

**EXPLORING THE DETERMINANTS FOR SUCCESSFUL
IMPLEMENTATION OF DONOR-FUNDED PROJECTS IN BONO REGION
OF GHANA: A CASE STUDY FROM THE AGRICULTURAL SECTOR.**

By

Miranda Abena Pabby

(Bsc. Admin. Marketing)

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DECLARATION

I hereby declare that this submission is my own work towards the Msc and that, to the best of my knowledge, it contains no material previously published by another person, nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

Miranda Abena Pabby

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PG8915217

Signature

Date

Certified by:

Prof. Bernard Kofi Baiden

.....

.....

Supervisor

Signature

Date

Prof. Bernard Kofi Baiden

.....

.....

Head of Department

Signature

Date

ABSTRACT

Funds from donors have been of great importance to many developing countries, as it brings out great opportunities and benefits for the development of a country. Based on this, the study aimed to explore the determinants for successful implementation of donor-funded projects in Bono region. To achieve the goal, the following objectives were noted, these comprises; the extent to which the implementation of donor funded project has been successful, identify factors that hinders implementation of Donor funded projects, and to identify the determinants for successful implementation of Donor-Funded projects in Bono region. The quantitative technique was selected in conducting the study. The purposive and the convenience sampling technique were used for this study, in which the study was limited to 5 Agricultural donor agencies in the Bono region, and by the use of the convenience sampling technique, (10) questionnaires were distributed to respondents who were available and prepared in each agency to answer questionnaires given, based on this, the researcher obtained a sample size of 50. Results of data gathered were 42, which was used in conducting the research analysis. Data analysis was successful by the use of two analytical tools, which includes; the Relative Importance Index and the Mean score ranking. From the first objective, factors that were ranked as the extent to which the implementation of donor funded project has been successful were: Planning and Management of project are often effective and aids in successful implementation of project, all projects objectives achieved during donor projects and also, project targets at every stage is successfully achieved. In the second objective, the main factors that hinder implementation of Donor funded projects were; Poor management of key stakeholders, Inadequate timing of funds disbursement and social-cultural obstacles that bring differences during the execution of project. Lastly, factors ranked as determinants for successful implementation of projects includes; Good management of stakeholders, availability of qualified project staff at all times, project monitoring, and lastly frequent meetings with key stakeholders e.g. opinion leaders. and with the knowledge and assistance of respondents, all factors well ranked accurately. This helped in presenting the determinants for successful implementation of donor-funded projects, through which the main aim of the study was attained.

Keywords: Donor-funded, successful implementation, determinant.

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DEDICATION

I dedicate this work to my miracle twin boys (Nkunim and Adom), my husband William and my mum Rebecca Pabby for all their support and encouragement throughout my course work.

God bless you.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

A research conducted by David et al., (2011) stated that, several developing countries in many years, have greatly gained support from many developed countries. Lots of donors have given financial aids to researchers in the agricultural sector, supporting training in the universities, helping to assign staff to assist in training and research and supplying materials for research and development in the agricultural sectors of these developing countries.

Funds from donors have been of great importance to many developing countries, as it brings out great opportunities and benefits for the economy in national and indigenous areas of sectors like agriculture, education, food, security, the health sector, water and sanitation, women's empowerment, technology and innovation etc., which are needful in bringing out success in livelihoods and providing accurate services and economic development (Nyanje & Wanyoike, 2016; Njeru, 2013). Olalekan and Belle (2014), stated that coordinating projects effectively and change management with an accurate operative practice are good for effectively managing donor funds. In summary, the four factors under project management that is needed for success in donor funds project implementation are; allocation of resource, use of project planning tools, team work and lastly monitoring and evaluation.

Donor funding according to Hjertholm et al. (2011) is defined as, the delivery of goods and services either direct or indirect by an external source, which also comes at a less cost as compared to what is on the market. In most developing countries, donor funds are one of the important aids that effectively helps in the development of the county,

especially in the agricultural sector. These funds are mostly very vital in places where funds are limited, in which their political situations, environmental circumstances, ethnic strife and economic and educational issues (Monaheng, 2015). In the research of Njeru (2013), the partners who aid in development, additionally helps in making finances available in the area of interest and they also deliver advices from experts together with support to economic development. These funds for donation, helps in boosting production of developing countries, good health and education and massive growth of infrastructure. Many donor funding organizations such as United Nations, Farm Africa, World Food Program, World Vision, etc., have ended up supporting with efficient amenities to lots of communities by most importantly strengthening these people and also helping to develop their various communities (Vidal, 2001).

In a research conducted by IEG (2015) mentioned that, projects supported by the World Bank until 2000, has experienced more than 50% failure in Africa. It was further stated by the International Finance Corporation (IFC), the private arm of the World Bank that, about 50% only of its African projects were able to attain success. Boone (1996), and Jensen and Paldam (2003) discovered to propose that several funds from donors have no influence on performance and growth. This has led to the asking of several questions why donor funded projects are mostly not successful (Odedukun, 2013), and some of the reasons found were due to ineffective management of the funds given. Several researchers have delved into the effects of donor funded projects on communities, and according to Burnside and Dollar (2000), the very aim and results expected from donor funds to countries and communities by helping to improve lives and communities has not yet been seen. This is because, funds given by donors to good economic and political surroundings will mostly make good progress. But if funds are not given to good economic environment, together with a poor political aspect of the those been

helped, then there will be no improvement made to the country or community. Njeru (2013) observes that there are mixed blessings attached to development aid for the receiving countries. The positive side of development aid is that it offers much needed resources to build infrastructure, provide education and health care as well as enable a broad view of social, economic and political processes. Nevertheless, donor funded project have not been of a good performance, which has led to the stakeholders and project beneficiaries dissatisfied with the output of donor funded projects. This has also turned to become a rule or a norm. Based on this, the study finds it necessary to find out the determinants of successful implementation of Donor-Funded projects in Bono region in Ghana.

1.2 PROBLEM STATEMENT

The development of several developing countries are dependent on funds from donors. Lots of governments are able to finance their implemented projects through the support from several donor fund agencies, and this makes donor funds very essential in many developing countries. Nevertheless, there have been complications relating to poor management of the funds, therefore leading to failure in the implementation of project or slow project implementation. This is an issue in several government sectors, and an example of this is the agricultural sector, (Brendah, 2018).

The Accountant General and the Auditor General's office indicate in a report that, several District Assemblies development projects were funded by donors and most of these projects were hindered by issues like poor financial management, delays in procurement, and an unskillful workforce especially the Inspectors (Water - aid Ghana, 2009). It was further addressed in the report of (Svensson, 2000; Alesina, and Weder, 2002) that, there is a lack of appropriate supervision on the funds of donors, which leads

to poor management of donor funds. It was further reported that, there is a lack of proper use of supports (funds) given to implement government projects (Alesina and Dollar, 1998).

This and many more has steered up unsuccessful implementation of projects supported by donor funds, and these issues are so serious because it may have a negative impact on the commitment of donors and it may also decrease the inflow of donor funds to various governments and District Assemblies, which is also one effective way of seeing to it that the needs and demands of the public in their respective communities are met (Yeboah, 2011). For this reason, there is a need to explore the determinants for the implementation of successful Donor-Funded projects in Bono region, and this is a case study by the agricultural sector.

1.3 AIM OF THE STUDY

The main aim of the study is to explore the determinants for successful implementation of donor-funded projects in Bono region of Ghana.

1.4 RESEARCH OBJECTIVES

The main objective of the study is to explore the determinants for successful implementation of donor-funded projects in Bono region. In view of this, the deliberated research objectives are:

1. To identify the extent to which the implementation of donor funded project has been successful.
2. To identify factors that hinders successful implementation of Donor funded projects in Bono region.

3. To identify the determinants for successful implementation of Donor-Funded projects in Bono region.

1.5 RESEARCH QUESTIONS

In other to help attain the research objectives, the research questions are

1. To what extent has the implementation of donor funded project been successful?
2. What are the factors that hinders the implementation of Donor funded projects in Bono region?
3. What are the determinants for successful implementation of Donor-Funded projects in Bono region?

1.6 SCOPE OF THE STUDY

It is relevant for the study to concentrate on a specific area, this is because there are a lot of donor agencies in Ghana and some researchers have focused on certain areas of this study, but this study focused specifically on the Bono region of Ghana and it delved into the factors that hinder donor-funded project and its successful implementation in the Bono region of Ghana. The study further looked into the factors that cause successful operation of projects funded by donors.

1.7 SIGNIFICANCE OF THE STUDY

This research aids the government to make effective policies and approaches in regard to donor-funded projects. This also informs policy makers in making effective implementation approaches in order to make decisions that supports effective usage of funds from donor in projects.

This research is significant because, information in there supports the public in having an in-depth understanding of how donor funds affects the economic and social well-being of the communities that benefits from these funds. It also shows the elements that hinders the successful implementation of projects by donors, which creates awareness in managing donor funds with care.

Results of this study is also essential to persons and communities that benefits from donor funds as it brings out the importance of donor-funds in the implementation of a project. Lastly, the study further aims at bringing out realistic literature to students of project management as a room for further research, and also helping to add up knowledge.

1.8 RESEARCH METHODOLOGY

In achieving the main aim of the study, well appropriate and presented literature in regard to the area of the study were reviewed. The literature was well explained to help develop an outstanding understanding of the study. Based on the objectives and aim of the research, questionnaires were organized, which aided in achieving the main goal of the research.

The quantitative method was selected for this study, this is because of its numerical and mathematical analysis. It was stated by Walliman (2011) that the primary purpose of quantitative analysis is to delve into measuring and making comparison. Workers at donor-funded agencies in the Bono region are the population targeted in this research. Data will be collected from these respondents based on their experience and knowledge in this area of research. The research selected its sample using the purposive and the convenience sampling method. Data gathered from respondents were analyzed by means of the Statistical Package for Social Sciences (SPSS), and Microsoft Excel 2016,

which included the Relative Importance Index (RII). By this, the data was critically analyzed, and the results aided the study in achieving its aim and objectives.

1.9 STRUCTURE OF THE STUDY

This study was grouped into five (5) partitions, which was presented in the following; the first chapter of the study was the “General Introduction to the Research” which entails the background to the research, the problem identified, and the aim and objectives to the study. The second chapter comprised of the review of the extant literature relevant to the research, it presented a literature review to the study, and identified the gaps in literature that the research seeks to address and also draw conclusion on the results gotten from the literature. The source of information for literature were mainly from journal publications, newspaper publications, books and the internet. Chapter three provided an in-depth discussion of the procedure accepted for the research. This showed the research design for the study, the sample size, sampling frame, and population for the study were all discussed. The fourth chapter delivered the analysis of the research using the specified analytical tools. Chapter five summarized the findings of the research, which was based on the main results of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter is envisioned to attain certain purposes which includes, to explain certain terms that are relevant to the background of this study, to identify the extent to which donor funded project implementation has been successful, to find out factors that hinders donor-funded projects successful implementation, to identify the factors that cause successful implementation of Donor-Funded projects, to identify the findings from the literature and make recommendations to aid successful implementation of project funded by donors.

2.1.1 Project Success

According to Rodolfo (2018), project success or a successful project has been defined historically as a project that is able to meet its goals as scheduled and budgeted. This assessment has stayed as one of the well-known measures in several firms. But for a project for development, achieving project success goes yonder meeting budgets and schedules, it comprises of providing aids and expectations of stakeholders, beneficiaries and donors. But to achieve this level of project success, has a certain level of complexity which can also be attained and assessed years after project completion.

2.2 DONOR FUNDING

Several systems of government regularly require resources through which they pursue their objectives. Most of these government have insufficient resources and they rather depend on other outside sponsors who have sufficient resources but also make other demands. The more the government depends on these resources, the more donors get

to make other demands from them. Through it all, Donor funds are direct increased source of funds which is used for either investing in a project or funding the project (Pfeffer, 1982).

2.3 THEORETICAL REVIEW

This part brings out the theories that guided the research on the factors of successful donor fund project implementation. The theoretical review was based on stakeholder theory, program theory, auction theory.

2.3.1 Program Theory

According to Suchman in 1960, the program theory is often developed during the level of planning of a fresh intervention. It can also be advanced during execution and even after the completion of the programme. When there is a planning of evaluation, it is suitable to assess the programme theory and reread it if needed in the process of asking questions in the process of examining the effect and cause relationships that generate underlying issues. There has been the use of the program theory to guide appraisal for several years; it displays the ability of the program to fix an issue by ensuring that the requirements in the assessment are being addressed. This also brings out tools to regulate parts of the evaluation impact (Sethi & Philippines, 2012).

Rossi et al., (2004), explains that a program entails of a managerial plan on how to organize activities and resources of the program to guarantee that the proposed population receives the planned sum of intervention. The whole idea behind a program theory is comparable to the one used in other studies and logic models. The logical framework approach is used by the program theory as its approach (J-Pal, 2003). Considering the difference between these two, the program theory is a complete form

of the logic model. This theory can also be symbolized realistically through the logical model. Stakeholders engagement together with their management and outcome are also guided through the logical model (Hosley, 2009). In the program theory, the theory of change is part of it, in which they are also seen in the 1990s as a development to the theory of evaluation (Stein & Valters, 2012). The device used for advancing clarifications to difficult social issues is seen as the theory of change. It delivers a complete picture of initial and intermediary term variations that are desirable to reach a long term aim (Anderson, 2005). It consequently offers a model of the process a project must work, which can be tried and advanced through evaluation and monitoring. Also, theory of change is also a precise and quantifiable presentation of change that creates the basis for scheduling, execution and evaluation. Lots of projects have a theory of change even though they are normally assumed (CARE, 2013). The theory of change helps in developing comprehensible frameworks for monitoring and evaluation. Nevertheless, In the United States the assessment community have been separated into two camps. According to Chen (1996) and Donaldson (2003) they mentioned that program theory assessment is the trend of the future and that effectively all assessments should be directed in this approach. It was further mentioned by, Scriven (1994) that program theory is normally a not needed addition of whistles and bells that turns to be unsuccessful to enhance evaluations and its quality. There are others who have in mind that the program theory is just an inconsistent method to evaluation (Stufflebeam, 2001). In the study of Shackman (1998), because lots of logic models have a constituent of “advocacy” pressure will creep around. The presence of resistance will mostly be around, comprising negative results no matter how essential they may be to attaining needed consequences. Moreover, program models are linear, programs are complex, interactive. Models mostly have this static element and programs over a period of time

may also change. Also, models may not take sudden outcomes into account conflict, power, and issues of control. The program theory or model takes it as the model is accurate. The program theory is very relevant to this study because it is confidently grounded on the logic model which is based firmly on those indicated identified through a survey. Furthermore, the theory elaborates the role of stakeholder participation, staff competency, project resources (cost) and project scope on the effectiveness of a baseline survey. Therefore, the theory underlines the significance of the variables in baseline surveys.

2.3.2 Stakeholder Theory

Freeman (1984) was the promoter of this very theory. A stakeholder is referred to as a group of persons who can be affected by the attainment of the organization's purposes. Research conducted by Calvert (1995); Winch and Bonke, (2002), stakeholders in some organizations can be very critical and others reduced in criticality. It was also defined by Peter (2008) that, any one whose attention can be negatively or positively influenced by a project and also one who has the capability to influence the success or failure of the project can be termed as a stakeholder. This theory addresses values to organization management. Stakeholders are persons or groups who aggressively contribute in the task or whose comforts are likely to be affected by the performance of the project (PMI, 2004). In view of this a stakeholder is anybody or a group that is well engaged in a project, or one whose welfares might be influenced in either a good or bad way on the end of the project can be defined as a stakeholder. To be precise, it was noted by scholar that stakeholders could be supportive when they become aware of the goals of the project. But also, they may be quiet aggressive when they decide to stand against the purpose of a project.

It has been mentioned that when considering the factors of successful donor fund project implementation, stakeholders remain important to successful project implementation since their ability of not committing to consistently support the project objectives, which may end up leading to project failure. Charles Blattberg the political theorist has condemned stakeholder theory for assuming that the various stakeholders' interest may-be, at best, balanced or negotiated against each other. He continues to argue by saying that this is an element of its importance on negotiation as the chief approach of discussion for handling conflicts between the interests of stakeholders. He endorses the fact that, conversation is preferable, which ends him up to defend what he calls a 'patriotic' idea of the establishment as an alternative to that connected with stakeholder theory. Mansell (2013) also stated that, by ensuring the political notion of a 'social contract' to the organization, stakeholder theory challenges the philosophies on which an economy of market is founded. A legal reproach is also that some persons are exempted; initially as they have no impact economically on the business and now as the idea takes a very important human perspective. This perspective does not give animals, plants, etc., a voice as stakeholders, but only an instrumental worth in regard to people or human groups. The theory will assist in developing the understanding of all the four objectives on stakeholder participation, project team capability; cost and project scope. The team members of the project, which includes the project manager and additional members of the project group are part of the main stakeholders in project implementation. It was said by Khwaja (2004), involvement is achieved through cooperation or joint participation of beneficiaries of project and the other implementing agencies. Taking all this into consideration, it simply said that, effective implementation is seen and likely to be permanent and successful when the persons it

affects also participate in promoting and initiating it, and all this leads to successful implementation of projects funded by donors in communities (Thompson et al., 2002).

2.3.3 Auction theory

It was stated by Klemperer (2014) that the Auction theory is significant in developing our acceptance of price formation such as the most importantly forwarded rates and negotiations in which both the seller and buyer are vigorously included in price determination. Connections are close between auctions and modest markets and a very close similarity between the optimal auctions theory and the theory of pricing monopoly, and auction theory can also aid progress models of oligopolistic pricing. Auction-theoretic replicas and methods also applied to non-price means of distribution. Auction theory thus provides a free market where there is no information asymmetry, prices are determined through supply and demand and both buyers and sellers are risk-averse (Madura, 2003).

This is applied in the allocation of resource to have successful donor-funded projects implementation. The only shortcoming with Auction theory is that firms are likely to make unrealistically optimistic forecasts about future revenues and costs on completion of projects. Summarily, the above theory underpinned the impact of allocation resource on successful donor-funded projects implementation.

2.4 THE NATURE OF FUNDED PROJECTS BY DONORS

In this part of the review, it has been stressed on how prescriptive expenditure affects project operations. Donor funding is received as loans (repayable with or without interest) or grants (non-repayable) and comes from bilateral (between countries), financial organizations which can be part of the; regional (example: East African

Development Bank - EADB), Continental (such as African Development Bank - ADB, etc.) and institutions that are international such as the World Bank. The World Bank Group, for example, lends funds through two arms; the International Bank for Reconstruction and Development (IBRD) and International Development Association (IDA). IDA provides interest-free loans and grants to Least Developed Countries (LDCs) - whose per capita income is less than \$1,000. IBRD provides loans to countries with a per capita income of more than \$1,000 and some LDCs which are considered credit worthy (World Bank, 2008). Donors owe a responsibility to their funders (governments or boards) of ensuring that the funds disbursed to the recipients are used for the intended purposes. To meet this objective, disbursements are preceded by a funding agreement which stipulates how the funds will be spent among other conditions. Expenditure ceilings are thus built into these agreements to avoid mismanagement, bring into line the effect and consequence of task to the nations' way of growth which comprises goals that are millennium. Inappropriately, these precautions become a disorder to the formation of a successful implementation of a sound process reporting. If projects are applied by local Nongovernmental organizations (NGOs), governments, or the contributor's individual local organization groups, these firm spending ceilings surrounded by implementers which have to function in the process of warranting a sustained flow of funds from the donors, give out a certain level space for the formation of effective and sound reporting. The three examples below prove the level of constraint the management of DFPs has got to oppose in this respect.

2.4.1 Evolution of Donor Funding Modalities in Africa

Research conducted by Adedeji (2001), in the 1960s lots of western nations started aid agendas in Africa in the wake of independence from colonial former countries. In this

very times, those who donate, cheered governments of Africa to strategize the development of their countries, and advised the approval of procedures cheering growth of industries. In the 1970s, the emphasis of aid moved progressively to poverty increasing with an urgency on projects to rural areas development. In 1980s, with the crisis of the economy in Africa and debt nonpayment that comes, supporters kept more attention on reconsidering the efficiency of aid modality of project. In the 1990s, due to the restriction on the level of improvements and the continuation of rates of low progress of several parts of Africa, agencies that's donates turned to look out for causes of development that lags. Alleviation of poverty in the welfare of socioeconomic susceptible homes were again highlighted as the very objective of growth.

Projects that are funded by donors are categorized by a short life duration which normally ranges between one to five years and unplanned environment of effective arrangement (particularly, in the process of replying to crises which includes tragedies and release involvements). Projects that are supported categorized by restricted finances, doubt in the flow of cash which brings flow of funds that is irregular and unfulfilled pledges from donors. Rather frequently, projects that are sponsored work in distant settings which ends in the incapability of projects to appeal and hold competent and knowledgeable IT and other specialized staff. The problem is then compounded when projects have to employ staff with limited IT capabilities in locations with limited or non-existent IT support services. It is also common in multi-DFPs for a donor to sponsor the use of a specific software application resulting in different information sources to deliver reports tailored to the needs of different donors. However, the most limiting factor for managers in DFPs to implement projects is the prescriptive nature of how proceeds from the specific loans, credits or grants must be spent in directive to license a continuous flow of donor funds. The implementation time frame which is

limited of these donor funds projects force managers to use a lot of time and possessions on core happenings of tasks in an offer to improve productions which will bring a perceptible reappearance on their hard work. The collective effect of the above issues, impede the management's capability to strategically implement organizational objectives and sound information management strategies. The nature of operational set-up, the uncertainty in funds flow, the remote locations and all the limitations thereof, combine to affect management's vision and ability to plan for the overall operation of a project.

2.5 IMPLEMENTATION OF DONOR FUNDED PROJECT

Project implementation, mainly involves the construction of projects within a specified specification that will reach the actual goal for which the project was planned for. In a study conducted by Kerzner, (2001),

If a project advanced for formation of products that are marketable is in place, then the phase of implementation can promise the produce life-cycle stage of the introduction of market, its development, and a share of weakening (Kerzner, 2001). Implementation which is effective is the distribution of project that encounters the main goals that are original within the limitations and budget conditions, its quality and period. The process of executing or practice of a plan, a method, or any plan for something being done. Based on this, implementation is the act that essentially goes after any introductory thought in the process for the occurrence of something. In the characteristics of implementation procedures will rest on the size and type of project. Its scope, cost, time, risk, procurement, and value must be well achieved. The requirements for successful implementation of a project are: Planning, Managing the project team, managing stakeholders, managing change, Project reporting, good communications and Project

Records. Under the Ministry of Transport and Infrastructure there are a number of projects most of them are donor funded and are implemented by either the two state departments at the headquarter or her state corporation. They include Projects being implemented Kenya Airport Authority, Kenya Ports Authority, Kenya Civil Aviations Authority, Kenya Railways Corporation, Kenya National Highways Authority, Kenya Urban Roads Authority, Kenya Rural Roads Authority and the Ministry Headquarter (Republic of Kenya, 2013).

This is expected to cover projects like upgrading of the Kisumu Airport, Development of the Second Container port at the Mombasa Port, the expansion of the Jomo Kenyatta International Airport, 50 Years Transport Master Plan, Establishment of Data Centre, Kibera and Mukuru Rellocation Action Plan, Mass Rapid Transport Transit System, Southern bypass, and others (Government of the Republic of Kenya, 2013). The stream of funds from donors is typically likely to be a process that is straight forward. Nevertheless, the procedure is much complex and complex in nature thus ensuing in receiving of funds being delayed. There are numerous cases in which application of projects that are donor funded did not go right as defined beneath, and some of this were mentioned in Healy, (2000). Now Deby devotes the oil money on regime survival and equipped elections. The Norwegian government also funded Lake Turkana fish processing plant project in Kenya at a cost of \$22 million but turned out not to a success story. The project was designed in 1971 to provide jobs to the Turkana people through fishing and fish processing for export. However, the Turkana are nomads with no history of fishing or eating fish (Cocks, 2006). The plant was completed and operated for a few days, but was quickly shut down. The cost to operate the freezers and the demand for clean water in the desert were too high (Standard Digital, 2012). It remains a "white elephant" in Kenya's arid northwest. Some projects implementation went

incorrect due to reliability concerns as carried out in the case of Lesotho Highlands Water Project. The World Bank funded the project, together with the African Development Bank and the European Investment Bank. Which ended up \$3.5 billion. The main purpose was to avert fresh water from the highlands for sale to electricity company at South Africa (World Bank, 1995). This started in 1986; nonetheless, the electricity looked quite expensive for several people, and the water, diversion led to several issues and difficulties downstream. The shutting down of the project occurred in 2003. The well-known construction firms worldwide were charge for corruption in which most of the management staff were arrested. Office du Niger is a project which was being financed by France and implemented in Mali. It took over 50 years and implementation cost was more than \$300 million (Watkins & Alley, 1996). The goal in 1932 was to irrigate 2.47 million acres to grow cotton and rice and develop hydropower in the Mali desert. More than 30,000 people were forced to move to the desert to work on the largest aid project attempted by French colonial authorities (Hertzog et al., 2012). The African workers largely ignored French attempts to change traditional agricultural practices. By 1982, only 6 percent of the region was developed and the infrastructure was falling apart. The World Bank took over the project in 1985 and has shown limited success with rice farming. Another case which was unsuccessful was the project named Roll Back Malaria, across Africa which was sponsored by numerous actions at a cost of about \$500 million. It was recognized in 1998, and it meant to halve malaria incidence by 2010. The database said Africa needed \$1.9 billion a year to sluggish the disease, but by 2002 contributors had only come up with \$200 million a year. In all this implementation of donor-fund project must be well enhanced and supported to achieve successful implementation (Narasimban & Aharan, 2003).

2.5.1 Strategic Implementation of Donor Funded Projects

It was observed by Sweis (2011) that whereas projects are the mainstay for socio-economic development for international development policy makers, in contemporary reality, donor funded projects which has poor performance and the subsequent dissatisfaction of project beneficiaries and stakeholders has increasingly become not the exception, but the rule. A myriad of studies has pointed to a variety of parameters that qualify a project implementation as strategic. These include Timely Completion (Sambasivan & Soon, 2013) Budget Compliance (Mary, 2017) and Relevance to Beneficiary (Fugar & Agyakwah-Baah, 2010; Ogunlana, 2012, cited in Mary, 2017). Sambasivan and Soon (2013) offer that the completion of donor funded projects in a timely manner is a critical success factor. The problem of delays in the construction industry is a global one. When projects are not completed within the scheduled time, they can have severe consequences. According to Sambasivan and Soon (2013), the main effects of poor time performance of projects in Malaysia include total project abandonment, disputes, litigation, time overruns, arbitration and cost overruns. They add that all these delay effects can significantly harm a project's ability to realize its goals. As such, the appropriate project completion period is almost always a serious project success portion. According to Malhotra et al. (2010), budget implementation entails the use of resources to implement policies assimilated in the budget. They add that while it is impossible to execute well a badly drafted budget, it is possible to execute a well drafted budget. Good budget preparation comes first, chronologically as well as logically (Malhotra et al, 2010). However, as cautioned by Dlakwa and Culpin (2010) cited in Mary (2017), budget implementation processes do not come down merely to instruments for ensuring conformance with the early programming.

Unanticipated macroeconomic environment changes even with good forecasts will occur in the course of the implementation process and will to be featured in the budget. Hence, budget implementation presupposes: acclimatizing the implementation of the budget to substantial macroeconomic environment changes; confirming that the budget will be executed in compliance with the legal approvals, both in policy and financial aspects; managing the effective and efficient purchase resource use; and addressing problems arising during execution. According to Sambasivan and Soon (2013), a budget implementation system ought to ensure budgetary authorization compliance and ought to have adequate reporting and monitoring capabilities to enable the prompt identification of problems associated with budget execution while giving project managers flexibility. Mary (2017) opines that the objectives of most donor funded development projects include contribution to a country's overall development and benefiting the rural areas' people. Projects are very often designed at the national level, subject to key considerations including macroeconomic targets, technical concerns and political priorities. These project designers' considerations at the national level can conflict factors effecting change behavior of the actual beneficiaries which in turn determine the rural development projects' overall success. Fugar and Agyakwah-Baah (2010) and Mary (2017) revealed that: predominantly with wide participation, need appraisals, fail to offer a wide-ranging grounds of consensus and are therefore not always a development programs' sound basis of departure; and the significance of being receptive to changing needs as needs are time-specific and change with changing situations. Needs are a possibly valuable tool in consensus creation as they can be changed, which is often the prerequisite for effectual community projects and programs.

2.6 FACTORS THAT HINDERS IMPLEMENTATION OF DONOR FUNDED PROJECT.

Several factors hinder success of donor funded project implementation, these factors also hinder the effectiveness of World Bank funded projects in several African countries which includes: adequacy of funding; timing of funds disbursement; adequacy of human resource capacity; lack of timely programme reports from project officers; lack of accountability; procurement procedures and bureaucracy; disagreements among beneficiaries and social-cultural obstacles. Streamlining of government procurement laws; capacity building for staff of the donor agencies; use of local staff to overcome language and other socio-cultural factors; sensitization and training of beneficiaries; timely auditing of implementing agencies to ensure accountability; timely programme reports from project officers; frequent meetings with key stakeholders; adequate collaboration and networking of all development partners (School of Business University of Nairobi, 2014).

In the study of (Ngwenyama et al., 2006) one key trend to take into consideration is the African nations being ranked low consistently. The 2003 HDI Statement cautioned that Africa specifically may be encountering “a serious growth emergency” with numerous countries in Africa going through serious socio-economical setbacks. Human capacity plans in Kenya have taken numerous forms. At Moi University in Kenya a cooperative project with Delft University of Technology in the Netherlands aided in hovering awareness of computer and skilled staff in management of info schemes and management of projects (Mutula 2003). Detailed studies by Ochilo (1999) suggest inadequate ICT skills training in eastern Africa and expose that a total of 57.8 percent of specialists coming out of institutions of higher learning valued their institutions as being “a little professionally talented of trading fully with ICT working out

requirements” with only “28.1 percent of the professionals rating the institutions as capable”. Of 24 concern here is the content and program of these institutions which has been well-known as insufficient to fully cater for the developing ICT African specialized in terms of vigorous programmes based on training including processing of data, management of systems, and enhanced computer exercise. The condition is deteriorated by insufficient “dissemination of active information” and a “lengthy dose of theoretical sequences not completely combined with the applied courses that is not able to cover the modern issues of international ICT” (Ochilo 1999). Opposing the phenomena of africa with Wessels’s (2005) explanation of countries developed’ demonstrates that the scale of significance positioned on the ICT capability by professionals who are skilled in other portions of the world. It was supported by Hostrom and Hunton (1998) who contended that teachers that are professionals and their students must moreover mature levels that are high in information technology capability or risk attracting functionally outmoded.

for the purpose of this research, here are a number of factors listed below that hinders successful implementation of donor funded project;

- Lack of accountability
- Poor procurement procedures and bureaucracy
- Social-cultural obstacles
- Lack of formal training by officers in training and the management of foreign aid, together with accounting and budgeting.
- Inadequate timing of funds disbursement
- Timely auditing of implementing agencies to ensure accountability
- Lack of timely programme reports from project officers
- Frequent meetings with key stakeholders

- Poor comprehension of the donor expenditure protocols resulting in ineligible expenditures

2.6.1 The influence of ideas and values on donor funding

It was provided by Lumsdaine (1993) the best elaborate basis for the connection between domestic and international alarms for donor funding. He stresses on it that: (i) donor funding is mainly an invention of charitable values and ideas; and that (ii) these ideas found provision in the local political preparations and traditions of the west that are religious. Considering all these, the values and ideas actually emphasized on international assistance and obligation to finding a solution to minimizing poverty for reasons that are charitable. In the frame work of Lumsdaine (1993), the extent of donor funding of a nation is a true reflection of concern for the country and its level of poverty. He continues by saying that at the local level, the desire for improving and minimizing poverty, combined with the social and political dynamics, which results in social expenditure. At the international stage, the desire for reducing poverty together with the international authority and association results in donor funding. Lumsdaine (1993), also proves an evidence which shows that with traditions that are social democratic and serious backing for local government support to poor societies are in a willing move to offer foreign aids to support. His analysis of data proves that domestic social expenditure, societal democratic party power, public assistance and private volunteer aids to worldwide economic aid support, all connect with the higher levels of donor funding.

2.6.2 The influence of public perceptions on foreign aid levels

Berelson (1952) recognized that an open research and its opinion can help bring out the best practices of democracy together with its own essential concepts. Analysis of data

from Lumsdaines (1993) shows and settles that high support from the public leads to high levels of foreign aids. Evaluations of the level of donor funding and other data opinions makes it clear that the concerns if the public in regard to poverty played a good role in the link. Nations with a great level of support from public for external aid have the habit of giving more aids to other governments for the execution of their projects.

The foundation for this outcome is that the preferences of the public is converted into policies through democratic practices. By delineation, it implies that democracy is a sort of association between government policy and the opinion of the public and (Mehrtens 2004). Several theorists have disagreed to the fact that public opinions are taken and they also have much influence. According to the Schumpeter (2002), describes democracy as the selection of officials who are representatives, and also authoritative in taking decisions and doesn't pay much attention to pressures from the public. Research conducted by Olsen (2001) expresses a case study of five countries which are European (France, UK, Germany Denmark and the European Union) that there is no concluded relationship between the opinion of the public and aid procedure. He makes it clear that it is only likely to comprehend the relation between decision-making on aid and the opinion of the public as a 'top-down' relationship (Olsen 2001). Also, pluralist democratic theory as advanced by Dahl and others (Held 2002) takes account of intermediate groups in the process of democratic, such as public associations, religious bodies and so forth. Such groups do their best to attain influence and authority and pursue to change and set the policy schedule. In this theory of pluralist, they change the opinion of the public into policies. NGO 's and their networking, the church societies and other public establishments are lively in the area of international development and solidarity. In every country and the kind of influence that they carry, but lots of them are incorporated in the policy procedure through

appealing, lobbying, and consultation processes. Lots of them have their source of funding by programmers from government. Members of these groups often entails volunteers and supporters whom they are accountable to and who they also represent. In the absence of pressures from elections and other political practices, it is based on these groups that the opinion of the public is gathered to influence those who make decisions. Mehrtens mentioned that even though response between policies and public opinion is still in existence, it is actually public views which appears to have more effect than the reverse (Mehrtens 2004).

2.7 FACTORS THAT CAUSE SUCCESSFUL IMPLEMENTATION OF DONOR FUNDED PROJECTS

Olima, (2015) stated that, there is a need in knowing the approaches to help attain a successful implementation of donor funded projects. And this part of the study presents some more critical factors that must play for a successful implementation of any project. They include the flexibility of the recipient of donor funds and implementing agency to decide the kind of assistance they need and the project they wish to be funded based on the priority of a particular sector; ensuring timely programme reports from project officers; the qualification and the competency of the officers managing and coordinating the project; the monitoring and evaluation system executed to keep track and feedback on the progress of the project; Adequate collaboration and networking of all development partners and the way materials and equipment's are acquired (Olima, 2015).

The ministers of developed and developing countries responsible for promoting development and heads of multilateral and bilateral development institutions, meeting in Paris on 2nd March 2005, resolved to take far-reaching and monitor able actions to

reform the ways aid is delivered and managed in view of the UN five-year review of the Millennium Declaration and the Millennium Development Goals (MDGs). While the volumes of aid and other development resources were set to increase to achieve these goals, aid effectiveness had to increase significantly as well to support partner country efforts to strengthen governance and improve development performance. The meeting reaffirmed the commitments made at Rome to harmonize and align aid delivery. It was encouraging to note that numerous donors and partner countries were making aid efficiency a high significance and repeated obligation to hasten implementation development in, particularly the following extents as stated by Afande, (2013), and these are: (i) partner countries being strengthening' national development policies and related operative frameworks; (ii) Increasing arrangement of aid with other half countries' precedence, schemes and measures and assisting to reinforce their capabilities; (iii) Improving countries that are donors' and partners' respective responsibility to their peoples and parliaments for their development policies, strategies and performance; Ouma, (2012) also mentioned; (iv) Eliminating duplication of efforts and justifying donor undertakings to make them as cost-effective as likely; (v) Improving and abridging donor procedures and policies to encourage collaborative conduct and enlightened with partner countries' significances, schemes and processes; and (vi) Standards and measures being defined of performance and responsibility of partner country schemes in public financial organization, procurement, fiduciary protections and environmental charges, in line with generally accepted good practices and their quick and well-known use.

For the purpose of research, the Table 2.1 below presents some factors for successful implementation of donor funded projects.

Table 2.1 *Factors that cause successful implementation of donor funded projects*

Sn	Factors that cause successful implementation of donor funded projects	Source(s)
1	Increasing arrangement of aid with other half countries' precedence, schemes and measures and assisting to reinforce their capabilities.	Afande, (2013)
2	Improving and abridging donor procedures and policies to encourage collaborative conduct and enlightened with partner countries' significances, schemes and processes.	Ouma, (2012)
3	Adequate collaboration and networking of all development partners.	Olima, (2015)
4	Ensuring timely programme reports from project officers.	Olima, (2015)
5	Improving countries that are donors' and partners' respective responsibility to their peoples and parliaments for their development policies, strategies and performance.	Afande, (2013). Ouma, (2012)
6	Project monitoring, evaluation and reporting.	Olima, (2015)
7	partner countries being strengthening' national development policies and related operative frameworks.	Afande, (2013)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The chapter threw more light in directing the study is discussed, which is generally to help in achieving the main aim of the study. The chapter explored into the method for the gathering of data, the approach to selection of respondents', the approach for the selection of the sample size and the technique for the analysis of data gathered, all for the purpose of exploring the determinants for successful implementation of donor-funded projects. Pathirage et al., (2005) stated that it is incomplete to conduct a research without understanding the methodological and philosophical issues relating to that particular study. Scholars have proven how relevant this chapter is, therefore, this chapter was dedicated to highlight and explain the research methodology adopted for this study.

3.2 RESEARCH APPROACH

A research methodology is the general approach the researcher takes during the execution of the research project, Leedy & Ormrod (2001). Many researchers have approved that there are basically three main forms of research approach. These are the Quantitative Approach, the Qualitative Approach and the Mixed methods. It is outlined in a study that, there are mainly two-broad category of research methods which are widely used and this include quantitative and qualitative methods Johnson & Onwuegbuzie, (2004).

3.2.1 Quantitative research

Furthermore, in this study, the quantitative approach was used, quantitative research is a technique based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity (Johnson & Onwuegbuzie, 2004). It was stated by Leedy and Ormrod (2001) that quantitative research is exact when we consider its survey process, experimentation, and also assists in accurate analysis based on results gotten from the data. The study also selected this method base on the statistical procedures that it adopted to identify data collected Rajasekar *et al.*, (2013). The data is therefore not abstract, they are reliable and firm; they are capacities of tangible, countable, sensate features of the world (Vanderstoep and Johnston, 2009). According to (Bhattacharjee, 2012), quantitative research is associated with the measuring of numerical data, texting of hypothesis and generalization of data. Structured questionnaires were prepared and distributed to respondents. The data used for the research were primary. Primary data was obtained from the selected respondents located in the Bono region, using a well-structured close-ended questionnaire. Data that was secondary was obtained from textbooks, journals, reports, and other materials related to donor funded projects. Hence, by using this method, the study hopes to identify the extent to which the implementation of donor funded project has been successful, the factors that hinders successful implementation of donor funded projects and the determinants for successful implementation of donor-funded projects.

3.3 POPULATION DEFINITION

Several researchers have been able to explain what a population is, and according to Polit and Hungler (1993) a research population as the total of a good gathering of persons or entities that have similarities, characteristics that are necessary to the

researcher or similar activities. Burns and Grove (1993) also discovered a population as all essentials (persons, objects and actions) that meet the sample values for addition in the research. Lastly, a population according to Fowler (2013), is the entire group of persons or objects within a specific location or to which the researcher may be interested in generalizing their findings on a subject matter.

The targeted population for the study was mainly workers at Agricultural donor funded agencies in the Bono region of Ghana. The study was limited to (5) Agricultural donor agencies in the Bono region of Ghana. This is because there were currently five of these agencies available at the Bono region of Ghana, and due to time constraints the researcher was able to conduct the study with the five agencies it got. The workers of these Agricultural donor agencies were also focused on because, they had much understanding and knowledge in this area of research.

3.4 SAMPLING METHOD AND SAMPLE SIZE

In this study the sampling techniques selected were the purposive and convenience sampling techniques. These sampling techniques are non-probability sampling techniques. It was stated by Walliman (2011) that purposive sampling is a suitable sampling method which allows a researcher to acquire needed information from a sample of population that one considers to have much knowledge about the subject matter. Convenience sampling technique is also a non-probability sampling technique for the selection of respondents who are available, or close to reach and prepared for answering questionnaires in a research.

The purposive sampling technique sampling which is also a judgmental sampling technique, was chosen because the researcher specifically dealt with a sample of respondents that have much knowledge in the research area. The convenience sampling

technique was also chosen because the researcher administered questionnaires to respondents who were available, in which sampling technique aided the researcher in dealing with respondents that were available in answering questionnaires given.

To get a sample size, the researcher distributed (10) questionnaires each, to the (5) Agricultural donor agencies in the Bono region of Ghana, ($10 * 5 = 50$). A sample size of (50) was obtained by the researcher. The various sampling techniques were adopted because, by the use of the convenience sampling technique, the researcher distributed (10) questionnaires each, to respondents that were available and prepared in answering questionnaires given to them in the various Agricultural donor funded agencies.

3.5 DATA COLLECTION

A questionnaire which is well structured was considered for the collection of data from targeted respondents. Questionnaires were self-administered which entailed closed-ended and open questionnaires, and a couple of weeks was set aside, for administering of data and data collection. Data was also analyzed by using quantitative analysis technique by the means of analytical tools from the Statistical Package for Social Sciences (SPSS).

3.6 QUESTIONNAIRE DESIGN

Several researchers have made it clear that using a questionnaire for data collection is possibly the most broadly used method for conducting most surveys in the research process, (Abdal-Hadi, 2010). Most often the research is likely to be unsuccessful or deviate if the questionnaire is not well constructed. Therefore, a questionnaire was structured to gain the appropriate information needed for the subject matter.

The questionnaire for the study were made up of four sections. The Likert scale was used with scores ranging from 1-5 in the questionnaire, which in close ended and open

ended question were asked at each part. The questionnaires were administered to mainly the staff of donor funded agencies in the Bono region. The questionnaires were based on the objective of the research. In total, (50) questionnaires were distributed to the various donor funded agencies in the Bono region. The questionnaire was made up of four parts. Part one, two, three and four. Part one of the questionnaire was made up of the demographics, which is the general information about the respondent. Part two was centered on the first objective, which was made up of factors in regard to the extent to which the implementation of donor funded project has been successful. Part three was mainly on the second objective and part four was based on the last objective. This was done to get the views of the respondents based on their experiences in this area, and based on their responses the main aim of the research was achieved.

3.7 DATA ANALYSIS

The data collected from the respondents based on the self-administered questionnaires were collected and analyzed for ease of understanding. With the help of the Statistical Package for Social Sciences (SPSS version 2013) and Microsoft excel, tools like the mean score ranking and Relative Important Index (RII) were selected for analyzing data collected. It was stated, that the Relative Importance Index technique has been used extensively by several scholars in building research for measuring approaches with respect to surveyed variables and has been successful in all research conducted. In explaining the Relative Importance Index, the formulae entails: $RII = \frac{\sum W}{A \times N}$, W = the weighting given, ranging from 1 to 5, A= the highest weight (i.e. 5 in the study), N = the total number of respondents.

3.8 CHAPTER SUMMARY

The methodology for the study was discussed in this chapter. The quantitative research method was used in conducting the study. The chapter also explained the research population definition, research approach (quantitative approach), the sampling technique to the research, the sample size (50), data collection method (questionnaire), and the tools for the data analysis (Relative Importance Index and Mean score ranking). The next chapter (Chapter 4) delivers the analysis to the discoveries of the research.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This part of the study analyzes and discusses the outcomes from the distributed questionnaire. Data was gathered from 50 respondents at donor funded agencies in the Bono region of Ghana. Information in relation to Gender, level of education, position held currently in donor-funded projects in the country and many other information's were gathered. Other significant questions were asked to help attain the very goal of the research. Forty-two questionnaires out of fifty were recovered for analysis. The analysis made use of analytical tools like the descriptive statics, relative importance index and the mean score ranking.

4.2 DEMOGRAPHIC DATA OF RESPONDENT

In attaining a reliable data analysis, demographic data of respondents were gathered for the study. This included their gender, their level of education, their position they have currently in donor funded projects in the country, years of practical working experience they have in donor funding projects, their years they have been working with their current organization and if they encountered any implementation problem of a project in your organization. Descriptive statistics was conducted to demonstrates the viability and reliability of response delivered in the survey.

Table 4.1 DEMOGRAPHIC DATA OF RESPONDENT

Questions	Possible Response /Answers	Frequency	Percentage
Gender	Male	26	61.9
	Female	16	38.1
Position	Project coordinator	3	7.1
	Project officer	12	28.6
	Project accountant	8	19.0
	Project manager	2	4.8
	M&E officers	10	23.8
	Other	7	16.7
How many years have you been working with your organisation	Less than 2 years	12	28.6
	2-5 years	23	54.8
	6-10 years	5	11.9
	10 years and above	2	4.8
Level of Education	HND	6	14.3
	BSc.	15	35.7
	Postgraduate (MSc/ MPhil)	19	45.2
	PhD	2	4.8
How many years of practical working experience do you have in donor funding projects	Less than 5 years	11	26.2
	5 - 10 years	19	45.2
	10 years and above	12	28.2
	Yes	15	35.7
Total		42	100

Source: Field Survey, (2019)

Table 4.1 contains the demographic statistics of all respondents, these were various questions asked in finding out certain information about respondents. The initial data gathered was about respondent's gender, this was to basically find out the number of males and females in the various donor agencies. From the table 4.1 above it is noticed that out of the 42 respondents who answered the question, 26 respondents, representing 61.9 percent were males, and 16 representing 38.1 percent were females. It is seen that most of the respondents were males and the rest were females. Therefore, the study had both males and females who answered the data giving to them.

Information was gathered by the study on the position of respondents at his or her work place and this helped the study to know that, the selected positions for the conducting the study was attained. From the table 4.1, out of the forty-two respondents, 7.1 percent were Project coordinators, 19.0 percent were Project accountants, 28.6 percent Project officers, 4.8% were Project manager, 23.8 percent were M&E officer and also 16.7 percent had other professions Other. This part of the study discovered the various occupations of the respondents which was recording by the study, and most of these workers were well experienced workers in the donor agency.

And from the information gathered it was noticed that most of the workers have been in their companies for a number of years and have gained lots of experience in regard to donor fund work at their agency. In the above table, we can notice that, 28.6% of the respondents have worked with their agency for less than 2 years, 54.8 % which is majority of the respondents have been in their donor agencies between 2-5 years, 11.9% of the respondents has been in this between 6-10 years and from 10 years and above a percentage of 4.8% have worked within the donor funded agency. Based on this information gathered, respondents have been working at their work places for quite a number of years and can give information needed in regard to the subject matter.

Level of education of all respondents was also sought for, and this part of the demographics presented the level of education of all respondents. Out of 42 respondents, 14.3 % (6) of the respondents had an HND, 35.7 % (15) were degree holders, 45.2 % (19) had their education up to the master's level and they were the majority of respondents, lastly 4.8% (2) have been educated up to the PhD level. Information sorted made it evident that all respondents are well educated and therefore had much knowledge and understanding on what they ticked.

From the table 4.1, the years of experience of respondents is shown above, whereby 26.2% have experience in donor funding projects for less than 5 years, 45.2 % between 5 - 10 years, and lastly 28.2 % have experience between 10 years and above in donor funding projects. The years of experience presented shows how experienced respondents are in the study conducted, also aids in obtaining practical and considerable response from respondents. This notifies the reliability of the data collected from these respondents in donor funding projects.

4.2.1 Matters Related to Implementation of Donor-Funded Projects

The study found it necessary to ask respondents other questions related to donor funding projects, these questions were to find out, whether respondents have encountered issues related to implementation at their various organizations. Those who answered “Yes” were asked further questions which is presented in the table below.

Table 4.2 Matters related to implementation of donor-funded projects

Questions	Possible Response /Answers	Frequency	Percentage
Have you ever encountered implementation problem of a project in your organization? If ‘Yes’ above, which of the following have you encountered	Yes	15	35.7
	No	12	28.6
	Not sure	15	35.7
	Cultural differences	4	9.5
	Lack of support from stakeholders in project implementation	4	9.5
	Shortage of funds to support project	2	4.8
	Lack of accountability from other project members towards progress of work	3	7.1
	Other	2	4.8
		42	100

Source: Field Survey, (2019)

Respondents were also asked in the *Table 4.2* above, if they have encountered implementation problem of a project in their organization, 35 percent of the respondents (15) answered “Yes”, 28.6 (12) percent were also specific by saying “No”, and another percentage of 35 had no memory of encountering a problem in project their organization.

Based on the answer in which 15 respondents gave, representing 35 percent, out of the 42 respondents who answered Yes to the question, were able to identify some of the

issues they faced. Four respondents stated *cultural differences* as an issue they faced during project implementation, four respondents also ticked *Lack of support from stakeholders in project implementation*, two of the respondents selected *shortage of funds to support project*, three of the respondent selected the *Lack of accountability from other project members towards progress of work* and lastly, two of the respondents stated a different issue which was not present in the options given, and this new issue identified was: “Inadequate networking and communication between management and employees”. In all this adds up to knowledge that, these factors chosen by fifteen respondents need to be taken into consideration. In this case, strategies must be developed to help minimize these issues. Which is why this study will be of help in identifying the determinants for successful implementation of donor-funded projects.

4.3 THE EXTENT TO WHICH THE IMPLEMENTATION OF DONOR FUNDED PROJECT HAS BEEN SUCCESSFUL

Based on the literature review, the study identified the extent to which the implementation of donor funded project has been successful. And this was presented to respondents to choose by the level to which they agree or disagree with the extends identified. The results were analyzed using Relative Importance Index (RII). Relative importance index was used to analyze these factors. The Relative Important Index was explained in the methodology of the study but for further explanation: The Relative Importance Index is used as it aids in identifying the rankings of the variables. The formulae expresses: $RII = \frac{\sum W}{A \times N}$, W = the weighting given ranging from 1 to 5 ($\sum W = N \times \text{Mean}$), A= the highest weight (i.e. 5 in the study), N = the total number of respondents.

Table 4.3 The extent to which the implementation of donor funded project has been successful

Extent of implementation	ΣW	Mean	RII	Rank
Planning and Management of project are often effective and aids in successful implementation of project	204	4.86	0.972	1 st
All projects objectives achieved	199	4.74	0.948	2 nd
All project targets at every stage is successfully achieved	183	4.36	0.872	3 rd
Stakeholders are usually encouraged to develop interest in the contribution and success of our project	146	3.48	0.696	4 th
Successful project completion period, where by all functional requirements expected from the project are being met.	133	3.17	0.634	5 th
The ability of project to meet its targeted budget without exceeding budget planned for the project	90	2.14	0.428	6 th
The donors in projects often actively seek to involve stakeholders in every stage of the project	51	1.21	0.242	7 th
Quality standards of projects are mostly achieved, where by usage and other functional requirements are quality as expected.	46	1.10	0.220	8 th

Source: Field Survey, (2019)

In the table 4.2 above, the factors were ranked using the relative importance index and from the table it is noticed that three factors were ranked very high. The study will further explain the factors that were ranked high, in which the factor that was ranked first was *Planning and Management of project are often effective and aids in successful implementation of project* with an RII value of 0.972. This factor ranked first proves

that management at the Bono region often delivers an effective management technique which helps to attain implementation.

Respondents also ranked high that most often all project objectives are achieved even though some of the respondents rated this factor very poor, the factor *All projects objectives achieved* which had a ranked value of 0.948, majority of the respondents rated this high.

The third factor rated as an extent that donor funded project has been successful, was that, *all project targets at every stage is successfully achieved*, which had an RII value of 0.872. A few of the respondents disagreed to this factor but quite a number of them also agreed more to this factor. All the other factors were also ranked in this manner and this include; stakeholders are usually encouraged to develop interest in the contribution and success of our project, Successful project completion period, where by all functional requirement expected from the project are being met, and the ability of project to meet its targeted budget without exceeding budget planned for the project.

Two of the factors were ranked very low with RII value of 0.242 and 0.220 respectively. The factors were; *Donors in projects often actively seek to involve stakeholders in every stage of the project* and *Quality standards of projects are mostly achieved, where by usage and other functional requirements are quality as expected*. These factors make it evident that most often stakeholders are not solely invited at every stage of the work ongoing, which may lead to some issue relating to implementation. Also, even though it was ticked by respondents that all projects objectives are met, quality standards of projects expected are very low and this can bring some misunderstanding between management and stakeholders. And this shows that implementation standards still face certain difficulties that needs to be dealt with

4.4 FACTORS THAT HINDER IMPLEMENTATION OF DONOR FUNDED PROJECTS.

The study also focused on the factors that hinder implementation of donor funded projects. From the literature review, the study was able to gather factors that hinder implementation of donor funded projects. These were presented to respondents and data was analyzed using the Mean score ranking. After coding the results of the data into the SPSS (software), the mean values of the identified factors were calculated and presented using software. The table below shows the results of analyzed data.

Table 4.4 Factors that hinder implementation of donor funded projects

Factors	Mean	Rank
Poor management of key stakeholders	4.90	1 st
Inadequate timing of funds disbursement	4.64	2 nd
Social-cultural obstacles that brings differences during the execution of project	4.12	3 rd
Poor procurement procedures and bureaucracy	3.98	4 th
Officers in the donor funds projects chain may lack the formal training in foreign aid management, budgeting and accounting	3.76	5 th
Lack of accountability towards progress of work	2.95	6 th
Lack of timely programme reports from project officers	2.45	7 th
Lack of support from stakeholders in project implementation	2.36	8 th
Unable to have frequent meetings with key stakeholders	2.07	9 th
Poor understanding of the donor expenditure protocols resulting in ineligible expenditures	1.33	10 th
Lack of timely auditing of implementing agencies to ensure accountability	1.24	11 th

Source: Field Survey, (2019)

Many factors hinder successful implementation of donor funded projects, and this study found it needful to address this objective. The study delved into the literature review, relating to this area of the study and from the table the above the factors were presented and based on results from respondents the factors were analyzed using the mean score ranking. The first ranked factor that hinder successful implementation of donor funded projects is the *Poor management of key stakeholders* with a mean value of 4.81. The second ranked factor that hinders was *Inadequate timing of funds disbursement* (4.64), third was social-cultural obstacles that brings differences during the execution of project (4.12), *Poor procurement procedures and bureaucracy* with a mean value of 3.98 was ranked fourth and *Officers in the donor funds projects chain may lack the formal training in foreign aid management, budgeting and accounting* (3.76) was ranked fifth. All this factors mentioned above were ranked high respectively by respondents and this factors must be carefully managed on how to mitigate them. This is because, the School of Business University of Nairobi, (2014) and Arndt (2000) also stated this factors as factors that hinders implementation of donor projects. It is then agreed by the findings of this study to a large extent with the findings in literature on the factors that hinders successful implementation of donor funded projects.

The rest of the factors were also ranked in this manner respectively, and this includes, the lack of accountability towards progress of work (2.95), Lack of timely programme reports from project officers (2.45), Lack of support from stakeholders in project implementation (2.36), Unable to have frequent meetings with key stakeholders (2.07), Poor understanding of the donor expenditure protocols resulting in ineligible expenditures (1.33) and the Lack of timely auditing of implementing agencies to ensure accountability (1.24). All the factors were ranked even though some were ranked very low, they all need to be considered and minimized drastically.

4.5 DETERMINANTS FOR SUCCESSFUL IMPLEMENTATION OF DONOR-FUNDED PROJECTS.

The last objective for this study focused on the determinants for successful implementation of donor-funded projects. Under this section, the study was able to gather determinants for successful implementation. These were presented to respondents and the results of the data was analyzed using the Mean score ranking. The *Table 4.5* below shows the results of analyzed data.

Table 4.5 Determinants for Successful implementation

Strategies	Mean	Rank
Good management of stakeholders	4.86	1 st
Availability of qualified project staff at all times.	4.69	2 nd
Project monitoring, evaluation and reporting	4.38	3 rd
Frequent meetings with key stakeholders e.g. opinion leaders	4.07	4 th
Ensuring a higher level of motivation to encourage stakeholders to involve themselves in project implementation.	3.79	5 th
Use of local staff to overcome language and other socio-cultural factors	3.36	6 th
Ensuring timely programme reports from project officers	3.02	7 th
Adequate collaboration and networking of all development partners	2.71	8 th
Sensitization and Training of beneficiaries	1.86	9 th
Frequent timely auditing of implementing agencies to ensure accountability	1.36	10 th

Source: Field Survey, (2019)

After a toil research on the factors that hinders implementation of donor projects, the study found it relevant to research on the determinants for successful implementation of donor funded projects. From the table above, based on results from literature and that

from respondents, four factors were ranked high. And the study will further explain these factors that were ranked high. These includes, Good management of stakeholders (4.86), Availability of qualified project staff at all times (4.69), Project monitoring, evaluation and reporting (4.38) and the Frequent meetings with key stakeholders e.g. opinion leaders (4.07).

Good management of stakeholders

When stakeholders are well managed during the execution of project, it helps in supporting a successful implementation of projects. Stakeholders have a great influence in the implementation of projects, therefore there is a need that these persons or communities are well treated. In the study of Olima (2015), he mentioned all the determinants ranked high in his studies as determinants that can aid achieve a successful project implementation. Therefore, these factors must be well applied in donor funded projects.

Availability of qualified project staff at all times

Qualified project staff members on a project helps in successful implementation of projects together with a successful project delivery. A project that has its qualified staff available during the execution of a project attains a successful implementation. Qualified project staff have much influence on projects, therefore, works being executed by unskilled project staff can lead to project failure. Hence, there is a need that donor funded projects employ qualified project staff.

Evaluation and reporting

Evaluation and reporting by giving daily report on progress of work and implementation supports project enhancement. Assessing projects at every stage leads to project quality being attained, therefore, regular evaluation helps in attaining

expected completion time and helps project to be within budget as expected or agreed on. This is one of the key determinants that aids a successful project implementation.

Frequent meetings with key stakeholders e.g. opinion leaders

Stakeholders on projects are very essential as stated initially, but most ongoing projects do not recognize these stakeholders as important persons needed to support a projects vision. Frequent meetings with stakeholders helps in building up ideas by knowing their opinions in regard to the project and their suggestion to help attain the success of the project. If these meetings are taken into consideration, several implementation of donor project will attain a success.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The aim of the research was to explore the determinants for successful implementation of donor-funded projects in Bono region of Ghana. The chapter shows the objectives and questions to the study, which bring into light the level to which the aim of the research has been attained throughout the various phases of the study. This entails the chapter one which was the key introduction to the research. Chapter two shows the review of imperative literature in regard to the study. The third chapter, presents the methodology agreed for the study as well as the research approach were also discussed. Chapter four was mainly on the analysis of the research and also delivered full deliberations on the outcomes of the research. This section of the research (chapter five) paid much attention on summarizing the conclusions of the study and matters spoken through the research. It went on with a summary of how the objectives of the study were accomplished. In all, the chapter settled on the conclusions and recommendations for the study.

5.2 RESEARCH OBJECTIVES ATTAINED

From the introduction of the study, the research aim was to explore the determinants for successful implementation of donor-funded projects in Bono region. In order for this to be achieved, the following objectives were set:

- To identify the extent to which the implementation of donor funded project has been successful.
- To identify factors that hinders successful implementation of Donor funded projects in Bono region.

- To identify the determinants for successful implementation of Donor-Funded projects in Bono region.

5.2.1 Objective 1: To identify the extent to which the implementation of donor funded project has been successful.

This objective was attained by conducting a literature in regard to the study, this includes, project success, donor funding, program theory, stakeholder theory, auction theory, the nature of donor funded projects, evolution of donor funding modalities in Africa, implementation of donor funded project, strategic implementation of donor funded projects, factors that hinders implementation of donor funded project, the influence of ideas and values on donor funding, the influence of public perceptions on foreign aid levels and the factors that causes successful implementation of donor funded projects

This very objective was completed by conducting a literature on the extent to which the implementation of donor-funded project has been successful, in which about eight factors were presented from the literature as the extent to which the implementation of donor funded project has been successful. The results of data showed that three of the factors were ranked high as the key extent to which donor-funded projects has been successful, and this includes; Planning and Management of project are often effective and aids in successful implementation of project, all projects objectives achieved and lastly, all project targets at every stage is successfully achieved. One of the factors was ranked low as an extent, and this was; quality standards of projects are mostly achieved, where by usage and other functional requirements are quality as expected. And this showed that, even though respondents showed that, all project targets at every stage is successfully achieved, there is still a problem with quality after the project is completed.

The research attained the extent to which the implementation of donor-funded projects has been successful and the study showed the extent where implementation has not been successful, in all the main aim of the objective in this part of the study was attained.

5.2.2 Objective 2: To identify factors that hinders successful implementation of Donor funded projects in Bono region.

The study went through the same procedure for this objective, in which literature gathered was successful in identifying factors that hinders successful implementation of Donor-funded projects in Bono region. A questionnaire was used in presenting factors that hinders successful implementation of Donor-funded projects to respondents to tick. The Mean score ranking was used to analyze the data base on the respondents rating. With the help of respondents, the following were ranked as factors that needs more attention: Poor management of key stakeholders, inadequate timing of funds disbursement and social-cultural obstacles that brings differences during the execution of project. These were ranked as the three main factors that hinders implementation of donor-funded projects. With the following above, the main of this objective was attained.

5.2.3 Objective 3: To identify the determinants for successful implementation of Donor-Funded projects in Bono region.

The main aim of the study which is the last objective was also attained. After literature was gathered under this objective, a questionnaire was used in presenting the various determinants for successful implementation of Donor-Funded projects, to respondents to tick. The Mean score ranking was also used to analyze the factors under this objective. With the help of answers from respondents together with the use of the analytical tool, the following were ranked as the main determinates for successful

implementation of donor-funded projects: Good management of stakeholders, availability of qualified project staff at all times, project monitoring, evaluation and reporting, frequent meetings with key stakeholders e.g. opinion leaders. With the help of these factors the third objective was also achieved, in which the main determinants for successful implementation of donor-funded projects was successfully attained in this study.

5.3 CONCLUSION

In the findings of the study, the research searched into the determinants for successful implementation of donor-funded projects in Bono region. In the first and second objective, the research was able to identify the extent to which the implementation of donor funded project has been successful and the factors that hinders successful implementation of Donor funded projects. The study was also able to find the determinants for successful implementation of Donor-Funded projects which was the last objective. With the help of respondents (workers at donor funded agencies in the Bono region) and the analytical tools used (Relative Importance Index and Mean score ranking) all objectives in this study were successfully achieved. In conclusion the all chapters in this study were successfully achieved.

5.4 LIMITATIONS OF THE STUDY

There are several limitations in most research being conducted. In this study there were a few limitations that led to some difficulties when conducting the research. These first limitation was, due to the busy schedules of some respondents, most of the top management staff of the donor agencies were difficult to get in filling the questionnaire. Secondly, the research was not able to gather all data from respondents due to the time

frame given in conducting the study.

5.5 RECOMMENDATIONS

Based on the findings of the researcher, the following are the recommendations are considered:

- Management should ensure that there is adequate training for officers in the donor funds projects, in regard to budgeting and project management.
- The study recommends that, there should be adequate timing of funds, to help in the successful completion of donor projects.
- The study also recommends that there should be the availability of qualified project staff at all times.
- Management must also ensure that there is effective project monitoring, evaluation and reporting
- Stakeholders must also be considered, by having frequent meetings with them, during project planning and through the various stages of work execution in donor-funded projects. This may also include motivating stakeholders to involve themselves.

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QUESTIONNAIRE

APPENDIX

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF INTRODUCTION

I write to confirm that **PABBY, Miranda Abena** is an MSc Project Management student at the Department of Construction Technology and Management (formerly Building Technology), College of Art and Built Environment, KNUST, Kumasi.

Miranda is undertaking a research work as part of the requirements for the award of MSc degree. The title of her thesis is “**Exploring the determinants for successful implementation of donor-funded projects in Bono region in Ghana. A case study from the Agricultural sector.**” and would need to collect data from your institution/office. I would therefore be most grateful if she could be given the needed assistance.

Thank you.

Prof. Bernard Baiden

PROJECT SUPERVISOR

Please answer the following with a tick (✓) and comment where necessary.

SECTION A: Demography and Organizational Data

1. Gender?

Male ☐ b. Female ☐

2. What is your academic background

HND ☐ Postgraduate(MSc/MPhil) ☐

Degree ☐ PhD ☐

3. What position do you hold on current donor funded projects in the country?

Project coordinator [] Project officer [] Project accountant []

Project manager [] M&E officer [] Other []

4. How many years of practical working experience do you have in donor funding projects?

Less than 5 years []

5-10 years []

10yrs and above []

5. How many years have you been working with your current organization?

Less than 2 years []

2-5 years []

6-10 years []

10 years and above []

6. Have you ever encountered implementation problem of a project in your organization?

a. Yes [] b. No [] c. Not sure []

7) If 'Yes' above, which of the following have you encountered?

(a) Cultural differences []

(b) Lack of support from stakeholders in project implementation []

(c) Shortage of funds to support project []

(d) Lack of accountability from other project members towards progress of work []

(e) Other

PART TWO: This section presents examining the extent to which the implementation of donor funded project has been successful. The following table shows certain questions from the literature in finding out the extent to which the implementation of donor funded project has been successful.

(Please tick [✓] the suitable box).

Key: Very poor (1), Poor (2), Average (3), Good (4), Very Good (5)

No.	FACTORS	1	2	3	4	5
1	Successful project completion period, where by aesthetic and all functional requirement expected from the project are being met.					
2	The ability of project to meet its targeted budget without exceeding budget planned for the project					
3	All project targets at every stage is successfully achieved					
4	Quality standards of projects are mostly achieved, where by usage and other functional requirements are quality as expected.					
5	All projects objectives achieved					
6	Planning and Management of project are often effective and aids in successful implementation of project					
7	Stakeholders are usually encouraged to develop interest in the contribution and success of our project					
8	The donors in projects often actively seek to involve stakeholders in every stage of the project					
	If any other, please specify					

PART THREE: FACTORS THAT HINDERS SUCCESSFUL IMPLEMENTATION OF DONOR FUNDED PROJECTS.

From the literature review, identify factors that hinders successful implementation of Donor funded projects. From your experience, please express your views on the following factors listed below. (Please tick [✓] the suitable box).

Key: Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5)

No.	FACTORS	1	2	3	4	5
1	Social-cultural obstacles that brings differences during the execution of project					
2	Lack of accountability towards progress of work					
3	Poor procurement procedures and bureaucracy					
4	Officers in the donor funds projects chain may lack the formal training in foreign aid management, budgeting and accounting					
5	Inadequate timing of funds disbursement					
6	Lack of timely auditing of implementing agencies to ensure accountability					
7	Lack of timely programme reports from project officers					
8	Unable to have frequent meetings with key stakeholders					
9	Poor understanding of the donor expenditure protocols resulting in ineligible expenditures					
10	Poor management of key stakeholders					
11	Lack of support from stakeholders in project implementation					
	If any other, please specify					

PART FOUR: DETERMINANTS FOR SUCCESSFUL IMPLEMENTATION OF DONOR-FUNDED PROJECTS

Determinants for successful implementation of Donor-Funded projects. Below are a number of factors for successful implementation of Donor-Funded projects. Please select these factors by ticking [✓] suitable box.

Key: (1) = Strongly Disagree = (1), Disagree = (2), Neutral = (3), Agree = (4), Strongly Agree = (5)

No.	FACTORS	Scale				
		1	2	3	4	5
1	Good management of stakeholders					
2	Frequent meetings with key stakeholders e.g. opinion leaders					
3	Frequent timely auditing of implementing agencies to ensure accountability					
4	Use of local staff to overcome language and other socio-cultural factors					
5	Ensuring timely programme reports from project officers					
6	Ensuring a higher level of motivation to encourage stakeholders to involve themselves in project implementation.					
7	Adequate collaboration and networking of all development partners					
8	Sensitization and Training of beneficiaries					
9	Availability of qualified project staff at all times.					
10	Project monitoring, evaluation and reporting					
	If any other, please specify					

THANK YOU