and 6th respectively, based on their recorded mean values and RII scorings cited earlier.

Categorically, having meticulously assessed and gauged the results obtained from erstwhile researches executed on "Donor-Funded Projects", as well as "Community Development" from the global perspective, in tandem with the researcher's main discoveries, the researcher is of the strongest conviction that the inculcation of strategic interventions into GPOLIP's scheme

of things in Ghana and beyond, will eventually attenuate the shortcomings identified during the current study to a significant extent.

4.2 Recommendations

With particular reference to the critical barriers to the effective functioning and implementation of donor funded projects from the Ghanaian perspective, the under-listed strategic interventions cannot be underestimated:

Strict adherence to a standard system and methodology: Project success can only be realized through having a standard system and methodology in place. Therefore, during the project planning, execution and implementation, superior quality measures should be strictly adhered to. This could include setting up a centralized tracking technique, synchronization of planning, monitoring and evaluation procedures between the donors and state's finance docket;

Total reliance on accountability and transparency policies: The government of Ghana and donor community must come up with accountability and transparency policies to counter fraud and mismanagement of resources. Officers designated to project implementation must be made to sign performance contracts to compel themselves to improve the accountability of the budgeted project funds;

Adherence to knowledge management systems and sustained capacity building: In order to ensure successful completion of DFPs, the individuals handling the projects must be knowledgeable and as such, capacity building should be continuously (Kaizen continuous improvement) adhered to in all municipal assemblies/municipalities, including all the staff associated with the projects;

Activities and outputs of DFPs should be consistent with the overall goal and the attainment of the project objectives: It is imperative for all municipal assemblies or municipalities, including all the staff associated with GPOLIP to ensure that the activities and outputs of DFPs are consistent with the overall goal and the attainment of the project objectives; Sustainability enablers are strategically streamlined to take care of sustainability throughout the project stages, specifically: planning, project development, operation including maintenance stages. It is therefore auspicious for sustainability enablers to be factored into all levels of the stakeholders handling DFPs;

Absolute reliance on notable motivational and management-inclined gurus' postulates:

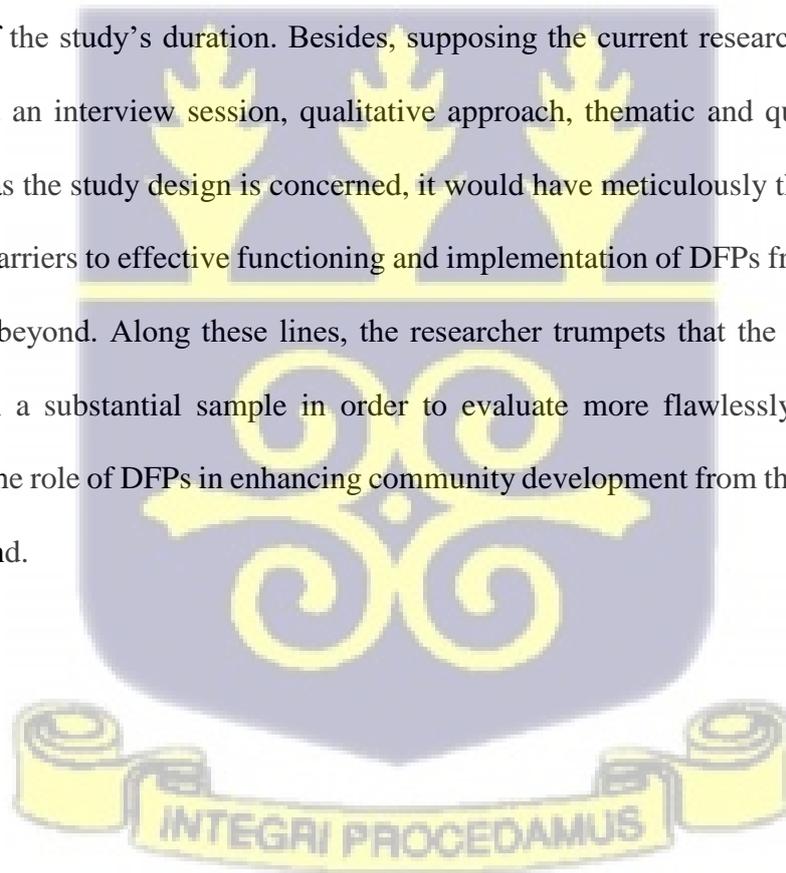
Also, the absolute reliance on notable motivational and management-inclined gurus' postulates like Maslow's Need Hierarchy, Hofstede Cultural Dimension Theory, Mc Gregor's X and Y, Vroom Expectancy Theory of Motivation, Herzberg's 2 Factor Theories, Elton Mayo, Mc Clelland Need Theory and Stacy Equity Theory among others by GPOLIP management team in order to attenuate the shortcomings associated with effective DFP implementation and management systems in Ghana and beyond;

Inculcation of quality gurus' ideologies into GPOLIP's management scheme of things:

Stringently, GPOLIP management team should endeavour to inculcate quality gurus' ideologies such Ishikawa Tools of Quality (pareto charts, run charts and scatter diagrams, etc.), Kaizen Continuous Improvements, Deming's Total Quality Management (TQM) among others into their daily Points, operational routines in order to curtail the potential barriers to effective DFP implementation and management systems from the Ghanaian perspective and the world in its entirety.

4.4 Suggested Areas for Further Research

The current study was skewed towards GPOLIP from the Ghanaian perspective. Even though, the sample was a bit small, it symbolized both the public and non-public divide of the economy of Ghana. Emphatically, the inconsequential sample barred an exhaustive assessment of the interconnection existing between the constructs (dependent and independent variables) underpinning the current study. Along these lines, ancillary arithmetical inquiry such as Bayesian Linear Regression, Linear or Curvilinear Correlation, Force Entry Regression, including Pearson Correlations among others could be executed by up-and-coming essayists to set up such linkages. Undoubtedly, the main study's discoveries and revelations may have been tilted towards a precise direction assuming a substantial sample was considered, as well as the prolongation of the study's duration. Besides, supposing the current research endeavour had also considered an interview session, qualitative approach, thematic and qualitative content analysis as far as the study design is concerned, it would have meticulously thrown more light on the critical barriers to effective functioning and implementation of DFPs from the Ghanaian viewpoint and beyond. Along these lines, the researcher trumpets that the study's scope be aggrandized on a substantial sample in order to evaluate more flawlessly, the exhaustive perspective of the role of DFPs in enhancing community development from the Ghanaian stand point and beyond.



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APPENDICES
APPENDIX 1 – TABLES

Table 1: Potential role of DFPs that Enhance Community Development Relating to Respondents’ Scoring, Mean Values, ΣW , Calculated RII Scoring and Ranking

| No | Potential Role of DFPs that Enhance Community Development | Number of Respondents’ Scoring | | | | | Mean Values | ΣW | RII Scoring | Ranks |
|----|---|--------------------------------|----|----|----|----|-------------|------------|-------------|-----------------|
| | | 1 | 2 | 3 | 4 | 5 | | | | |
| 1 | Poverty reduction | 4 | 3 | 5 | 20 | 41 | 4.25 | 310 | 0.849 | 2 nd |
| 2 | Improvement of community’s welfare and right’s awareness | 6 | 5 | 14 | 31 | 15 | 3.52 | 257 | 0.703 | 4 th |
| 3 | Enhanced accessibility and improvement in education | 27 | 13 | 19 | 6 | 8 | 2.38 | 174 | 0.477 | 5 th |

| | | | | | | | | | | |
|---|--|----|----|----|----|----|------|-----|-------|-----------------|
| 4 | Employment creation and increased income levels | 3 | 4 | 11 | 38 | 17 | 3.90 | 285 | 0.780 | 3 rd |
| 5 | Improved food security | 21 | 29 | 14 | 7 | 4 | 2.32 | 169 | 0.464 | 6 th |
| 6 | Other (improved health, nutrition and infrastructural development) | 1 | 3 | 4 | 18 | 47 | 4.47 | 326 | 0.893 | 1 st |

Table 2: Key Factors Influencing Successful DFP's Implementation that Pertains to Respondents' Scoring, Mean Values, ΣW , Calculated RII Scoring and Ranking

| No | Key Factors Influencing Successful DFPs' Implementation | Number of Respondents' Scoring | | | | | Mean Values | ΣW | RII Scoring | Ranks |
|----|---|--------------------------------|----|----|----|----|-------------|------------|-------------|-----------------|
| | | 1 | 2 | 3 | 4 | 5 | | | | |
| 1 | Efficient monitoring and evaluation management systems | 2 | 4 | 7 | 45 | 15 | 3.92 | 286 | 0.783 | 3 rd |
| 2 | Level of funding | - | 2 | 3 | 17 | 51 | 4.60 | 336 | 0.921 | 1 st |
| 3 | Strict adherence to stakeholder involvement | 18 | 13 | 19 | 9 | 14 | 2.84 | 207 | 0.567 | 4 th |
| 4 | Effective risk management systems | 2 | - | 11 | 37 | 23 | 4.08 | 298 | 0.815 | 2 nd |
| 5 | Effective knowledge management regimes | 39 | 21 | 10 | 2 | 1 | 1.70 | 124 | 0.340 | 6 th |
| 6 | Absolute reliance on rationality | 23 | 18 | 14 | 11 | 7 | 2.47 | 180 | 0.494 | 5 th |

Table 3: Critical Barriers to the Effective Functioning & Implementation of DFPs that Pertains to Respondents' Scoring, Mean Values, ΣW , Calculated RII Scoring and Ranking

| No | Critical Barriers to the Effective Functioning and Implementation of DFPs | Number of Respondents' Scoring | | | | | Mean Values | ΣW | RII Scoring | Ranks |
|----|---|--------------------------------|---|----|----|----|-------------|------------|-------------|-----------------|
| | | 1 | 2 | 3 | 4 | 5 | | | | |
| 1 | Ineffective communication systems | 13 | 9 | 11 | 29 | 11 | 3.22 | 235 | 0.644 | 4 th |
| 2 | Inadequate project planning regimes | 2 | 2 | 3 | 49 | 17 | 4.05 | 296 | 0.811 | 1 st |

| | | | | | | | | | | |
|---|--|----|----|----|----|----|------|-----|-------|-----------------|
| 3 | Minimal precedence accorded to socio-cultural factors | 33 | 25 | 11 | 1 | 3 | 1.85 | 135 | 0.369 | 6 th |
| 4 | Rampant scope changes | 6 | 4 | 13 | 15 | 35 | 3.95 | 288 | 0.788 | 2 nd |
| 5 | Non-existence of sufficient resources | 24 | 16 | 20 | 5 | 8 | 2.41 | 176 | 0.483 | 5 th |
| 6 | Other (Abysmal stakeholder relationship, irregular flow of funding and high projects' transaction costs) | 3 | 5 | 10 | 42 | 13 | 3.78 | 276 | 0.755 | 3 rd |

Sample Size Determination

$$n = N C_v^2 / C_v^2 + (N - 1) E^2$$

Where n = Sample size

N = Target population (485)

C_v = Coefficient of variation (0.5)

E = Tolerance of desired level of confidence at 95%, hence, margin of error is 5% (0.05)

$$n = \frac{(485) \times (0.5)^2}{0.25 + (485 - 1)(0.05)^2}$$

$$n = \frac{121.25}{1.46}$$

$$n = 83.05, \text{ approximately } 83.00$$





APPENDIX 2 – QUESTIONNAIRE

Dear Respondent:

This study is being conducted by student of the University of Ghana (Legon), Accra in consonance with the partial fulfilment for obtaining a Master of Arts Degree in International Affairs. There is the need to carry out a research study, hence, this research on **assessing the role of donor-funded projects in enhancing community development from the Ghanaian perspective**. This questionnaire is for academic purposes only and any information gathered will remain confidential. Where alternatives have been provided in this questionnaire, please tick the appropriate response. For any other question write your answer in the space provided.

Again, your support and cooperation is anticipated with the assurance that data collected will strictly be treated with absolute secrecy.

SECTION A: SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Instructions: Please kindly tick (√) in the boxes provided where applicable: and fill in the blank spaces (lines) where appropriate:

| | |
|------------------------------------|-------------|
| 1. Gender | Tick |
| Male | |
| Female | |
| 2. Age | Tick |
| 18 – 28 years | |
| 29 – 39 years | |
| 40 – 50 years | |
| 51 – 61 years | |
| 61 + | |
| 3. Working Duration | Tick |
| 1 – 4 years | |
| 5 – 9 years | |
| 10 – 14 years | |
| 15 + years | |
| 4. Level of Education | Tick |
| SSCE/WASSCE | |
| Diploma/HND | |
| First Degree | |
| Second Degree | |
| Doctoral Degree | |
| Other Qualification (Professional) | |
| 5 Marital Status | |
| Single | |
| Married | |

SECTION B: COMMUNITY DEVELOPMENT

6. Please kindly indicate your level of agreement on each of the items below relating to community development practices by ticking (√) the most precise answer. There is no right or wrong response, the question asks for your opinion. 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree

| No | Community Development Practices | Respondent's Feedback | | | | |
|----|---------------------------------|-----------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| | | | | | | |

| | | | | | | |
|------------|---|--|--|--|--|--|
| i | I am happy with the progress of our community developmental projects so far | | | | | |
| ii | The welfare of the community has improved since the commencement of donor-funded developmental projects | | | | | |
| iii | Do you agree that community development empowers community members and creates stronger and more connected communities? | | | | | |
| iv | Do you agree that donor-funded projects have enhanced community development in this municipality? | | | | | |
| v | Do you agree that training and development of locals is key to ensuring success of community developmental projects in this municipality? | | | | | |
| vi | Do you agree that shortfall in financing is the most common cause of failure of community developmental projects? | | | | | |

7. What are the potential role of donor-funded projects that enhance community development from the Ghanaian perspective? Please kindly specify by your degree of compliance with each statement by ticking the most accurate answer: (1) Completely irrelevant (2) Rarely relevant (3) Averagely relevant (4) Relevant (5) Highly relevant

| No | Potential Role of Donor-Funded Projects that Enhance Community Development | 1=Completely irrelevant | 2=Rarely relevant | 3=Averagely relevant | 4=Relevant | 5=Highly relevant |
|----|--|-------------------------|-------------------|----------------------|------------|-------------------|
| 1 | Poverty reduction | | | | | |
| 2 | Improvement of community's welfare and right's awareness | | | | | |
| 3 | Enhanced accessibility and improvement in education | | | | | |
| 4 | Employment creation and increased income levels | | | | | |
| 5 | Improved food security | | | | | |
| 6 | Other (improved health, nutrition and | | | | | |

| | | | | | | |
|--|------------------------------|--|--|--|--|--|
| | infrastructural development) | | | | | |
|--|------------------------------|--|--|--|--|--|

SECTION C: DONOR-FUNDED PROJECTS

8. Please kindly indicate your level of agreement on each of the items below based on the situation of your organization that pertains to donor funded project practices by ticking (√) the most precise answer. There is no right or wrong response, the question asks for your opinion.

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

| No | Donor Funded Project Practices | Respondent's Feedback | | | | |
|-------------|---|-----------------------|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 |
| i | Donor funded project outcomes are satisfactorily accepted by most stakeholders? | | | | | |
| ii | Do you agree that monitoring and evaluation is a necessity within projects/organizations? | | | | | |
| iii | Target beneficiaries and stakeholders of donor funded projects are mostly involved in key decision-making | | | | | |
| iv | Do you concur that there exist strong complementing effort from government? | | | | | |
| v | Do you agree that there exist a policy in relation to monitoring and evaluation? | | | | | |
| vi | To what extent do you agree or disagree with the fact that ineffective communication influences the effectiveness of donor funded projects? | | | | | |
| vii | Do you agree that projects/organisation report to donors regularly? | | | | | |
| viii | Do you agree that there are challenges mostly encountered in monitoring and evaluation of donor funded projects? | | | | | |
| ix | Stakeholders' commitment is sufficient to run a project after donation has ceased | | | | | |
| x | Donor funded projects have good exit strategies which normally involve all stakeholders | | | | | |

9. What are the key factors influencing successful donor-funded projects' implementation?

Please kindly specify by your degree of compliance with each statement by ticking the most accurate answer: (1) Completely irrelevant (2) Rarely relevant (3) Averagely relevant (4)

Relevant (5) Highly relevant

| No | Key Factor Influencing Successful Donor- | 1=Completely irrelevant | 2=Rarely relevant | 3=Averagely relevant | 4=Relevant | 5=Highly relevant |
|----|--|-------------------------|-------------------|----------------------|------------|-------------------|
|----|--|-------------------------|-------------------|----------------------|------------|-------------------|

| | | | | | | |
|---|--|--|--|--|--|--|
| | Funded Projects' Implementation | | | | | |
| 1 | Efficient monitoring and evaluation management systems | | | | | |
| 2 | Level of funding | | | | | |
| 3 | Strict adherence to stakeholder involvement | | | | | |
| 4 | Effective risk management systems | | | | | |
| 5 | Effective knowledge management regimes | | | | | |
| 6 | Absolute reliance on rationality | | | | | |

10. What are the critical barriers to the effective functioning and implementation of donor-funded projects from the Ghanaian perspective? Please kindly specify by your degree of compliance with each statement by ticking the precise and accurate answer: (1) Completely irrelevant (2) Rarely relevant (3) Averagely relevant (4) Relevant (5) Highly relevant

| No | Critical Barriers to the Effective Functioning and Implementation of Donor-Funded Projects | 1=Completely irrelevant | 2=Rarely relevant | 3=Averagely relevant | 4=Relevant | 5=Highly relevant |
|----|--|-------------------------|-------------------|----------------------|------------|-------------------|
| 1 | Ineffective communication systems | | | | | |
| 2 | Inadequate project planning regimes | | | | | |
| 3 | Minimal precedence accorded to socio-cultural factors | | | | | |
| 4 | Rampant scope changes | | | | | |
| 5 | Non-existence of sufficient resources | | | | | |
| 6 | Other (Abysmal stakeholder relationship, irregular flow of funding and high projects' transaction costs) | | | | | |

11. What strategic interventions should be employed to manage the critical barriers to the effective functioning and implementation of donor-funded projects from the Ghanaian perspective?

12. Any further comments

