# MANAGING THE IMPLEMENTATION OF DISTRICT ASSEMBLY PROJECTS.
# LESSONS FROM ATWIMA NWABIAGYA DISTRICT



**BY**

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## DECLARATION

I hereby declare that this submission is my own work towards the MSc. Development Policy and Planning 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 or any other university, except where due acknowledgement has been made in the text.

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## ABSTRACT

The design and implementation of projects is prompted by socio-economic needs of society. Every project is meant to bring about developmental changes and improvement in the quality of life in society. However, the laxity of management duties could create room for failures and unwanted trend of events in the implementation of projects. It therefore requires conscious efforts to direct and control activities and resources to make the implementation of projects meaningful in society. There has been increasing concern that, most public projects have lapses in implementation and efforts are needed to streamline matters for the realization of maximum satisfaction from the investments on projects. This notion has inspired an assessment of management issues in the implementation of physical projects by the District Assembly with lessons drawn from Atwima Nwabiagya for analysis.

The goal of the study was to assess the effectiveness of project execution and propose measures that would improve the management of project implementation in the District for enhanced living conditions. The roles and responsibilities required of various stakeholders to pursue the goal as well as challenges against effective discharge of duties are discussed.

The study relied on secondary data gathered from documents and primary data from the field as bases for analysis. The primary data were edited and presented quantitatively in the form of tables, frequencies, percentages and charts. Qualitative analysis was employed to interpret the distribution and implications of the data.

The findings of the study indicated the prevalence of bottlenecks such as inadequate funds, low skills of actors, negative attitudes and influences and detractions of nature which militate against the effective discharge of duties in the execution and management of project implementation. In view of the findings, strategies such as provision of skills enhancement training for actors, provision of enough funds and logistics, provision of adequate and good transport facilities and the conduct of regular monitoring and evaluation of project execution are recommended for the resolution of identified problems in order to improve on the execution and management of project implementation in the District.

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I also wish to express my warm gratitude to my kids, especially David Apiiyese and Felicia Alagumguna for their understanding, patience and prayers for me in the course of my studies. May God bless and see them well in life.

Last but not the least I wish to acknowledge the efforts of all friends and colleagues who contributed in diverse ways to make this work possible. However, I am solely responsible for any error of omissions, facts and judgment that may occur.

## DEDICATION

This book is dedicated to the memory of my father, Mr. Atintono Asakeya and my mother, Mrs Aberinpoka Atintono and to all my loved ones.



## TABLE OF CONTENTS

## LIST OF TABLES

## LIST OF FIGURES

FIGURE PAGE

## LIST OF ABBREVIATIONS/ ACRONYMS

| | |
|---|---|
| AIPM | Australian Institute of Project Management |
| APM | Association of Project Management |
| CHPS | Community Health Planning Services |
| CPM | Critical Path Method |
| D/A JHS | District Assembly Junior High School |
| GIMPA | Ghana Institute of Management and Public Administration |
| KVIP | Kumasi Ventilated Improved Pit |
| PMBOK | Project Management Body of Knowledge |
| PMI | Project Management Institute |
| PWD | Public Works Department |
| SMCs | School Management Committees |
| UNCTAD | United Nations Council on Trade and Development |
| WATSAN | Water and Sanitation |
| WBS | Work Breakdown Structure |

# CHAPTER ONE

## GENERAL OVERVIEW OF THE STUDY

### 1.1 Introduction

The quest for good living conditions among citizens has been a major issue at stake in all nations including Ghana. In the light of this, development opinion from the national as well as the local perspectives in Ghana has been geared towards finding amicable solutions to human predicaments of poverty, frustration, congestion and stigmatization as a way of advancing human welfare.

As part of measures to pursue this need, post independence governments and development partners of Ghana have made conscious attempts at reducing poverty and improving citizen's standard of living through the implementation of various development programmes and projects. For example, programmes and projects such as the Akosombo Dam project during Dr. Kwame Nkrumah's regime, the Tono and Vea irrigation projects in the Upper East Region during General Acheampong's regime, as well as uncountable Educational, Health, Road and Economic infrastructure projects undertaken across the length and breadth of Ghana during each of the regimes. In the same Vein, private individuals, groups and institutions have also undertaken project implementation in one form or the other including Hospitals, schools, housing and community self-help projects to address specific needs.

Lessons from documentary source (Ghana Statistical Service) and practical experience indicate that most development projects and programmes embarked in the Ghanaian economy could not yield meaningful satisfaction due to poor management at the district level. Many educational, health, road and economic infrastructure projects are victims of execution deficiencies due to poor management.

The negative impact of deficiencies in project implementation on socio-economic development have informed the adoption of management principles of accountability and transparency as crucial elements in the ongoing decentralization programme in Ghana to ensure prudent use of resources. A critical analysis of the situation suggests that effective management will fine-tune the implementation of projects and

programmes to better address socio- economic needs of society. Arguments in favors of this assertion are that, effective management will;

- Facilitate the success of project undertaken.
- Optimize the use of scarce resources.
- Improve on the quality of project execution.
- Keep project implementation process on track/ focus.
- Reinforce the sense of ownership and maintenance for project.

### 1.2 Problem Statement



Although projects and programmes are interventions meant to improve the living conditions in society, it is sad to note that project implementation at the District level sometimes could not meet desired specifications. According to media reports and empirical observations, a list of shortfalls in the implementation of projects at the District level includes:

- Delays in completion of execution;
- Lapses in the quality of execution;
- Cost hikes in the execution;
- Execution becomes standstill turning projects into white elephants;
- Inappropriate design and location of projects.

Investigation by the researcher for the past six years revealed that these undesirable shortfalls in project implementation are attributable to poor planning and control of processes, and the influence of nature in the project execution. In project development and execution, ‘’Effective planning and control are not only important, they are critical to the success or failure of the project’’ (Harrison, 1992: 18). For this school of thought, ‘many projects have suffered delays and over- expenditure because of inadequate planning and control. This research is undertaken to assess the approaches for managing processes and key variables such as the cost, time, resources and quality in the execution of physical projects with the view to coming out with appropriate recommendations that will enhance performances in project implementation.

### 1.3 Research Questions

The desire to know more about the causes of the shortfalls in project execution and management and their possible solutions has prompted further probe with the following questions:

1. Who perform the management of project implementation in the District?
2. What steps and activities are involved in managing the implementation of projects in the District?
3. What factors militate against effective execution and management of project implementation in the District?
4. What measures would promote effective execution and management of project implementation in the District?



### 1.4 Objectives of the Study

The overall objective of the study was to assess the effectiveness of the District Assembly and decentralized Substructures in the management of project implementation and make appropriate recommendations for improved performance. The specific objectives were:

i. To identify structures in place for the management of project implementation in the District.
ii. To examine the routine activities in managing the implementation of projects in the District.
iii. To investigate the bottlenecks that hamper effective project execution and management in the District.
iv. To make recommendations for effective management of project implementation in the District.

### 1.5 Scope of the Study

Geographically, this study was conducted in the Ashanti Region of Ghana, specifically, in Atwima Nwabiagyya District.

Contextually, the study examined the performances of duties in the execution and management of project implementation and concentration was on physical projects

implemented by the Assembly in the District. The time frame covered projects executed in the District for the past five years, thus, 2006 to 2011.

The target populations of this study were:

Institutional level respondents such as staff and committees of the Assembly as well as heads of departments and concerned sector agencies,

Project level respondents such as, Contractors, and works foremen and

The Community level respondents, thus, households, SMCs, Assembly members, Unit Committee members, and members of the traditional authority.



### 1.6 Justification for the Study

The researcher is perturbed by the numerous reports on shortfalls of project execution and management in some districts of Ghana for the past ten years, which, if left unchecked, could mar the 'better Ghana agenda' of the Government of Ghana.

The campaign for sustainable development is an issue of global interest which has gained strong endorsement by the United Nations Council on Trade and Development (UNCTAD) since the 1970s. Reference is made to contributions by Scholars like Roe and Robinson who condemned 'resource management' approaches in developing countries as anti-social and counteracts efforts to sustainable development (Kendie and Martens, 2008). On the other hand, Kendie and Martens acknowledged a contribution by Nordberg and Mooney that efficiency and waste reduction provide a larger base for ensuring sustainable livelihood for all, which reduces threats to the long-term integrity of socio-economic systems.

As part of measures to attain sustainable development in the economy of Ghana, there is the need for pragmatic steps to forestall deficiencies in project execution. For successful innovations in society, a number of factors need to be fulfilled including; a source of creative ideas, commitment by one or few individuals and effective project management and control (Twiss, 1986:6). The researcher therefore deemed it important to come in with this research to help streamline issues for improved performance in the implementation of projects in the districts of Ghana.

The option for Ashanti region as a study area was inspired by my acquaintance with events in this Region. I have been observing the pattern of project execution in

Ashanti Region in relation to the quality and time of completion of physical projects since the year 2002.

### 1.7 Organization of the Study Report

The report of this study has been organized in five chapters. Chapter one contains the general overview which comprised of the introduction, problem statement, objectives, scope, justification and significance of the study. Chapter two focuses on the conceptual framework of project management which provides a recap of information related to project management from documentary source. The research methodology, showing data collection and management techniques are presented in chapter three. Chapter four contains the analysis of data collected on managing the implementation of District Assembly projects. A sum up of the major findings together with recommendations for enhanced performance in project implementation and conclusions are presented in chapter five.

# CHAPTER TWO

# CONCEPTUAL FRAMEWORK OF PROJECT MANAGEMENT

## 2.1 Introduction

In many developing countries including Ghana, people cherished the development and execution of physical projects as part of strategies to transform living conditions in society to appreciable standards. This impulse is manifested in the huge investments of efforts and resources into projects such as road construction and rehabilitation, construction of school and hospital buildings as well as development of lorry parks and market centre's among others that characterized the economies of developing countries.

In a decentralized system of Governance like that of Ghana, Uganda and South Africa, project implementation tasks are delegated to the districts or local authorities as a routine in the decentralization programme. In view of unsatisfactory performance of these local authorities in the management of project implementation in the Districts of Ghana, literature publications on project execution and management experiences are being reviewed here to source lessons for an improvement of the situation. In this chapter, discussions are focused on definition of key terms and review of literature on roles and responsibilities of various management structures and units, the methods of managing key variables and processes as well as the influence of some factors in the execution and management of project implementation.

## 2.2 Historical Background

The undertaking of physical projects to address socio-economic needs dates back to the ancient time when the Egyptian pyramids and the Great walls of China were constructed. Unfortunately, there is no documented evidence of any consciously planned project management system by then. (Burke, 1993: 1)

However, the first planned project management system can be accurately traced back to World War I, when an American, by name, Henry Gantt, designed the bar chart as a visual aid for planning and controlling his projects. In recognition, planning bar charts are often called after his name.

A hand book of industrial Engineers, 1982 acknowledges the Gantt chart for significantly reducing time spent to build Cargo Ships during world war I. (Burke, 1993:2)

## 2.3 Definition of Terms

The definition of terms is an essential part of defining a problem under investigation (Osuala, 2005:38). He contended that, those terms that have unique use in the study but are subject to several interpretations by different readers or are technical in nature should be explained. Therefore, in order for readers to comprehend what is being discussed, it is important to interpret the concept of project management by way of defining key terms and elements like "project", "management" and "project management" in isolation.



### 2.3.1 Meaning of Project

The definition of a project is elusive and has different meanings according to different writers. For example, Munns and Bjeirmi (1996) both of the department of civil engineering, university of Dundee, Scotland, defined a project as "the achievement of specific activities and tasks which consumes resources. It has to be completed within a set specification having definite start and end dates".

According to Johnson (1984) "A project is a planned complex of actions and investments, at a selected location, that are designed to meet output, capacity or transform goals in a given period of time using specified techniques".

The British Standard Institute defined a project as "An enterprise (activity or set of interrelated activities) that has a definable start and a definable completion. (Gould, 1999: 3).

It is explicit from the above expressed views that a project is a set of planned activities in a specific location on which resources are spent to produce desired results within a specific time limit.

### 2.3.2 Meaning of Management

The term management has different definitions according to different writers and authorities. In reference to the view of Adesina; Ampadu and Mohammed (2006) defined management as the organization and mobilization of all human and material

resources in a particular system for the achievement of identified objectives in the system. Ampadu and Mohammed (2006) acknowledged the views of Trewarth and Newport who defined management as a process of planning, organizing, actuating and controlling an organization's operations in order to achieve coordination of the human and material resources essential in the effective and efficient attainment of objectives. Ampadu and Mohammed (2006) also referenced from Sherleker who defined management as the guidance, leadership and control of the efforts of a group of people towards some common objectives.

In line with the above definitions management in this study connotes a process which involves planning, organizing, coordinating and controlling or leading in order to use available resources (human and material) to achieve a desired outcome in the most efficient way.



### 2.3.3 Meaning of Project Management

Project management as a concept is subjectively defined.

According to Oisen (1999), with reference to views from the 1950's, project management is the application of a collection of tools and techniques (such as the Critical Path Method (CPM) and matrix organization) to direct the use of diverse resources towards the accomplishment of a unique, complex, one – time task within time, cost and quality constraints. Each task requires a particular mix of these tools and techniques structured to fit the task's environment and life cycle (from conception to completion) of the task.

Atkinson (1999) also referenced from the British Standard for Project Management, B56079, and defined project management as: the planning, monitoring and control of all aspects of a project and the motivation of all those involved in it to achieve the project objectives on time and to the specified cost, quality and performance. Furthermore, Atkinson (1999) referred to the UK Association of project management (APM) and the UK Body of Knowledge (Bok) who have defined project management as: the planning, organization, monitoring and control of all aspects of a project and the motivation of all actors involved to achieve the project objectives safely and within agreed time, cost and performance criteria.

In sharing its view, the Project Management Institute (PMI, 2004) described project management as "the application of knowledge, skills, tools and techniques to project

activities to meet project requirements". A unifying force in the given definitions is that, project management involves planning, organizing, controlling, coordinating and directing the activities and resources in project execution towards achieving project objectives in the most effective and efficient manner.

### 2.3.4 Description of Basic Variables in Project Execution

In carrying out the execution of projects, there are basic variables that attract management efforts and the concern of beneficiaries and stakeholders.

According to Ndiritu (2004) the Project Management Body of Knowledge (PMBOK) Guide, and the Australian Institute of Project Management (AIPM), have identified variables such as scope, time, cost, risk quality, human resource, communication and procurement as fundamental to project execution and they ought to be managed in order to keep results in tune with project objectives. Indeed, the implementation of a project is considered to be successful, effective and relevant if its implementation complied with the client's terms of reference. The routine variables in the execution of projects include:

*Scope*

The scope of a project connotes the geographical location, work description and target beneficiary group of the project. For example, construction of a 6 – unit classroom block with ancillary facilities at Ayigya Zongo for primary school children.

*Time*

The time element of a project refers to the start and finish time bounds agreed in the project contract. For instance, project execution to commence from 20th November, 2010 and complete by 25th September, 2011.

*Cost*

The cost of a project is defined as the amount of expenditure incurred in executing the project. The costing of a project involves budgeting for individual items and activities in the project execution and is categorized as:

a) Direct cost comprising direct material cost (raw material), direct wage cost (remuneration, salaries) and direct expenses (printing, telephone calls, and electricity) which give prime cost.

b) Indirect cost comprising indirect material cost (lubrication oil, stationery consumable materials, etc), indirect labour (supervision, storekeeper wages,) and indirect expenses (rent, insurance, first aid,) which sum up to be called overheads.

It is the sum of the prime cost and the overheads that amounts to the total cost of the project.

*Risk*

This refers to unexpected situations that may arise to disrupt the project execution schedule. For example, unexpected events such as worker strikes, wars, sickness, accidents or late delivery of materials can cause temporal suspension of project execution.

*Quality*

In this context, quality refers to stated standards that project condition is expected to meet. A project quality, however, does not mean perfection, long living, everlasting or glittering of the project. What quality means is that, the completed project should meet agreed standards and function adequately within stipulated minimum time period. (Wright and Jensen, 1976).

*Resources (Human and material resource)*

Human resource is defined as the manpower that plays various roles in the project execution process. Each activity requires specific caliber of personnel to carry out the associated work or responsibilities.

Material resource refers to the raw material, equipment, tools and machines used in the project execution.

*Communication*

Communication is the process of exchanging information between various actors in the project execution. It could be verbal (telephone, face to face interaction,) or written (letters, pictures, reports,)

The role of communication in this context is to interpret content of work and disseminate ideas on progress of work in the project execution alongside giving instructions and training.

*Procurement*

Procurement is the process of acquiring requisite raw materials and tools for the project execution. The procurement of works and other inputs for project implementation ought to be done in accordance with procedures set out in the Public Procurement Act- 2003(Act 663) of the Republic of Ghana.

## 2.4 Factors Affecting Project Management

A whole set of factors including people, things and institutions surrounds the project and interact with it. (Cusworth and Frank, 1993:20). These factors include:



*Environmental Factors*

These are natural phenomenon such as climatic, vegetation and topographical forces that influence the project execution and management process. Favourable environmental factors like moderate weather and temperatures, flat landscape and positive vegetative cover (well endowed with requisite raw materials) will facilitate cheaper and speedy execution and management of building projects where as unfavorable factors like excessive rainfall, draught, extreme temperature, sharp undulating landscape and less endowed vegetative cover will induce high cost and slow pace of progress in the project execution and management. Reference was made of an opinion by Conyers and Kaul, which stressed the vital role of a favourable environment in successful projects or programmes. (Cited by: Cusworth and Frank, 1993; 21).

*Infrastructural Factors*

These include the technology, energy, transportation and commercial infrastructure that influence the execution and management of projects. The existence of requisite and efficient technology (modern methods of production and communication systems), reliable transportation (vehicles, access and motorable roads), regular flow of energy (electricity, gas or fuel) and effective commercial machinery (marketing and banking) will facilitate quick and effective conduct of project execution and management.

On the other hand, deficiencies in supply of these ingredients may slow down progress in the project execution and management.

*Political Factors*

These refer to policies of Government and activities of politicians which have bearing on project execution and management. Projects are mostly conceived and developed in the context of Government policy guidelines. Where a particular project's life circle is incompatible with Government policies, its execution and management could be sidelined.

In another version, politicians use their positions to distort project location, management and execution proceedings to score their interest to the detriment of routine work schemes.



*Ethical*

This refers to the attitudes of the workers in project execution and management process. Good ethics such as honesty, hardworking, commitment, creativity and co-operation exhibited by workers will score excellent performance in project execution and management whereas corruption, lateness and laziness, nepotism, apathy, etc will under mind effective and efficient performance.

*Educational*

The level of education and expertise of workers has influence on project execution and management. An educated person with high expertise in this field will perform creditably in project execution or management whereas an illiterate or untrained person will perform poorly, all things being equal.

*Economic Factors*

Economic and financial factors affect the cost and value of the project. These economic forces include inflation, exchange rates and supply of raw materials which vary constantly and cause uncertainty in the process of the project development and execution. Decisions on the project execution have to be constantly reviewed in the light of changes to the economy. (Cusworth and Frank, 1993:23).

*Cultural Factors*

The ethnic composition of people in the project catchment zone is a serious factor that affects the project execution and management. A sharp diversity in the ethnicity may

result in intermittent outbreaks of conflicts which will disrupt the unity and co-operation of efforts to manage the project effectively. In some circumstances, project execution has to be suspended in the wake of conflict and violence.

*Values*

These are the beliefs, perceptions, norms and interest held by workers, beneficiaries and other stakeholders of the project. In any instance, where the content and expected impact of the project is perceived to conflict with values of its workers, beneficiaries and other stakeholders, there will be little commitments and co-operation in the project execution and management.

Knowledge of the above discussed factors is essential to the project manager for him/her to seek amicable adjustments to sharpen the chance of success in project execution and management.

*Institutional Factors*

The project development is influenced by institutional framework such as the legal system within which the project is functioning and other social orders such as the land tenure and property ownership system. In some traditions where water is accessed free of charge, any water project meant to be financed from payment by citizens is likely to fail. (Cusworth and Frank, 1993; 23).

## 2.5 Role of Project Management in National Development

The contribution of effective project management in national development is measured in terms of the following:

i. It has been argued by Meredith and Mantel, (1985:5) that adherence to effective project management makes the project manager to be responsive to the client and to the environment. This implies that accountability for actions, environmental safety and satisfaction of client's needs are enforced in a project undertaking when the project is subjected to effective management.
ii. They added that, effective project management reduces the tendencies of optimizing performance of individual task components at the expense of the total project. This implies that project management encourages team work and collective responsibility by various groups or individuals in the project

execution. This brings about interdepartmental coordination and higher worker morale, hence, less confusion and higher productivity.

iii. In his view, Harrison (1992: 22) points out that effective project management instill mutual support, open communication (transparency), trust and respect among workers of the project. The essence of this is that project management practices will reduce gossip or hatred and promote unity, love and best wishes among staff and make them loyal to the project.

iv. Meredith and Mantel, (1985:6) remarked further that some practitioners of project management rejoice of shorter time of development, lower cost, higher quality and reliability of projects when projects are effectively managed. This implies that effective project management helps to reduce waste, cost and promote speedy execution of projects to ensure sustainable development.

v. According to Burke, (1993:17) Project Management helps to provide data or information as basis for estimation and planning in future projects. Information on the project is usually stored by way of documentation of events in the project execution. The implication here is that, effective project management provides historical information on project undertakings to educate future generations.

vi. In practicing project management, employment opportunities are created in the economy and the Youth can take work appointments to generate income to meet their socio –economic obligations. This helps to keep the youth busy in acceptable social ventures, thus leaving no time for them to engage in social vices like stealing, arm robbery, drug abuse and alcoholism.

In contrast, practicing project management techniques is costly and cumbersome. As such, most companies prefer doing without it in their project undertakings. (Burke, 1993:17, Meredith and Mantel, 1985:6).

All the same, it is revealed from the above that the practice of integrated project management contributes to educational development, environmental safety, economic growth and good living standards which are crucial for sustainable development in a nation.

## 2.6Structures for Managing the Implementation of Projects.

There are varied entities that play various roles in managing processes and resource arrangement to bring about effective and efficient implementation of projects.

According to Munns and Bjeimi, (1996), each of the entities has specified tasks to fulfill in order to achieve project success.

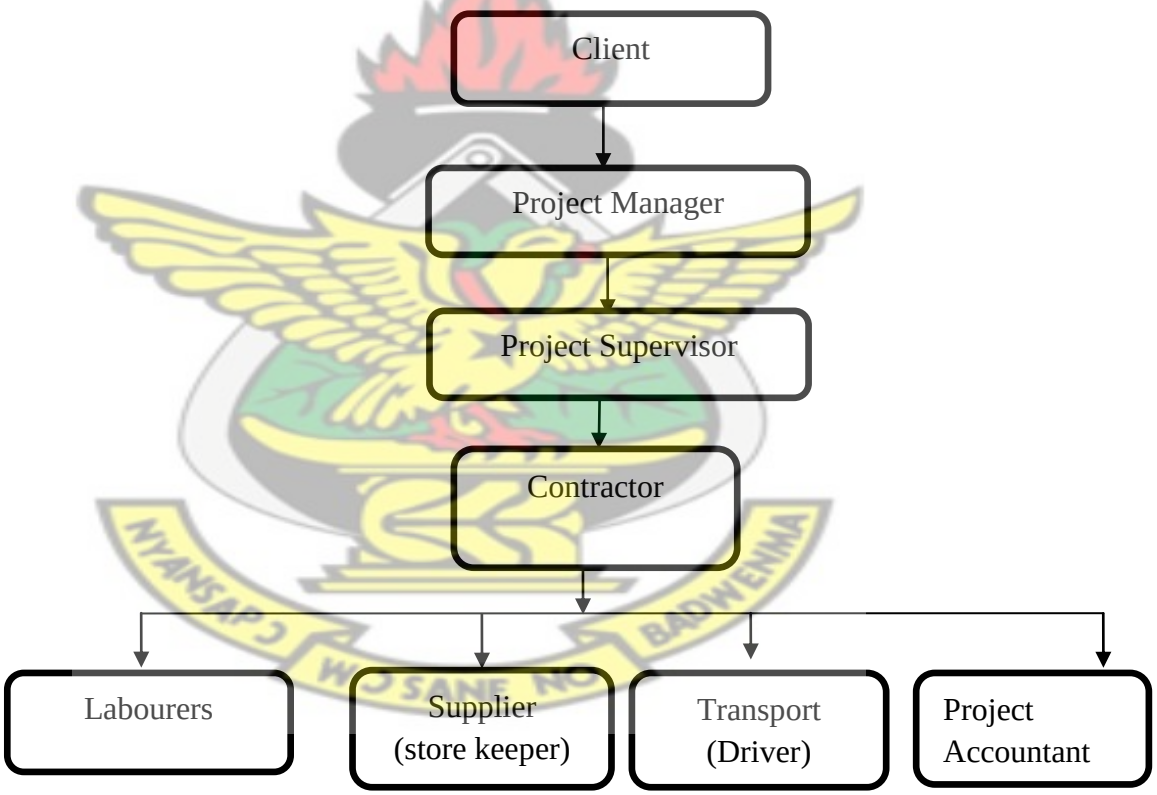
The structures and their roles in managing the implementation of projects are examined in two dimensions: Thus project level and institutional level structures and roles.

### 2.6.1 Project Level Structures and Roles

The project level structures refer to the actors that deal with resource arrangement and transformation to get the project executed. The usual actors of this level are listed and their roles briefly explained below: The hierarchies of positions in project level management are outlined in Figure 2.1.



**Figure 2.1: The Hierarchy of Positions in Project Level Management**




Source: - adapted from Burke, (1993:61)

*Client*

The project originates from the mind of the client to meet an existing need. The client therefore, initiates, determine the objectives and define the quality standards of the

project. In additions, the client is to provide funding for the project after which a project manager is engaged to control the use of resources and work execution.

*Manager*

The project manager is engaged by the client to control the implementation process of the project. The manager is responsible for planning; coordinating and controlling the use of resources and work proceedings in the project execution. He/she will appoint subordinates to take charge of various duties and activities in the project execution. The manager is accountable to the client for the use of resources and success of the project.



*Supervisor*

A supervisor is appointed by the manager to monitor the daily use of resources and proceedings in the actual work execution. The supervisor reports to the manager on progress and lapses in the project execution process. The supervisor is therefore, accountable to the manager for the use of resources and work done in the project execution.

*Project Contractor*

The supervisor recommends to the manager for the appointment of a works engineer (Contractor) to execute the project. The contractor is given the design of the project and he/she translates the design into real project to meet stated needs. He organizes materials and labour to carry the work involved in the project execution.

The contractor is accountable to the manager through the supervisor for work done. The contractor's responsibilities end when the finished project is handed over and accepted by the client or users.

*Store Keeper*

The supervisor or the Contractor entrusts the safe keeping of material resources in the hands of a store keeper who keeps and releases for workers to use in the project execution. The storekeeper is responsible for keeping register on the movement of materials and reporting the daily updates of stock levels to the supervisor or contractor. A security person is, however, needed to assist the storekeeper in keeping the materials safe.

*Accountant*

The accountant is responsible for keeping track of the monetary movement in the project execution. He compiles records on the amount of money received and the amount of money spent on the project execution in various occasions and time

*Driver*

The Driver's role in managing the project execution process is to evacuate personnel and material resources from depots and other sources to the project site. The personnel and materials ought to be at the site early enough to avoid undue delays in the commencement of work.

*Labourers*

Labourers are temporal workers engaged on daily basis by the contractor to provide extra skills and labour in the project execution.
They are appointed and paid by the contractor on agreed wages. They are therefore, accountable to the contractor for work done and material use.

*Stake Holders/ Project Beneficiaries*

Another important party in the administrative structure of project management is the stakeholder and Beneficiaries.
The Stakeholder and Beneficiaries ought to be accorded the opportunity through intermittent site meetings, to share their views concerning the project. The perceptions and opinion of this group on the project will be used by the contractor to evaluate his work and effect adjustments if any.

2.6.2 Institutional Level Structures and Roles

The Institutional level structures connote entities that control, direct and regulate processes to make the execution of projects comply adequately with target bench-marks and norms. The following are some of the institutional structures that are mandated to oversee and direct project execution at the District level:

*District Assembly*

The District Assembly is required by section 4 (e) of Act, 1993 (Act 462) to monitor the execution of projects under approved development plans, assess and evaluate the

impact of projects on peoples' life, development of the local, district and national economy.

Furthermore section 5 of Act 462 requires the District Assembly to co-ordinate, integrate and harmonize the execution of programmes and projects within the framework of approved development plans to ensure their compliance with laid down norms

*Unit Committees*

The local government Act, 1994 (Act 462) section 36 of (L.I 1589), paragraph 25, point 6 requires the Unit Committees to monitor the implementation of self-help and development projects in their areas of jurisdiction. In a related direction, point 14 of paragraph 25 of the same instrument requires unit committees to oversee the performance of staff of the urban zonal or town councils and those of the district Assembly assigned to work in their communities

*Traditional Authorities*

In section 15, sub-section (1) of Act 1993 (Act 462), other bodies or persons can be determined and empowered by the Assembly to perform certain functions including the management of project implementation. This arrangement permits SMCs, sector Agencies, Assembly persons, Traditional authorities among others to contribute in the organization and planning of project implementation in the District.

*School Management Committees (SMCs)*

In the case of SMC, it is a body designated under the Ghana Education Service Act of 1994. It is a School- Community based institution aimed at ensuring effective and efficient discharge of duties by all actors including project managers in the educational sector.

### 2.7 Stages and activities in Managing the Implementation of Projects

There are three main divisions in the processes of managing the implementation of projects. These are; the pre-execution, the actual execution and the post-execution stages. Each of these stages has specified management functions to be performed.

### 2.7.1 Pre- Execution Stage

At the pre-execution stages, efforts are geared towards planning and organizing for the project implementation. This involves activities like:

*Conceptual Development:*

This stage deals with generating an idea of a particular project to address specified needs of clients. Efforts are also made to forestall disappointment by identifying problem areas and constraints as well as listing and evaluating alternative courses of action before setting the objectives and authorization of the execution of the project.



*Scope Definition:*

The scope definition is about establishing criteria to identify all the items of work that are required to be carried out to complete the project. The Work Breakdown Structure (WBS) can be used to sub –divide the scope (content of work) into manageable work packages to which responsibilities can be assigned for accomplishment.
These work packages can be further sub –divided into a detailed activity list which forms a key input for Critical Path Method (CPM). (Burke, 1993: 58).

*Work Authorization:*
At this stage, the scope of work, the planning schedules, the budget, the specification and contractual requirements are examined or reviewed to ensure that they will meet the project objectives. Formal instructions and directives for work commencement on the project is then given. (Burke, 1993: 66)

### 2.7.2 Actual Execution Stage

While the execution is on-going, monitoring is undertaken to direct affairs and ensure that events are compatible with target specifications. The mechanisms employed in this regard include:

*Reporting format*

This stage concerns with developing templates to be used in recording information on progress and status of the project. The reporting formats need to be in circulation during the start up phase for capturing progress status of the project.

The reporting formats include the status reports, which simply quantify the position of the project and may report on specific elements of the project like time, cost or quality (Burke, 1993: 68 – 69)

A specimen status report format is illustrated in Table 2.1.

**Table 2.1: Status Report Format**

| STATUS REPORT AT DATE | | |
|---|---|---|
| Activity Number(code) | Description of activity | Status |
| 010 | Foundation | Material ordered.<br>Work started on Monday. |
| | | |
| | | |
| | | |

Source: (adapted from Burke, 1993:69)



*Cost Management*

The key player in this aspect of the project management is the project accountant, who is sometimes also called the cost engineer. However, in small projects, the project manager may take the accounting task as an additional responsibility.

In dealing with project cost management, the focus is on managing and reporting the cash flows in the project execution. The instruments used in managing and reporting these cash flows include:

*Cash Flow Statement*

The cash flow statement is a document which tracks, the flow of money in the project. The incomes (cash in –flows) and expenditures (cash out –flows) are grouped together and totaled. The cash flow statement is produced at monthly intervals.

In the execution of a project, the contractor's income would come from the monthly progress payments, while the expenses would be on wages, materials, overheads, interest and bought –in services.

A cash flow statement format is shown in Table 2.2.

**Table.2.2: Cash Flow Statement Format**

| Cash flow item | Month A | Month B | Month C |
|---|---|---|---|
| Opening Balance | | | |
| Income | | | |
| Total income available | | | |
| Expenses | | | |
| Total Expense | | | |
| Closing Amount | | | |

Source: (Burke, 1993: 228)



*Cash Flow Timing (Phasing)*

The cash flows could take the following forms depending on mutual agreement:

- Part payment with placement of order: This arrangement is between the contractor and supplier of materials where the later agreed to accept part payment of the total cost of materials supplied.
- Stage payment: This transaction is between the contractor and the project manager in which the contractor is given the amount due him authorized by payment certificates prepared by the project supervisor at specified intervals of the project life circle upon satisfactory work.
- Monthly payments: This transaction is between the contractor and other service providers in the project execution. The contractor makes payments monthly to labour, rent, telephone, service providers and others.
- Retention: This means holding back payment of a certain amount of a contractor's income for a period of time to ensure good workmanship. The normal practice is to withhold 5% of the contract value for up to a year following the commissioning of a project after which the detained amount is released to the contractor if no agreed defects arise. ( Burke, 1993: 241)

*Resource Management*

A resource is usually understood to mean: manpower, machines, materials and financial funds. A resource is basically any commodity that is required to perform a task. (Burke, 1993: 169)

Resources are limited in supply as against the demand for them in project execution.

In order to forestall unwanted shortfalls of resources supply in the project execution, it is important to take thorough material and manpower planning.

In the case of manpower planning, the department of employment (1971), in its guide entitled company manpower planning, "a strategy for the acquisition, utilization, improvement and preservation of an enterprise's human resource" is crucial to keep it surviving in a competitive world of business. In simple terms, this means ensuring that the right people are in the right place at the right time.

*Quality Management*

In project management, the client expects compliance of project results with his/her specifications. The project manager needs to take quality control measures to achieve this objective.

Quality control entails inspection of work –in progress and the final project to assess conformity with laid down specifications. Where a non –conformance is identified, an audit can be used to collect more information before corrective action is authorized. Quality awareness training may be provided as part of corrective measures to the unwanted condition. (Burke, 1993:323)

*Time Management*

Time management is an approach used to control project execution to proceed within desired date or time bounds. The tools available for time management in project execution include:

- Simple Bar chart

The basic format of a bar chart consists of list of activities with start and finished dates marked on a calendar proforma.

The activities are listed down the left side, with a corresponding horizontal bar proportional in length to the duration of the activity, indicating the activity's start and finish dates. The calendar time scale is usually days or weeks.

A simple Bar Chart format is illustrated in Figure 2.2.

**Figure 2.2: Simple Bar Chart Format**

| Activity description | DAYS | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Mon 1 | Tue 2 | Wed 3 | Thu 4 | Fri 5 | Sat 6 | Sun 7 | Mon 8 | Tue 9 | Wed 10 | Thu 11 | Fri 12 | Sat 13 | Sun 14 | Mon 15 |
| Lay foundation | | | | | | | | | | | | | | | |
| Build walls | | | | | | | | | | | | | | | |
| Install roof | | | | | | | | | | | | | | | |

Source: (Burke, 1993: 153)



*Gantt Chart*

The Bar chart is simply renamed Gantt chart in memory of an American Citizen, Henry Gantt who initiated the Bar chart during the era of First World War as a visual aid for planning and controlling his projects.

The format of the Gantt chart is the same as that of the Bar chart.

An example is given below to further demonstrate the use of a Gantt chart in time management. The project is to decorate the front room of your house. (Burke, 1993: 153)

| **Activity number (Code)** | **Description of activity** | **Duration** |
|---|---|---|
| 010 | Buy Materials | 2 |
| 020 | Paint Ceilings | 4 |
| 030 | Paint Walls | 4 |
| 040 | Paint Doors & Windows | 5 |

This information is translated into the Gantt Chart in figure 2.3 to illustrate a visual presentation of the schedule.

**Figure 2.3: Gantt Chart**

DAYS

| Activity Description | Progress | Mon 1 | Tue 2 | Wed 3 | Thu 4 | Fri 5 | Sat 6 | Sun 7 | Mon 8 | Tue 9 | Wed 10 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 010 Buy Materials | Planned actual | | | | | | | | | | |
| 020 Paint Ceilings | Planned actual | | | | | | | | | | |
| 030 Paint Walls | | | | | | | | | | | |
| 040 Paint Doors & Windows | | | | | | | | | | | |

Source: (Burke, 1993: 154)

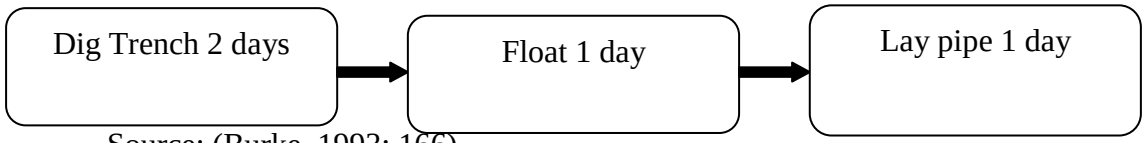
*Line of Balance graph*

The line of Balance graph is a production planning technique developed by Trimble in 1968, while he was at the national Building Agency. The purpose of the line Balance is to calculate the required resources for each stage of production so that the subsequent stages are not delayed and the target output is achieved.

To illustrate the line of balance technique, a simple pipe laying project will be developed. The project has two operations per kilometer: dig the trench and lay the pipe. This has to be repeated 7 times to complete the 7 km pipe line.

The network diagram of the project with durations and float is illustrated in Figure 2.4 where 4 days are required to complete one cycle and the target completion of the whole project is 10 days.

**Figure 2.4: Line of Balance / Activity Diagram**




Source: (Burke, 1993: 166)

When this network diagram is incorporated with the production schedule, the start and finish dates for each operation can be established. This is called the line of balance. Figure 2.5 is an illustration of the line of balance / production schedule.

**Figure 2.5: Line of Balance / Production Schedule**

DAYS

| Scope of work | Mon 1 | Tue 2 | Wed 3 | Thu 4 | Fri 5 | Sat 6 | Sun 7 | Mon 8 | Tue 9 | Wed 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| 7 | | | | | | | | | | |
| 6 | | | | | | | | | | |
| 5 | | | | | | | | | | |
| 4 | | | | | | | | | | |
| 3 | | | | Trench | Float | Pipe | | | | |
| 2 | | | | | | | | | | |
| 1 | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Source: (Burke, 1993: 166)

The next step is to consider the resources required to meet this production schedule. Let us consider the trench diggers on their own and assume that there is only one gang. Figure 2.6 shows their rate of production drawn on to the line of balance.

**Figure2. 6: Line of Balance / Rate of production**

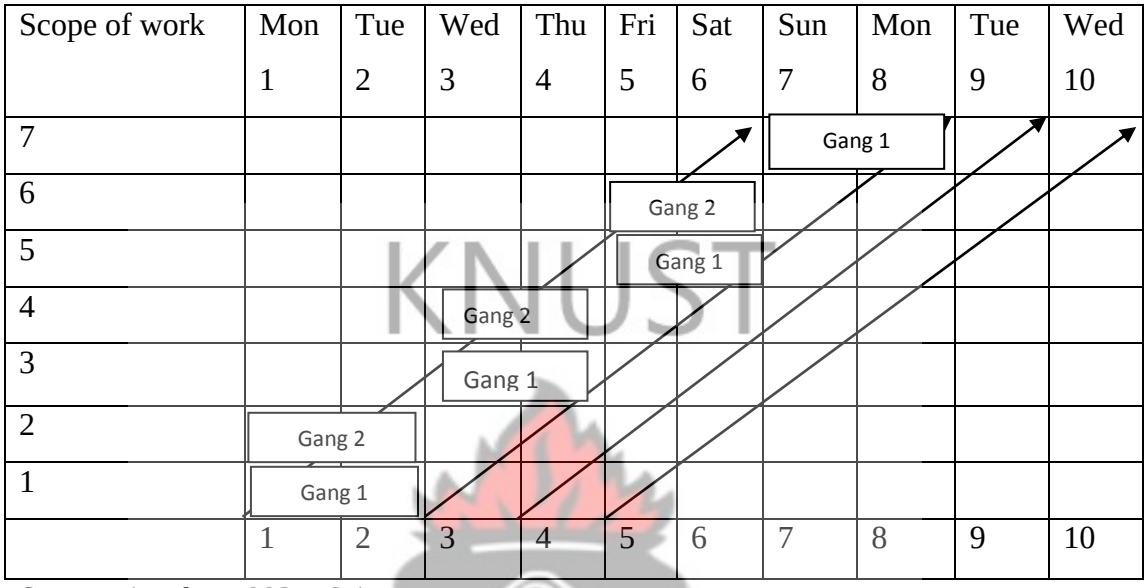
| Scope of work | Mon 1 | Tue 2 | Wed 3 | Thu 4 | Fri 5 | Sat 6 | Sun 7 | Mon 8 | Tue 9 | Wed 10 |
|---|---|---|---|---|---|---|---|---|---|---|
| 7 | | | | | | | | | | |
| 6 | | | | | | | | | | |
| 5 | | | | | | | | | | |
| 4 | | | | | | | | | | |
| 3 | | | | | | | | | | |
| 2 | | | | | | | | | | |
| 1 | | | | | | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Source: (Burke, 1993: 167)

The line of balance shows that after the 10 days, only 5km of trenches have been dug. This will obviously delay the project.

Let us consider the project using two gangs.

**Figure2. 7: Line of Balance /Rate of Production**




Source: (Burke, 1993: 167)

Figure 2.7 indicates that, with two gangs, the 7 km of trenches are dug in 8 days or 7 days if the two gangs can work together on the last section.

2.7.3Post –Execution Stage

After completion of the execution, evaluation is conducted to assess the quality and impact of the project as against target objectives.

This is done by using questionnaires and meetings to develop a report on the transpired implementation and management of the project. Recommendations are then made to benefit future projects.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

The location of the study area and the components of the sample size have been briefly described in this chapter. The chapter highlights on the criteria used in tapping information for the study. The sampling techniques and methods of data collection and analysis are discussed. The sources of data are also identified and variables of investigations specified.



## 3.2Choice of the Study Area

The selected District of study is Atwima Nwabiagya District in the Ashanti Region of the republic of Ghana. The Ashanti Region now consists of 1 Metropolitan Assembly, 6 Municipal Assemblies and 20 District Assemblies which summed up to 27 administrative Assemblies.

The decision for the choice of this study area is informed by time and resources constraints. The study area is therefore selected on the basis of easy access to transport, moderate travelling cost and the urgent demand for the completed report of this study.

*Brief Profile of the Study Area*

The location of Atwima Nwabiagya District is bordered by Offinso Municipal to the North, Kwabre District and Kumasi Metropolis to the East, Atwima Kwanwoman District and Amansie West District to the South and Atwima Mponua District and Ahafo Ano South District to the West.

The locations of the specific Communities of study are indicated by the arrows in Figure 3.1. On the other hand, the location of Atwima Nwabiagya District in the national context is indicated in Figure 3.2.

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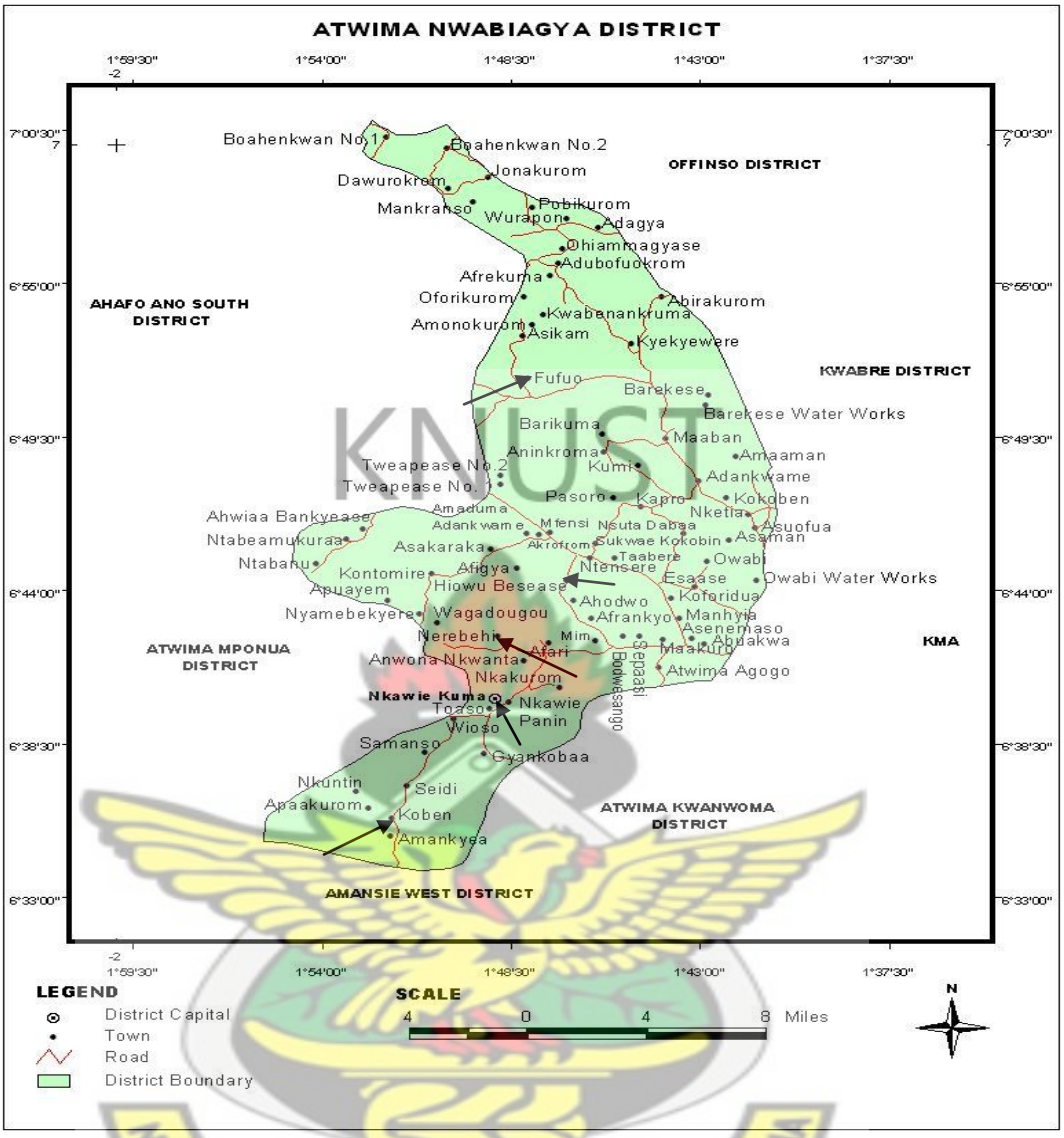
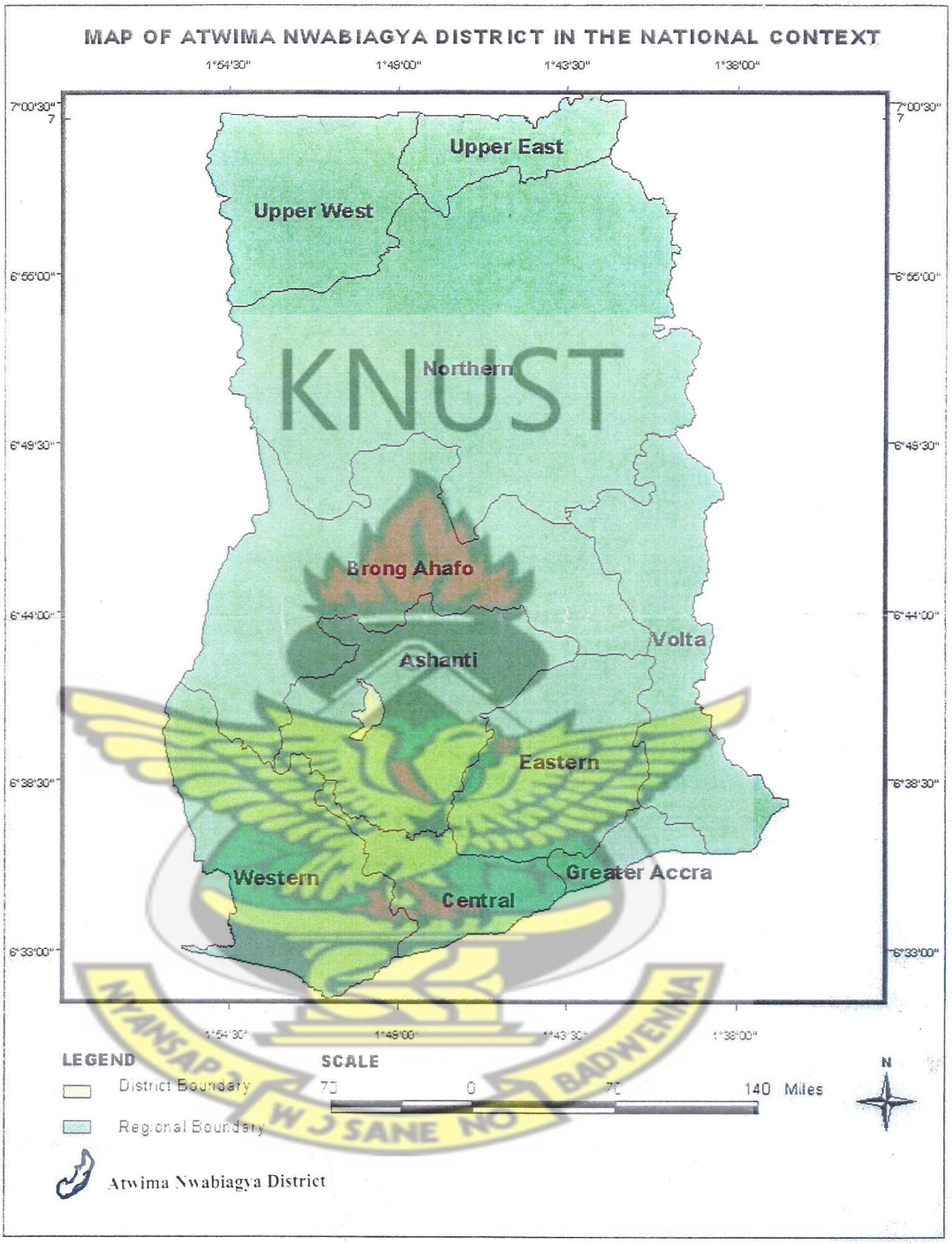
**Figure 3.1: Location of the Communities of study.**




Source:( Atwima Nwabiagya District Medium Term Development Plan)

**Figure 3.2: Atwima Nwabiagya District in the National context.**




Source:( Atwima Nwabiagya District Medium Term Development Plan)

### 3.3 Research Methodology

In the context of scientific research, there are many design options for data collection which include: case study, survey, experimental and participatory approaches. According to Osuala (2005:161), all factual knowledge which is ascertained by research may be classified in terms of three areas of time.

i. The past
ii. The present
iii. The future

A researcher must decide on which area of time is the problem centered and select his/her research method base on that time. According to Yin (1981, 1984 cited in Mabiriizi, 2001), the case study design is suitable for real life situations and contemporary issues. In view of these arguments, the case study design is chosen for this study because the issue at stake is a real life phenomenon, specific in terms of content and location and contemporary.

### 3.4 Sample Frame

In determining the sample frame, five Communities in the District namely Nkawie–Kuma, Kobeng, Nerebehi, Hiau–Besease and Fufuo were selected through purposeful sampling. The basis for the application of this sampling technique is that, out of 42 Communities in the District, these five Communities contained the required pattern of project combination that the researcher wishes to study. The list of Communities and projects covered in the study are shown in Table 3.1.

**Table 3.1:List of Projects and Communities Covered**

| S/NO | NAME OF COMMUNITY | TITLE OF PROJECT | SOURCE OF FUNDING | SECTOR |
|---|---|---|---|---|
| 1 | Nkawie-Kuma | Rehabilitation and mechanization of well. | District Assembly's Common Fund | Water and sanitation |
| | | Construction of a fire service station | District Development Facility | Security |
| 2 | Kobeng | Construction of CHPS Compound | District Assembly's Common Fund/Community Based Rural Development Project | Health |
| | | Construction of kitchen, Dining Hall, office and store for school feeding programme | District Assembly's Common Fund | Education |
| 3 | Nerebehi | Construction of market stores | District Development Facility | Commercial |
| | | Construction 2- unit semi-detached teachers Quarters | District Assembly's Common Fund/Community Based Rural Development Project | Education |
| 4 | Hiau–Besease | Construction of 1 no. 6 – unit classroom block for Methodist primary | District Assembly's Common Fund | Education |
| | | Drilling of 1 borehole for the community | African Development Bank | Water and sanitation |
| 5 | Fufuo | Construction of 4-unit classroom Block for Methodist primary | District Assembly's Common Fund | Education |
| | | Construction of 4-seater KVIP for Methodist primary | African Development Bank | Water and sanitation |

Source: (Atwima Nwabiagya District Medium Term Development Plan)

### 3.5 Sample size

A maximum of 150 respondents were interviewed in this research. The 150 respondents were selected through convenience sampling technique and consisted of:

- 5 Administrative staff of the Assembly,
- 5 Assembly men, with at least one from each of the communities that host the projects under study,
- 14 Unit Committee members with at least one representative from each of the communities of study,
- 8 SMC members with at least two coming from the communities that host the Education sector projects,
- 2 Members of WATSAN committee.
- 3 Representatives of traditional authority.
- 6 Staff members of sector Departments/ Agencies.
- 3 Contractors of projects.
- 4 Members from sub-committees of the Assembly, with two each from works and social services and
- 100 Household respondents with 24 members each from the five communities under study.

The convenience sampling was preferred because, considering the nature of occupation of the people which is predominantly farming and trading, it would be difficult, if not impossible, to meet pre-determined targeted personsthrough random sampling technique.

### 3.6 Data Source and Collection Instruments

*i. Data Sources*

The data for this study were gathered from two main sources (Secondary and Primary Sources).The secondary source included Books, Internet and media reports while the Primary Source included respondents from the field.

*ii. Data Collection Instruments*

The secondary data were solicited through the review of literature and media reports. The primary data were collected through administration of questionnaire, personal interaction with respondents and observations.

### 3.7 Data Analysis and Presentation

The primary data were collated and summarized under relevant groupings for clearer and meaningful information to be discerned. The facts of the survey are presented in the form of tables, frequencies, photographs, charts and percentages for comparative analysis of the relationship between variables.



### 3.8Key Data Categories

At the institutional level, staff of the District Assembly provided information on the mandate of the Assembly, the type of structures available in the Assembly and the type of activities undertaken to manage project implementation as well as the challenges involved. The heads of relevant departments and sector agencies provided information on the specific functions of their outfit and the challenges involved in the management of project implementation. At the project execution level contractors, workers and works foremen provided information on their respective roles in the management of project implementation and the challenges experienced.

In addition, the strategies and activities for managing cost, time and quality in the implementation of projects were discussed with consultants and contractors. At the community level, residents (households, Assemblymen, SMC. members, heads of organized groups and traditional leaders) disclosed the level of their participation in the planning, execution, monitoring and evaluation of project implementation. They also mentioned their expectations from the implementation of projects in their respective communities and the lapses observed in the execution.

### 3.9Unit of Analysis and Variables

According to Osuala (2005:188), the unit of analysis is important to be determined so as to avoid collecting everything that randomly may have a bearing on the issue.
The selected units of analysis in this study are projects implemented by the District Assembly in the Education, Health, Water and Sanitation, Commercial and Security sectors of the economy.

The motive for this selection was, first, to create an opportunity for assessing the capacity and effectiveness of the District Assembly in the management of projects. Secondly, the selection is to allow for comparative analysis of the sectors in which the Assembly is doing well in terms of project management. Last but not the least, the five communities, Nkawie–kuma, Kobeng, Nerebehi, Hiau-Besease and Fufuo were selected for this analysis because of their host of multi-sector projects which is a key requirement for this analysis. The study of projects in two different sectors in the same community allows for logical comparisons and conclusions.

The effectiveness of planning, monitoring, evaluation and control of time, cost and quality in the implementation of projects were the variables of investigation in this study. The expected performances in the various variables are given in table 3.2.

**Table 3.2: Selected Study Variables**

| VARIABLES | INDICATORS OF REQUIRED PERFORMANCES |
|---|---|
| Cost management | Project cost is controlled to be within budget |
| Time management | Project activities start and finish within scheduled dates and time |
| Quality management | Work execution is measured up to specified standards |
| Planning | Project activities are clearly scheduled and assigned for execution |
| Monitoring | Project execution is adequately tracked and specifications are adequately followed |
| Evaluation | Objectives of projects are achieved |

Source: Author's selection, June, 2011.

# CHAPTER FOUR

# ANALYSIS AND DISCUSSION OF DATA

## 4.1 Introduction

This chapter provides description of the assessment of various roles and contributions in the management of project implementation at the District level. The discussions cover the extent of involvement of stakeholders in various functions of project management including planning, monitoring and evaluation of the implementation of projects. The mechanisms for controlling time, quality and cost as well as the factors that militate against effective discharge of duties in the execution and management of projects have also been considered. These analyses are necessary so as to come out with appropriate recommendations that will resolve the associated bottlenecks and produce desirable results in project implementation at the district level.

## 4.2 Structures Available for Managing the Implementation of Projects

Information gathered from the survey indicates the existence of some structures in the District for managing the implementation of projects. The structures were identified as those that are stationed at the Assembly, Community and Project levels respectively.

**Table 4.1: Type of Project Management Structures/Units in the District**

| Type of management structures/units and level stationed | | |
|---|---|---|
| Assembly level | Community level | Project level |
| ➢ District Chief Executive (DCE)<br>➢ District Coordinating Director (DCD)<br>➢ Presiding member<br>➢ District Planning Officer<br>➢ District Budget Officer<br>➢ District Works Engineer<br>➢ PWD Engineer<br>➢ District Tender and Procurement Committee<br>➢ Social Services and Works Subcommittees of the Assembly<br>➢ Heads of Sector departments | ➢ Area Council members<br>➢ Unit Committees<br>➢ SMCs<br>➢ WATSAN Committees<br>➢ Staff of Sector Institutions<br>➢ Traditional Authorities<br>➢ Household Members | ➢ Contractors<br>➢ Foremen<br>➢ Technicians<br>➢ Labourers |

Source: Field survey, October, 2011

Table 4.1 indicates the type of structures that are stationed at the Assembly, Community and Project levels for the management of project execution in the District. Responses from majority of interviewees of the communities however, indicate that the WATSAN committees and household members are not recognized as part of the structures for the management of project implementation. As many as 102 out of 132 representing 77% of community members that were interviewed expressed ignorance about the authority of WATSAN committee and household members to manage the implementation of public projects. This notion has resulted in lack of attention to instructions from these two groups of persons regarding the management of project execution.

### 4.3 Project Management Functions

The project implementation management functions at the Assembly level were identified by interviewees to include procuring of funds and entrepreneurs for the project execution, planning the scope of activities, quality standards and time frame of project execution, designing of monitoring plans, collating and summarizing the

findings of monitoring exercises as well as writing and disseminating reports on project execution for the attention of appropriate authorities. At the Community level, the project implementation management functions were identified to include needs survey and data collection, determining site of location of projects, monitoring of project execution, and recording the level of progress in project execution. At the Project level the project implementation management functions as mentioned by interviewees included the organization of materials, personnel and activities, actual construction of works, supervising and directing workers, recording grievance of workers as well as taking notes on short falls and achievements in project execution.



### 4.4 Mandate of the District Assembly and Other Substructures to Manage the Implementation of Projects in the District.

It has been revealed from the literature review and field survey that, Act 1993 (Act 462), sector 4 (e) mandates the Assembly and traditional authority to manage the implementation of projects in the District. The unit committees have been empowered by Act 1994 (L.I 1589) to monitors the implementation of projects in their areas of control. Furthermore, School Management Committees (SMCs) have been established and empowered by the Ghana Education service Act of 1994 to oversee the execution of education sector projects in the communities.

### 4.5 Constraints Encountered in the Management of Project Implementation

It has been discovered from the survey that there are some constraints that hamper effective discharge of duties in the management of project implementation. These constraints include shortage of funds and materials, inadequate logistics and infrastructure and low skills of actors. Table4.2 shows the types of constraints encountered by various actors in the execution and management of project implementation.

**Table 4.2: Type of Constraints Encountered in the Management of Project Implementation**

| Type of constraints | Number of Respondents per management structures | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Administrative staff of the Assembly:**5** | Staff of sector Departments/Agencies:**6** | Staff of sub-committees of the Assembly:**4** | Contractors :**3** | Staff of unit committee :**14** | Assembly men:**5** | Staff of SMCs:**8** | Staff of WATSAN committee :**2** | Staff of traditional authority: **3** | Household members: **100** | Total response:**150** | percentages |
| Inadequate logistics | 3 | 6 | 4 | 1 | 10 | 5 | 5 | 2 | 2 | 80 | 118 | 79 |
| Lack of office accommodation | | | 4 | | 14 | 5 | 6 | 2 | 1 | 38 | 70 | 46 |
| Inadequate transport | 2 | 2 | 3 | | 14 | 5 | 8 | 2 | 3 | 100 | 139 | 93 |
| Inadequate funds | 2 | 4 | 4 | 3 | 14 | 5 | 8 | 2 | 3 | 100 | 145 | 97 |
| Inadequate staff | - | - | - | - | - | - | 8 | - | - | - | 8 | 5 |
| Low skills of staff | 3 | 4 | 3 | | 12 | 3 | 4 | 1 | 2 | 80 | 112 | 74 |

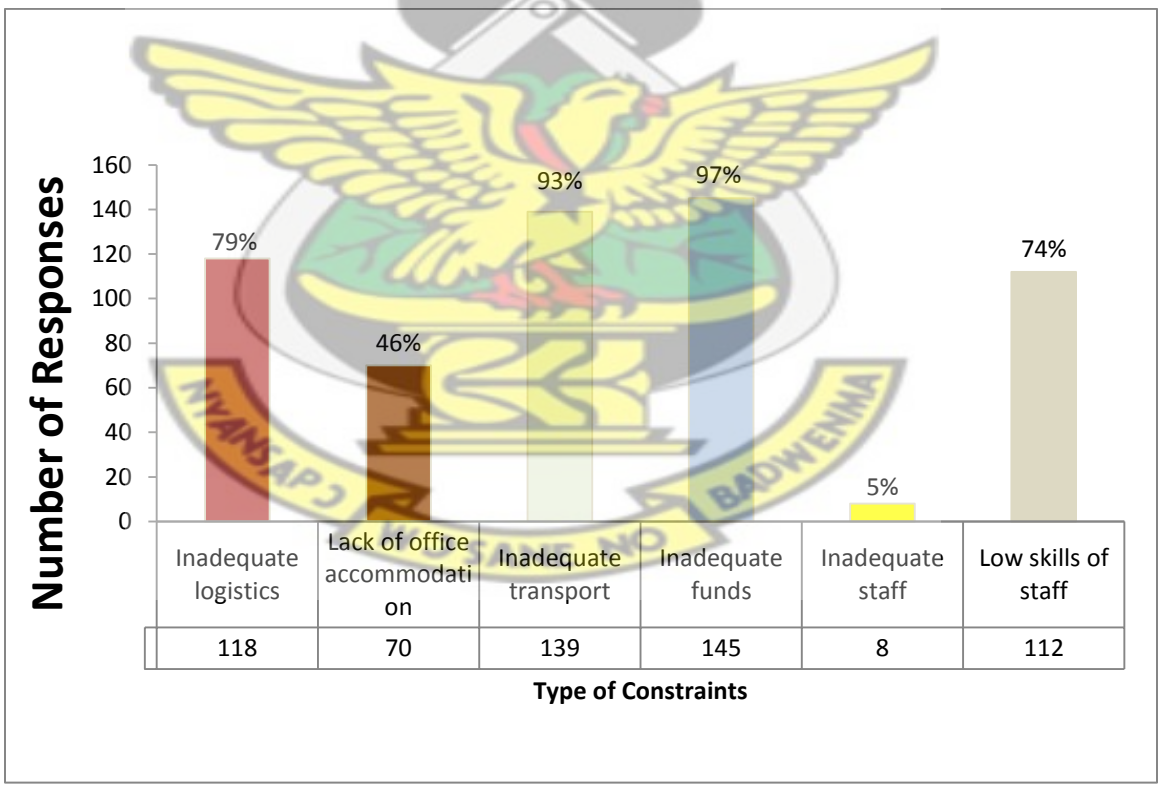
Source: Field Survey- October, 2011

Table 4.2 shows the number of respondents per management structure who complained of resources and capacity constraints that militate against effective management of project implementation. All the management entities complained of constraints in two or more resource areas. The problems of inadequate funds, inadequate transport, inadequate logistics and low skills of staff appeared to be terrifying with percentage responses of 97%, 93%, 79% and 74% respectively and affect majority of the management structures contacted in the interview. Figure 4.1 illustrates the pictorial view of the magnitude of complaints reported on each constraint.



It was reported that these constraints have been of worry in the management of project implementation in the district for the past 6 years. Efforts to check the constraints and enhance the work of actors in the management of project implementation would be very much appreciated.

**Figure 4.1: Magnitude of Complaints on Various Constraints**




Source: Field survey, October, 2011.

Figure 4.1 indicates that inadequate funds is the highest reported constraint with a percentage response of 97%. The next outstanding constraints in the distribution are inadequate transport with percentage response of 93%, inadequate logistics with percentage response of 79% and low skills of staff with percentage response of 74%. The least reported constraint is inadequate staff on which only 5% of the interviewees have raised concern.

## 4.6Participation in Various Channels and Activities of Managing Project Implementation



It is expected of a project manager to integrate all concerned persons in the management of a project implementation and that all individuals and groups involved should have total commitment and loyalty to the "project" (Harrison, 1999:21)

In the light of this thought, the study investigated the extent of involvement of concerned groups and individuals in various project management functions at the local level.

### 4.6.1 Level of Participation in Various Functions of Managing Project Implementation

The functions of managing the implementation of projects are shown in Table 4.3 with the levels of participation by the various structures indicated.

**Table 4.3: Involvement in Various Functions of Managing the Implementation of Projects**

| Type of functions in the management of project implementation | Number of Respondents per management structures | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Administrative staff of the Assembly: **5** | Staff of sector Departments/Agencies: **6** | Staff of sub-committees of the Assembly:**4** | Contractors :**3** | Staff of unit committee :**14** | Assembly men:**5** | Staff of SMCs: **8** | Staff of WATSAN committee **:2** | Staff of traditional authority: **3** | Household members: **100** | Total interviewees: **150** | percentage |
| Planning of the implementation process | 5 | 4 | 1 | - | 2 | 5 | 4 | 1 | 3 | - | 23 | 15 |
| Monitoring the implementation process | 5 | 2 | 4 | 3 | 8 | 5 | 5 | 2 | 2 | 40 | 76 | 51 |
| Evaluation of the implementation | 5 | 3 | 4 | 3 | 8 | 5 | 4 | 2 | 2 | 55 | 91 | 61 |
| Checking time of implementation | 5 | 3 | - | 3 | 6 | 5 | 4 | - | - | 15 | 41 | 27 |
| Checking cost of implementation | 5 | - | - | 3 | - | - | - | - | - | - | 8 | 5 |
| Checking quality of implementation | 5 | 4 | 4 | 3 | - | 5 | 8 | - | - | 20 | 49 | 33 |

Source: Field Survey- October, 2011

The results indicate that all the administrative staff of the Assembly have been involved in all the functions of managing project implementation. Likewise, the three contractors have confirmed their active involvement in all the project management functions, except planning of the implementation process. The five Assembly men contacted proclaimed their active involvement in all other project management functions except checking the cost of implementation.

This implies that, the administrative staff of the Assembly, the Assembly men and contractors are the bodies that make great inputs in the management of project implementation at the District level. The involvement of other concerned groups and individuals is negligible in the project management functions.

It is also evident from Table 4.3 that, participation is higher in the evaluation and monitoring activities which have absolute response of 91 representing 61% of 150 interviewees and 76 representing 51% of 150 interviewees respectively. The lowest participation is shown in the activity of checking cost which has 8 responses representing 5% of 150 interviewees.

### 4.6.2 Level of Participation in Available Channels for the Management of Project Implementation

Varied methods are employed to foster participatory work and consensus thoughts in the management of project implementation at the district level. These methods include tender meetings, site meetings, public hearings and communal services. Table 4.4 indicates the level of participation by interviewees in the various channels to manage the execution of projects.

**Table 4.4: Level of Participation by Various Interest Groups in Available Channels to Manage the Execution of Projects**

| Type of channels | Number of respondents per management structure | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Respondents from the assembly | | Respondents from sector departments | Respondents from execution firm | Respondents from the community | | | | | | **Total** | percentage |
| | Administrative staff: **5** | Staff of sub Committees: **4** | Staff of sector departments:**6** | Contractors:**3** | Staff of unit committees **14** | Assembly men:**5** | Staff of SMCs **:8** | Staff of WATSAN committees:**2** | Staff of traditional authority :**3** | Household members: **100** | | |
| Tender meetings | 5 | 0 | 6 | 3 | 0 | 2 | 0 | 0 | 0 | 0 | 16 | 11 |
| Public hearing | 5 | 4 | 3 | 0 | 14 | 5 | 8 | 2 | 3 | 100 | 144 | 96 |
| Site meetings | 2 | 1 | 4 | 3 | 8 | 5 | 8 | 2 | 3 | 80 | 116 | 77 |
| Communal services | 0 | 0 | 0 | 0 | 8 | 5 | 8 | 2 | 3 | 50 | 76 | 51 |

Source: Field survey, October, 2011

#### 4.6.2.1 Tender Meetings

It is learnt from the survey that tender meetings provide platforms for clients, project entities, contractors, engineers and other relevant persons to interact and take workable decisions for projects implementation. During tender meetings, all persons affected by the project or their representatives brainstorm and arrive at consensus on the preferred contractor to engage, the quality standards to attain, the convenient amount to pay for works and the latest time for work to be completed in the project implementation.

Table 4.4 indicates that administrative staff of the Assembly, Staff of sector departments, Contractors and few Assembly men have been involved in tender meetings where as participation by other structures is minimal. Tender meetings appeared to have the lowest participation of 11%. This is due to the restriction on qualification to participate.

#### 4.6.2.2 Public Hearing

It has been revealed in the research that, public hearings are occasionally organized at the community level to provide opportunity for grass root participation in decisions about project development and implementation. The District Assembly as a coordinating body, leads community members in discussions to identify projects of need, determine the sites of location and prescribe the quality standards of projects.

Table 4.4 indicates that public hearing has the highest participation of 96% with massive attendance by Households, Unit Committee members and Traditional authorities. This promotes realistic discussions of development needs.

#### 4.6.2.3 Site Meetings

These were meetings occasionally organized by contractors in collaboration with the District Assembly at the site of construction to assess progress of work.

This offers opportunity for community members, especially project beneficiaries, to comment on progress of work and suggest ways for achieving desirable results in the project execution.

The participation of the various structures in site meetings as shown in Table 4.4 indicates that, community members, especially households also attended site meetings in

large numbers to share their views on project execution. However, the data indicates that only few of the administrative staff of the Assembly could participate in the site meetings.

#### 4.6.2.4 Communal Services

The current decentralization programme in Ghana requires communities to take control of their own development. Hence, community members sometimes volunteer to monitor, direct and report on issues that pertained to the implementation of projects in their environment.



The level of participation in communal service as shown on table 4.4 portrays that the Assembly staff, contractors and staff of sector departments do not participate in communal services. This is due to pressure from office duties. Also, household members have not shown much concern for communal services since their participation is 50 out of 100 persons interviewed. This is due to the nature of occupation of the people which is predominantly farming that keep the people away in the bush for farming purposes rather than participating in project management matters.

### 4.7 Measures to Promote Desirable Performance of Duties in the Execution and Management of Project Implementation

In view of the identified hindrances to effective discharge of duties in the execution and management of project implementation, the opinions of interviewees have been tested on the appropriate steps to remedy the situation. The measures suggested by interviewees in respect of enhancing performances in the execution and management of project implementation are presented in Table 4.5.

**Table 4.5: Measures to Promote Desirable Performance of Duties in the Execution and Management of Project Implementation**

| Type of measure | Number of respondents per management structure | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Respondents from the assembly | | Respondents from sector departments | Respondents from execution firm | Respondents from the community | | | | | | Total: **150** | percentage |
| | Administrative staff: **5** | Staff of subcommittees:**4** | Staff of sector departments **:6** | Contractors**:3** | Staff of unit committees: **14** | Assembly men: **5** | Staff of SMCs **:8** | Staff of WATSAN committees:**2** | Staff of traditional authority:**3** | Household members: **100** | | |
| Provisions of adequate logistics | 5 | 4 | 6 | 0 | 14 | 5 | 8 | 2 | 2 | 80 | 126 | 84 |
| Provision of adequate funds | 5 | 4 | 6 | 3 | 14 | 5 | 8 | 2 | 2 | 100 | 149 | 99 |
| Provision of adequate and good transport facilities | 5 | 4 | 6 | 1 | 14 | 5 | 6 | 2 | 1 | 80 | 124 | 83 |
| Organize training to equip actors with requisite techniques | 5 | 4 | 6 | 0 | 14 | 5 | 8 | 2 | 2 | 80 | 126 | 84 |
| Minimize negative attitudes | 5 | 4 | 6 | 3 | 10 | 5 | 8 | 2 | 1 | 100 | 144 | 96 |
| Provide adequate and good infrastructure | 5 | 4 | 6 | 3 | 8 | 4 | 4 | 1 | 2 | 80 | 117 | 78 |

Source: Field Survey, October, 2011

Table 4.5 indicates that, the administrative staff of the Assembly, the subcommittee members and staff of sector departments have a common view that all the listed measures are crucial for the improvement on performance of duties in the implementation of projects. A greater number of the community members have the same opinion with the staff of sector departments and Assembly.

In the opinion of the contractors, provision of logistics and organizing of training for actors are not urgent. The contractors believed that better results can be achieved if adequate funds are provided and steps are put in place to lure people to minimize negative attitudes at work sites.



The general distribution of opinion of interviewees in Table 4.5 indicates that the highest responses of 99% was in favour of provision of funds followed by minimizing negative attitudes with 96% of the responses. This implies that in prioritizing the measures, the District Assembly must have 'provision of funds' ranked first followed by 'minimizing negative attitudes' while 'provision of infrastructure' placed last in the preference scale of measures for improving performance in the execution and management of project implementation.

## 4.8Approaches for Managing the Implementation of Projects

As discussed in Chapter Two, the implementations of projects are steered towards desirable ends by consciously managing some variables including cost, time and quality as well as planning, monitoring and evaluation of the execution processes. The steps through which these variables are managed at the District level for successful implementation of projects include:

### 4.8.1 Managing Time in the Execution of Projects

It was established in the study that people of the district level have concern for timely completion of project execution to provide quick solutions to their developmental needs. In pursuit of this need, agreements are signed with the contractor to complete the execution of project within stipulated time frames.

As a matter of mutual cooperation, contractors are allowed to come out with work plans which indicate the time at which various pieces of work in the project execution can be completely executed. The work plans are used by staff of the Assembly and other stakeholders to assess the possibilities of the projects getting completed within stipulated time.

The time specified in the work plan by the contractor is compared against the actual work done and the contractor asked to explain the causes for any backlog of work that may be detected. The works engineer from the assembly then comes out with appropriate advice as to how to get the project completed on time.

According to the interviewees, delays in execution of a project causes delays and inconvenience in the implementation of programs that have complementary links with the project in question and call for collective efforts by all stakeholders to minimize the incidents of delays in the execution of projects. It is shown in table 4.3 that the five administrative staff of the Assembly and the five Assembly men contacted were more involved in checking the time of activities in the execution of projects. In totality, 27percent of the interviewees have attested their involvement in time management.

A typical work plan used by people of the District for checking the time of completion of pieces of work in the project execution is shown in Figure 4.2.

**Figure4.2: Work Plan of Project Activities and Time**

| No | Duration / Activity | Month: | Jan | | | | Feb | | | | March | | | | April | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | WEEK: | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 |
| 1 | Mobilization | | → | | | | | | | | | | | | | | | |
| 2 | Develop substructure | | | | → | | → | | | | | | | | | | | |
| 3 | Cast concrete | | | | | | → | | | | | | | | | | | |
| 4 | Block work | | | | | | | | → | | | | | | | | | |
| 5 | Roofing | | | | | | | | | | | | → | | | | | |
| 6 | Wiring | | | | | | | | | | | | | → | | | | |
| 7 | Fix doors and windows | | | | | | | | | | | | | | → | → | | |
| 8 | Plastering and decoration | | | | | | | | | | | | | | | → | → | |
| 9 | Commission | | | | | | | | | | | | | | | | | → |

Source: Field survey October, 2011

4.8.2 Managing Cost in the Execution of Projects

According to procurement principles and ethics, efforts at ensuring value for money are very necessary in an investment. One way of pursuing this need in an investment is to control the cost and maintain expenditure within planned budgets.

At the District level, the Works Engineer begins the cost management process in a project implementation by coming out with the estimated lump sum of the project cost which is communicated to the client for perusal and acceptance before actual execution begins.

After opening of tenders, a competent and capable contractor is selected to ensure efficiency and forestall delays and wastes which will swell cost in the execution of the project. In furtherance of the cost control modalities, the Tender Evaluation Panel stake negotiations with the selected contractor to appeal for discounts or rebates on some components of the project.

While actual execution is on-going, efforts are taken by the Works Engineer and consultant of the District Assembly with assistance from community members to check against stealing, and misuse of tools and materials in the project work.

The interviewees alleged that cost hikes in project execution drains the packets of sponsors and other funding agencies which leaves no funds for new projects. The interviewees therefore recommend for the involvement of many hands to work against cost hikes in project execution.

Table 4.3 indicates that only the Assembly staff and contractors have been involved in checking cost in the execution of projects. All the other structures have not been involved.



### 4.8.3 Managing Quality in the Execution of Projects

The study has revealed that, people of the District level have approaches in place for managing quality in the execution of physical projects. The quality management steps begin from the designing stage, where expert draughtsman is engaged to draw the framework and spell out the required standards and specifications of work to be done in the execution of projects. These standards and specifications are incorporated in the contract document which is given to the contractor to study and translate into physical existence.

As actual execution is on-going, the Works Engineer of the Assembly makes visits to the construction sites to assess the quality and quantity of materials used as against the standards and specifications in the contract document. If deviations are detected, the contractor is asked to explain the causes and get things in order before the engineer will issue a certificate for the contractor to be paid.

According to interviewees, shortfalls in the quality of project execution tarnish the reputation of the contractors which make them not recommendable for future assignments. Also, the quality lapses make the project exhibit deficiencies in functions or services and poses inconveniences to beneficiaries. Many hands are therefore needed to check shortfalls in the quality of projects.

Table 4.3 indicates the respective involvement of the various structures in the management of quality in project execution. In all, 49 out of 150 representing 33% of the interviewees have been involved in the checking of quality in project execution. The beneficiaries and general public assist to ensure quality work in the project execution by observing and reporting acts of fraud and shoddy works to the Assembly for necessary action.

### 4.8.4 Planning of Project Execution.



The planning function takes precedence over other functions in the management of project implementation in order to provide direction and specification for activities in the execution of projects. At the district level, planning the execution of projects entails determining the objectives of the project, packaging of activities to be done, assigning duties and roles to people, specifying quality standards to attain and setting time limits for works to be completed. This is done at the central administration of the District Assembly with inputs from invited persons.

The District Chief Executive in collaboration with the District Coordinating Director, lead the discussions of the planning exercise and give final authorization for execution of the projects to kick start.

The level of involvement by the various management structures in the planning of project execution are as shown in Table 4.3. The distribution of responses indicates that household members and contractors have not been involved in the planning of project execution. However, representation by staff of the Assembly, Traditional authority and Assembly men have been keen in the planning of project execution. In totality, 23 out of 150, representing 15% of the interviewees have been involved in the planning of project execution.

### 4.8.5Monitoring of Project Execution

It is necessary for management and other stakeholders of projects to make regular monitoring of the execution process to ensure that desirable results are produced. Monitoring the implementation of physical projects at the district level is done by visiting

construction sites to supervise and direct workers as well as note and report on the successes and lapses which are later reported for the attention and necessary action of the appropriate authority. It takes the efforts of the District Assembly and its decentralized substructures in partnership with contractors, traditional authorities and individual people residing in the projects catchment areas to monitor and steer the implementation of the projects to desirable end.

The level of involvement by various structures in the monitoring of project execution is indicated by the interview results in Table 4.3.It indicates that, all the structures have been involved in the monitoring exercise and total participation is 76 representing 51% of total interviewees.

Table 4.6 indicates the targeted and actual number of monitoring visits of the various structures at the sites of the respective projects of study.

**Table 4.6: Number of Formal Monitoring Visits by Various Structures at the Sites of Project Execution Since Inception**

| Type of project | Community of Location | Number of Monitory Visits per management structure | | | | | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Number of visits by | | | | No. of visits by | | No. of visits by | | No. of visits by Community | | | | | | | | | | | | Total no Of visit | | Percentage of actual visit |
| | | Adm. Staff of Ass, | | Staff of sub-com. | | Staff of sector dept | | Cont. | | Staff of unit comm | | Ass. men | | Staff of SMC | | WATSAN Com. | | Trad, Aut. | | H'se.hold mem. | | | | |
| | | T | A | T | A | T | A | T | A | T | A | T | A | T | A | T | A | T | A | T | A | T | A | |
| Rehabilitation and mechanization of Well | Nkawie-Kuma | 5 | 6 | 4 | 2 | 5 | 5 | 24 | 18 | 8 | 5 | 5 | 5 | 3 | 0 | 6 | 2 | 5 | 2 | 15 | 2 | 81 | 47 | 58 |
| Construction of fire service station | Nkwawie-Kuma | 6 | 6 | 4 | 2 | 5 | 5 | 24 | 28 | 8 | 5 | 5 | 5 | 3 | 0 | 3 | 0 | 5 | 2 | 15 | 2 | 78 | 45 | 57 |
| Construction of CHPS compound | Kobeng | 6 | 4 | 4 | 2 | 5 | 3 | 24 | 15 | 8 | 8 | 5 | 5 | 3 | 3 | 3 | 0 | 5 | 3 | 15 | 10 | 73 | 53 | 73 |
| Construction of kitchen, Dining Hall, office and store for school feeding programme | Kobeng | 6 | 4 | 4 | 2 | 5 | 3 | 24 | 15 | 8 | 8 | 5 | 5 | 10 | 8 | 3 | 0 | 5 | 3 | 15 | 8 | 85 | 56 | 66 |
| Construction of market stores. | Nerebehi | 6 | 6 | 4 | 2 | 5 | 3 | 24 | 16 | 8 | 8 | 5 | 6 | 3 | 2 | 3 | 0 | 5 | 5 | 15 | 15 | 78 | 63 | 81 |
| Construction of 2-unit semi-detached teachers quarters | Nerebehi | 6 | 6 | 4 | 2 | 5 | 3 | 24 | 16 | 8 | 8 | 5 | 6 | 10 | 8 | 3 | 0 | 5 | 5 | 15 | 5 | 85 | 59 | 69 |
| Construction of 1 No. 6-unit classroom Block for Methodist Primary | Hiau-Besease | 6 | 4 | 4 | 2 | 5 | 3 | 24 | 9 | 8 | 5 | 5 | 5 | 10 | 5 | 3 | 0 | 5 | 2 | 15 | 4 | 85 | 39 | 46 |
| Drilling of 1 Borehole For the community | Hiau-Besease | 3 | 2 | 2 | 1 | 3 | 2 | 2 | 2 | 2 | 2 | 5 | 5 | 3 | 2 | 6 | 2 | 2 | 2 | 2 | 4 | 30 | 26 | 85 |
| Construction of 4-unit classroom Block for Methodist Primary | Fufuo | 6 | 8 | 4 | 0 | 5 | 4 | 24 | 10 | 8 | 8 | 10 | 12 | 5 | 3 | 3 | 0 | 5 | 4 | 15 | 5 | 85 | 54 | 64 |
| Construction of 4-seater KVIP for Methodist Prim. | Fufuo | 3 | 2 | 4 | + | 5 | 2 | 24 | 10 | 8 | 6 | 10 | 8 | 3 | 3 | 3 | 0 | 5 | 2 | 10 | 5 | 75 | 38 | 51 |

Source: Field Survey, October, 2011

**NOTE**: T = Target
A= Actual

It is revealed from Table 4.6 that all the structures have some backlogs in the monitoring visits. The staff of Subcommittees of the Assembly, SMCs and WATSAN Committees have even made no visit at all to some project sites. The reasons assigned for non achievement of targeted number of visits include inadequate and poor condition of transport facilities, poor motivations resulting in lack of commitment to duties and detraction by adverse weather conditions. According to staff of the Assembly, some of the projects are located in communities that are far from the Assembly and accessibility to such project sites is made difficult by poor condition of roads and high transportation cost, hence, irregular visits to supervise the execution process.



It can, however, be noted from table 4.6 that, the monitoring visits have been more regular and closer to set targets at the sites of drilling of borehole at Hiau-Besease, construction of market stores at Nerebehi and construction of CHPS compounds at Kobeng where the actual visits are 85%, 81% and 73% respectively. This indicates that, the people are more interested in water, commercial and health related projects and are willing to lend maximum support for the successful implementation of such projects.

### 4.8.6 Evaluation of Project Execution

It has been established from the survey that evaluation is needed to ascertain effective work in project execution. The evaluation task involves inspection and passing judgment over work done in project implementation against pre-set standards. If judgment is positive then the project is considered complete and accepted. If the judgment is negative then the project is considered uncompleted and is rejected for work to be redone by the executing body.

In the opinion of interviewees, evaluation helps to ascertain the suitability and errors in the execution of project and the results used as lessons to improve on the execution of future projects. It is therefore necessary for all stakeholders, especially, beneficiaries to participate and share their views for realistic judgment to be passed on project execution

Table 4.3 shows the levels of participation in evaluation of project execution by the various structures. It indicates that, all Assembly staff, Contractors, Assemblymen and SMCs have all been involved in the evaluation of project execution. Also, 55 out of 100

Household members were involved. In totality, 61% of the interviewees have taken part in the evaluation of the execution of the projects.

### 4.9 Achievements and Backlogs in the Execution of Projects

The study has revealed that the District has made considerable achievements in the execution of projects despite the numerous bottlenecks encountered. Visits to the sites of the selected study projects indicate that the District Assembly has successfully implemented some of the projects.



On the other hand, the survey revealed that the District Assembly has backlogs in the execution of some of the projects. The findings of the survey in respect of level of execution of the projects are presented in Table 4.7.

**Table 4.7: Level of Execution of Projects**

| Types of project | Community of location | Schedule date for starting | Actual date of starting | Schedule date for completion | Actual date of completion | Amount of time delayed | Cause of delay |
|---|---|---|---|---|---|---|---|
| Rehabilitation and mechanization of well | Nkawie-kuma | 17/6/10 | 2/6/10 | 16/8/10 | 3/3/11 | - | - |
| Construction of fire service station | Nkawie-kuma | 15/12/10 | 3/12/10 | 2/05/11 | Not yet | 1 year | Shortage of funds |
| Construction of CHPS compounds | Kobeng | 21/11/08 | 18/12/08 | 18/04/09 | Not yet | 2 years | Shortage of funds |
| Construction of kitchen, Dining Hall, office and store for school feeding programme | Kobeng | Not known | Not known | Not known | 15/03/08 | - | - |
| Construction of market stores | Nerebehi | Not known | 3/12/10 | 2/03/11 | 7/2/11 | - | - |
| Construction of 2 unit semi detached teachers quarters | Nerebehi | 21/11/08 | 18/12/08 | 18/04/09 | 25/01/11 | - | - |
| Construction of 1 No 6- unit classroom in block for Methodist primary | Hiau-Besease | 25/3/10 | 25/3/10 | 25/9/10 | Not yet | 1year | Shortage of funds change in administration |
| Drilling of 1 borehole for the community | Hiau-Besease | Not known | Not known | Not known | 5/6/10 | - | - |
| Construction of 4 – unit classroom block for Methodist primary | Fufuo | 28/11/07 | 28/11/07 | 31/01/08 | Not yet | 3 years | Shortage of funds change in administration |
| Construction of 4-seater KVIP for Methodist primary. | Fufuo | 29/8/10 | 1/10/10 | 1/4/10 | 11/7/11 | - | - |

Source: Field survey, October, 2011

Table 4.7 indicates that, the District has successfully completed the execution of 6 out of the 10 projects that were studied. It is however evident on table 4.7 that there has been delays in the execution of the remaining 4 out of the 10 projects that were studied.

The construction of 4-unit classroom block for Methodist primary at Fufuo appeared to be the worst victim of the delayed cases which has its completion time elapsed by 3 years. The reasons advanced for the delayed in execution of affected projects include shortage of funds and change in administration that resulted in rechanneling of management attention and efforts away from such projects. For example, the construction of a 4-unit classroom block at Fufuo Methodist primary has come to a standstill at gable level since 2008 up to date due to shortage of funds. Figure 4.8 throws more light on the stage of the project as at the last visit on 26th November, 2011.



**Figure 4.3: Picture of Uncompleted Classroom Block at Fufuo**

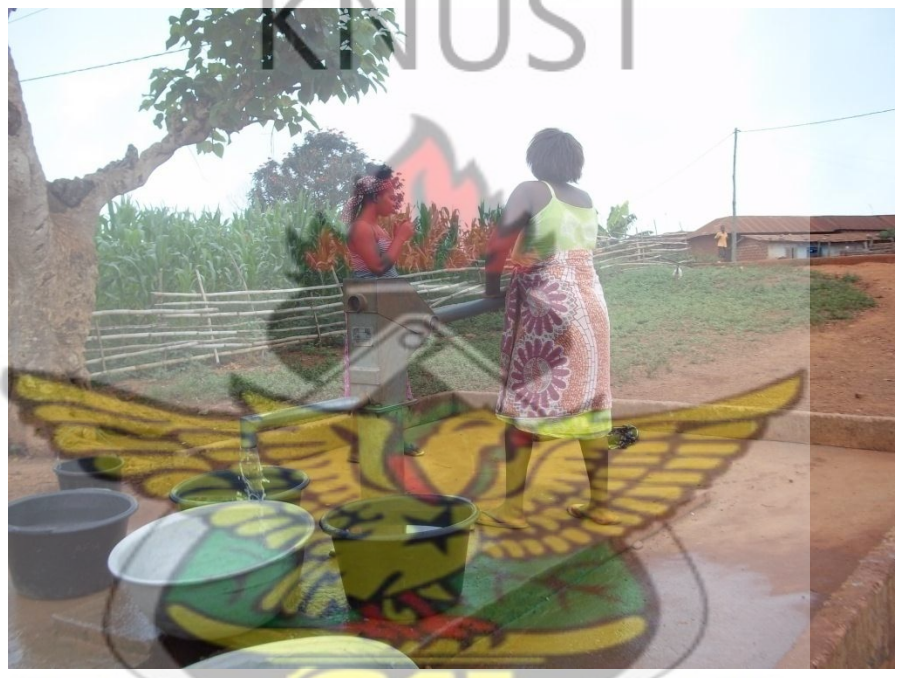

Sources: Field survey November, 2011.

Further investigations revealed that, efforts by contractors to pre-finance the execution of projects always yield negligible results as their savings are low due to low income. Attempts to contract loans from the Banks are also stifled by unaffordable collaterals and high interest rates.

This implies that, shortage of funds is a potential cause for delays in execution and cost hikes in the implementation of projects at the District level.

On the other hand, Table 4.7 indicates that executions of some of the projects have been completed. Interviews with Community members revealed that the completed projects have been commissioned for use. Some of the completed projects are illustrated in Figures 4.4 and 4.5

**Figure 4.4: A Picture of People Fetching Water from a Borehole at Hiau-Besease**



Source: Field survey- November, 2011

**Figure 4.5: A Completed Six Seater KVIP Toilet at Fufuo Methodist Primary**




Source: Field survey- November, 2011.

**Figure 4.6: Picture of an Ongoing Construction of KVIP Toilet at Fufuo D/A JHS**

Source: Field survey- November, 2011.

### 4.10 Factors Affecting the Execution and Management of Project Implementation

In the perspective of interviewees, there are some factors that influence performance in the execution and management of project implementation. Tables 4.8and 4.9 contained summaries of the identified effects of some factors on variables in the execution and management of project implementation.

**Table 4.8: Positive Effects of Factors on Variables in Project Execution and Management**

| Factors / Variables | Environmental | Infrastructural | Political | Economical | Ethical | Educational |
|---|---|---|---|---|---|---|
| Time | Availability of forest and quarry sites has facilitated quick access to raw materials for the fast execution of projects | The availability of access roads and modern technology has facilitated quick movement of materials and speedy execution of projects | Political will and support make projects to be executed fast | Availability of credit and foreign exchange helps to acquire sophisticated machines for fast execution of projects. | Dedication and hard work help to complete project execution on time | Trained and experienced labour are fast in completion of project execution |
| Cost | The existence of forest, sand and chippings in the local economy has made it cheaper to acquire raw materials for project | The availability of modern technology helps to complete project work fast to avoid cost increase through inflation effects | Government subsidies on price of construction materials reduce cost of project | Stable economy and exchange rates promotes stability in project cost | Honesty and fairness induces genuine transaction and realistic expenditure in project execution | Trained and experienced staff are efficient and prudent to reduce waste and minimize cost of project |
| Quality | The forest provides timber for quality wood to be extracted for quality doors and windows. The chippings and sand are used to do screeding and plastering in building projects | Availability of mechanized techniques promote quality work execution | Policy directives and enforcement causes quality work in project execution | Adequate supply of funds and materials make workers produce quality work in project execution | Self-discipline and commitment make one to do quality work in project execution | Trained and experienced workforce produces quality work in project execution |
| Planning | Good atmosphere promote smooth data collection and realistic planning | Availability of internet facilities and access roads enhances research work and data collection for planning the profile of project execution | Policy directives and laws of procurement re-enforces the planning of project activities before implementation | Adequate supply of funds and materials make planning of project execution to be done effectively | Interest and loyalty make the planning team willing to fulfill the planning functions in a project implementation | Trained and experienced staff provide clear causes of actions and standards in the planning of project implementation |
| Monitoring | Moderate temperature and clear weather make monitoring exercise easy and attracting | Good roads promote fast movement to project sites for inspections as such, a number of projects can visited in a day | Policy directives enforces monitoring and report writing of project execution | Adequate supply of funds and logistics promote effective monitoring and reporting in project execution | Dedication and hard work make staff to monitor project execution effectively and regularly | Trained and experienced staff prepare reports of monitoring exercise in suitable formats and are tactical in probing facts |

Source: Field Survey, October, 2011

**Table 4.9: Negative Effects of Factors on Variables in Project Execution and Management**

| Factors / Variables | Environmental | Infrastructural | Political | Economical | Ethical | Educational |
|---|---|---|---|---|---|---|
| Time | Rainy Weather and flooding disrupt operations and causes delay in project execution | Shortage of fuel and power supply impede mechanization of operations resulting in slow pace and delay of work | Lack of political will and support cause neglect of work on project and the project is hang up | Shortage and late release of funds delays time of work in project implementation | Lateness laziness and absenteeism at duties delays the time of executing project activities | Lack of skills and experience causes the worker to be slow in work execution which delay time of project |
| Cost | Damages by storm and floods cause work repetition which increases project cost | Poor condition of roads make transport fairs high and eventual rise in materials and project cost | Laxity in enforcing procurement policies and laws make room for corruption and embezzlement which cause project cost to rise | Inflation and taxation causes increase in price of items and cost of project | Theft and carelessness causes lost and waste of resources thereby increases cost of the project | Inadequate skills and experience make the worker less efficient and resources are wasted through errors |
| Quality | Harmattan and excessive sunshine cause cracks on construction works and destroy the quality of the project | Shortages of power supply hinder the use of modern technology for quality work. | Weak enforcement of policies create room for fraud and shoddy works | Shortage of funds and materials causes shoddy work in project execution | Lack of passion and dishonesty causes workers to do shoddy work in project execution | Inadequate training makes less innovative and causes shoddy work |
| Planning | Collection of data for planning becomes difficult during rainy and stormy weather | Lack of access roads hinder entry to communities to collect data for planning | Politicians interfere and distort the planning process | Inadequate funding make it difficult to embark on research for effective planning of project execution | Lack of commitment and interest causes planning duties to be neglected in a project implementation | Lack of training and low experience make the planning team commit errors in clarity of roles and directions in the planning of project implementation |
| Monitoring | Movement for monitoring exercise becomes tiresome and less effective during rainy and windy weather | Poor condition of roads make monitoring visits to project site tiresome and irregular | Fear of political sanctions make it difficult to report facts of a monitoring exercise | Inadequate funds and materials hamper effective monitoring of projects | Lack of commitment and zeal causes monitoring exercise to be irregular | Lack of training and low experience makes the reporter less tactical in facts finding and reporting. |

Source: Field Survey, October, 2011

# CHAPTER FIVE

# SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSIONS.

## 5.1 Introductions

This chapter reports on the findings of the study. The findings are briefly discussed and interpreted in line with policy implication for development.

Recommendations for resolving identified problems are offered with the view to enhancing the management of project implementation for sustainable development.



## 5.2 Summary of Findings

The following observations were made with respect to the execution and management of project implementation at the District level. It is important for all stakeholders of project development to note the observations and seek for ways to improve on the execution and management of project implementation for a better Ghana.

### 5.2.1 Factors that Hamper Effective Management of Project Implementation

It was discovered from the survey that numerous bottlenecks militate against effective management of project implementation at the district level. These include resources and capacity constraints, inadequate participation of some stake holders, negative attitudes and influence of some actors and authorities and detractions of nature.

The effects of these bottlenecks on the management of project implementation are briefly discussed below.

#### 5.2.1.1 Resources and Capacity Constraints

It was revealed that the administrative structures and other actors of the District level could not achieve much success in the execution and management of projects due to challenges of resources and capacity constraints. Equipment and stationery for project management duties were found to be inadequate relative to demand and poor in condition. Computers, printers and other writing materials are woefully inadequate and do not function effectively. There were cases of shortages of vehicles and fuel required to

facilitate regular monitoring visits to construction sites to supervise work and make reports for prompt actions to be taken to avert unwanted situations.
The substructures and other actors even lack office accommodation and cannot afford to acquire them on their own.

Many of the household actors and some staff of the substructures lacked requisite management skills to contribute meaningfully in the management of project implementation.
The implication is that, resources and capacity constraints are threats to effective discharge of duties and consequently fuel the emergence of shoddy works, delays in completion and undue cost hikes in the implementation of projects.



5.2.1.2 Low Participation in the Activities of Managing Project Implementation.

The involvement of responsible actors, especially, staff of unit committees, SMCs, traditional authorities and members of households in the activities of managing the implementation of projects was found to be minimal. This situation was attributed, partly, to insufficient publications of information for the attention of all responsible actors.

The perpetuation of low and inactive participation of people from the grass root in the management of project implementation renders the policy of democratic Governance meaningless. Efforts are therefore, needed to rather empower and encourage all responsible persons in the District to participate and discharge their roles diligently in the management and execution of projects for the betterment of people's welfare.

5.2.1.3 Negative Attitudes and Influences.

It was made known that majority of people of the Community levels are unwilling to make sacrifices in promoting effective management and execution of public projects.

They however, leave the task for patriotic citizens, who are few to shoulder the load involved to get the management and execution of public projects to desirable ends.

On the other hand, people in control of affairs manipulate to allot chances to their favourites to participate while the less privileged and vulnerable are sidelined in the

management of project implementation. This practice violates the principle of rule of law and provisions of the public procurement act 2003(Act 663) which advocates for fairness, transparency and equal rights in the ownership and management of public property.

In some instances, workers and managers indulged in acts like absenteeism and lateness for duties, pilfering of materials and funds, nepotism, cheating and indolence in the management and execution of public projects. These attitudes retard progress and prolong the time of the project implementation.

There are occasional changes of people in political positions which eventually cause changes of interest and opinion in the focus of development. This endangers the smooth implementation of projects that are rolled over from previous regimes.

These negative attitudes and influences need to be checked in order to induce genuine, orderliness and loyalty in the management of project implementation to uphold communal interest for better Ghana.

5.2.1.4 Shortage of Funds

It was revealed that, shortage of funds is a serious problem which disrupts planned work, budget and quality targets in project execution and management. There have been shortages of funds emanating from delays in the release of funds by clients for contractors to execute projects within planned schedules. This culminated in delays of completion of some of the projects under studied.

5.2.1.5 Detractions from Nature

The contact of natural phenomenon is inevitable in the execution and management of physical projects. Nature influences the execution and management of physical projects in two dimensions:

Whereas sunshine, air and rainfall being elements of nature, are needed to facilitate some aspects of work in the implementation of physical projects, the excess of these factors causes destructions and retardations of work instead. In the events of heavy rain falls and storms, accidents and damages are caused to projects while further execution and monitoring activities are prevented. In case of excessive sunshine, heat poses health

problems workers while newly completed projects develop cracks, causing extra liabilities for contractors.

It is therefore important that, management and other actors in the implementation of physical projects appreciate the influence of nature and seek for precautions to minimize its negative impacts on project execution and management.

### 5.2.2: Opportunities for Effective Management of Project Implementation

Although scarcity of material resources is of grave worry in the District, there are ample opportunities for an enhanced management of project implementation.

The opportunities include the existence of able administrative structures like the District Assembly, Unit Committees, School Management Committees (SMCs), sector departments' and Assembly men/women. These groups of people among others are mediums through which project execution can be effectively supervised.

As discussed in chapter two, these groups of people are mandated by provisions of local Government instruments to act and oversee the implementation of projects in their areas of jurisdiction.

There is a balanced road network in the District which provides access to many communities. Actors can therefore use this opportunities to reach all communities to transact and supervise work of project execution.

The proximity of the District to Kumasi Metropolis is an opportunity for attracting competent people for project execution and management. As a peri-urban area, high quality professionals and experts are attracted for project execution and management. Moreover, there are financial institutions like Rural Banks, Bank for Housing and Construction, Ghana Commercial Banks and Agriculture Development Bank which can offer credit for project implementation and management.

There are sources for extracting raw materials needed for the construction of physical projects. These include forest for wood products and quarries for sand creates and chippings.

It therefore, requires efforts to harness these great opportunities to improve the execution and management of projects in the District.

### 5.2.3 Achievements in Project Implementation

Despite the threats of resources shortages amidst capacity deficiencies, the District has made success stories in project execution and management. It was revealed that management of the District Assembly has successfully implemented projects in the sectors of Water and Sanitation, Education and Commercial.

#### 5.2.3.1 Water and Sanitation

It was observed that, management of the District Assembly has completed and commissioned water and toilet projects for a number of communities including Hiau-Besease, Nkawie-Kuma and Fufuo. This has improved the welfare of citizens since portable water is now easily accessible and the incidence of water borne diseases contracted from the use of unwholesome water is reduced.

The KVIP toilet facility has relieved the students of the trouble of wondering about to attend to nature's calls in the bush where they are exposed to snake bites and other inconveniences. Construction of a similar toilet project was found to be at ground level at Fufuo D/A JHS with workers busy on site.

#### 5.2.3.2 Education

The kitchen for the School Feeding Programme at Kobeng Presby Primary and the 2 bed room semi–detached teachers quarters at Nerebehi were found to have been completed and put into use since the year 2008. In terms of impact on people's life, the kitchen is providing shelter for the preparation and serving of meals for pupils. This protects the meals against contamination and other poisonous objects from the weather.

The teachers' quarters is providing residential accommodation for teachers especially, the non-indigenous teachers. This has relieved the teachers of problems of searching to rent rooms in private houses where embarrassments like commanding and eventual evictions by landlords are inevitable. This has also helped to reduce lateness and absenteeism of teachers to school thereby maximizing the contact hours for pupils.

5.2.3.3 Commercial

The constructions of market stores at Neerbehi were found to have been completed since the year 2011.The stores provide spaces for traders to display wares for potential buyers to inspect and subscribe their needs. Indeed, the market is facilitating trading and other social activities in the community.

Traders are attracted from far and near to the community to undertake commercial activities. The influx of foreign traders has provided large market for farm products and reduces postharvest loses in the community.

Linkages between the Agriculture and commercial sectors are strengthened by the market and economic activities have become brisk thus creating job opportunities for the youth and other responsible citizens. The project is therefore contributing to reduce unemployment and enhance living standards in the community.

**5.3 Recommendations**

In view of the findings of the study, it is important to re-direct efforts towards improving the execution and management of projects in order to attain the objectives of project. The following recommendations are vital for strengthening the management of project implementation towards attaining a better Ghana.

5.3.1 Involvement of all Stakeholders in the Management of Project Implementation.

Efforts are expected by the District Assembly as the lead actor to encourage active participation of all concerned persons in the management of project implementation. As part of steps to achieving this need, information pertaining to the management of project implementation should be widely disseminated to the attention of all stakeholders for their necessary actions.

It is also important for all stakeholders to show co-operation and loyalty in the project implementation by willingly availing themselves for tasks in the execution and management processes.

### 5.3.2 Skills Enhancement Training

As part of measures to sharpen the skills of actors, interested but hardworking and disciplined citizens could be sponsored by the District Assembly to enroll in institutions of management studies like Ghana Institute of Management and Public Administration (GIMPA) and others to learn skills in project management for effective performance. Training programmes could also be organized by the District Assembly to educate all categories of actors on the appropriate techniques for managing the implementation of projects. It is expected of contractors to occasionally organize orientation to enlighten workers on the required techniques to use to attain quality work.



### 5.3.3 Provision of Logistics and Infrastructure.

Efforts to identify and supply the logistics needs of various actors will be of necessity for effective documentation and reporting of activities in project implementation. Logistics such as writing materials are to be constantly available in adequate quantities and quality to foster proper recording of day to day activities in project execution.

Equipment like computers and printers are to be available in good condition and adequate capacity to facilitate storage and retrieval of information about project execution and management. It is also necessary to provide a well furnished office for each of the different administrative structures in the respective communities, especially, the Unit Committees, Area Councils and SMCs to inspire effective desk work prior to and after field work.

### 5.3.4 Provision of Transport Facilities

The various administrative structures and individual actors require vehicles to move about to perform some assigned tasks in the execution and management of projects. It is expected that, at least a motor bike is allocated to each of the administrative units in the respective Communities while pick-ups are given to the staff of the Assembly and sector departments for purpose of monitoring the implementation of projects. There is the need for adequate fueling and proper maintenance of the vehicles to make them road worthy.

### 5.3.5 Conduct Regular Monitoring of Project Execution

Frequent visits to the sites of project construction to get acquaintance with output of work have to be taken in seriousness. In the course of such visits, management would assess and note shortfalls on work, problems faced by workers and the way forward to succeed in the project implementation. It requires committed contributions from the various decentralized bodies of the Assembly as well as traditional authorities and households to get project execution steered to desirable ends. Findings of monitoring activities should be communicated first in verbal to the immediate superior and a written report is completed later and disseminated to appropriate authorities. However, authorities of action need to be quick with interventions to address issues arising from the monitoring exercise for the smooth sailing of the project implementation.



### 5.3.6Supply of Funds

The Implementation of a Project cannot proceed well without the support of money. Adequate supply of money accelerates activities while shortages of money retard progress in the implementation of project. It is therefore important that money is allocated early enough and in sufficient quantity for project activities to proceed in a satisfactory manner.

Clients of projects should endeavour to make prompt payments to contractors upon receipt of approved certificates of work done to facilitate quick and quality execution of projects. Banks should grant concession on loans contracted for public projects in order to entice contractors to borrow money to pre-finance the execution of projects to avoid delays and inferior works.

The District Assembly, NGOs and Government could take the challenge to supply money for the funding of monitoring and other activities in the management of project implementation.

### 5.3.7 Avoid Negative Attitudes and Influences.

The implementation of projects could be steered to desirable ends if workers, citizens and stakeholders are disciplined and desist from unwanted practices such as corruption,

nepotism, political alignment, laziness, stealing, and lateness for duties. It requires all citizens and stakeholders to sacrifice their selfish interest and act fairly for the sake of public satisfaction in the management of project implementation if a better Ghana is to be attained. A committed and loyal workforce is vital for effective and efficient execution and management of projects.

As part of measures to lure people to practice acceptable attitudes in the management and execution of projects in the District, it is necessary to apply sanctions and rewards in appropriate situations. The sanctions to be used as deterrence of negative attitudes could include suspension from work as punishment for truancy and laziness; demotion in rank and reduction in salary as sanctions for stealing and fowl transactions; while payment for damages is charged for loses and waste of materials that emanate from ones carelessness and negligence of duty.

On the other hand, rewards as honour for good attitude could take the form of praises, award of certificates and prizes and recommendations for future opportunities and assignments.

### 5.3.8 Evaluation of Project Execution

Evaluation is very necessary for making fair judgment about the trend of events in project implementations. Evaluation of a project could be done during and after the execution.

During the execution, periodic inspections are conducted to test the orderliness and satisfaction of work done. Site meetings could also be organized to provide opportunities for the general public, especially beneficiaries and other stakeholders to share opinion in the judgment of a project implementation.

It is worth noting that, the judgment on the work done have to be based on the approved work design and the terms of agreement between the executing and the awarding bodies of the project. All unsatisfactory works attributable to shortcomings by the contractor are referred for re-execution on the accounts of the contractor.

In the passage of agreed time after completion of a project post evaluation could be conducted to test the condition of the structure and pass judgment in the light of warranty

agreement. If the warranty agreement is not fulfilled and should faults emanated before the elapse of the warranty period, the contractor is referred to do the corrections.

### 5.3.9 Cost Management

It is necessary to contain the cost involved in the implementation of a project at the barest minimum so as to reserve funds for the undertaking of other equally important projects. In pursuit of this need, it is recommendable to engage the lowest responsive bidder among others, to execute the project.

In the course of execution, periodic auditing of transactions should be carried out to attest that money and other resources are used for the intended purposes.

All suspected leakages of resources should be investigated to ascertain the causes and destinations and appropriate steps taken to curb the practice.

If possible, all transactions should be covered with valid receipts and invoices to facilitate future references and tracking of expenditure in the project implementation. All things being equal, it is prudent to spend within planned budget to avoid undue shortage.

### 5.3.10 Time Management

The undertaking of a project would be more meaningful and relevant in socio –economic development if it is implemented and completed on time. As such, the desired time for the execution and completion of a project need to be clearly established in the terms of agreement and the attention of the implementing agent is periodically called to this during monitoring visits to the construction sites.

As part of measures to be transparent in the time keeping, the contractor or implementing agent can draw a chart, indicating time schedules for the execution and completion of various pieces of work in the project implementation. A sample chart indicating time schedules for activities in a project's execution is illustrated in Figure 5.1 for adaption.

**Figure 5.1: Gantt Chart**

| Activity | Month | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Jan | Feb | Mar | April | May | June | July | Aug | Sept | Nov | Dec |
| 1. Execution | → | | | | | | | | | | |
| 2. Concrete | → | → | | | | | | | | | |
| 3. Block work | | | → | → | → | → | → | | | | |
| 4. Roofing and fixing doors and windows | | | | | | | | → | → | | |
| 5. Plastering | | | | | | | | | | → | |
| 6. Painting and decorations | | | | | | | | | | → | → |
| 7. Handing over | | | | | | | | | | | → |

Source: (Burke, 1993; 166)

Multiple copies of this activity chart could be produced and distributed to all stakeholders and workers to use in tracking progress of work in the project implementation. Any backlog of work detected should be reported immediately and efforts gathered to clear it fast for the project to be completed on time.

5.3.11. Quality Management

The design and implementation of project are prompted by socio-economic needs of society. For a project to adequately, fulfill its purpose in terms of functions the design need to be suitable and the execution measure up to the quality and capacity standards stated in the design. The quality management steps in the implementation of a project therefore begin from the designing stage where a professional architect should be engaged to design the project to suit the purpose and the environmental conditions.

In furtherance of steps to induce required quality standards of work in the execution of a project, a minimum period of one year post execution warranty assurance (defects liability period) is demanded from the contractor. About five percent of the total amount due the contractor is detained until the elapse of the defects liability period before that

remaining balance is paid to the contractor if defects are not found. If defects are found, the contractor is called to redo the inferior works or else the detained amount is used to engage a new person to redo the inferior works. There could also be regular (weekly) visits to project site in the course of the construction to inspect and satisfied that the right quantity and quality of materials are used with the preferred technology applied and scope of work adequately covered.

### 5.4 Conclusion



It has been revealed through the study that the implementations of projects need to be consciously managed in order to scoop desirable returns from the investments on projects.

A fact has been established that, there are potentials in the Atwima Nwabiagya District for managing the implementation of projects. These potentials include the existence of the District administrative structure and the decentralized sub-structures of the Assembly, Patriotic citizens, balanced road network that links many communities and local construction materials.

However, it has been discovered that, there are bottlenecks which impede the effective management of project implementation in the District. These include, capacity and resource constraints, inadequate funds, negative attitudes and influences and detractions from nature.

Interventions are required from appropriate authorities to combat the bottlenecks in a drive to improve on the execution and management of project implementation in the District. In view of this need, recommendations are offered to address the identified bottlenecks in order to enhance the management of project implementation in the District. It is hoped that, the output of this study will complement ideas from planners and policy makers to inspire effective management of project implementation for sustainable development and better Ghana.

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## APPENDIX ONE

## QUESTIONNAIRE FOR ADMINISTRATIVE STAFF OF THE DISTRICT ASSEMBLY

These instruments are designed to solicit views of the respondents on the management of project implementation in the District. The respondents are expected to read and provide appropriate answers to the questions.



A. GENERAL INFORMATION

1. Name of District:……..……
2. District capital:……..……
3. Date of Data collection:……..…
4. Position of Respondent:……..……
5. Highest Academic qualification of Respondent:……..…
6. Age of Respondent:……
7. Sex of Respondent Male [ ] Female[ ]

B. MANDATE OF THE DISTRICT ASSEMBLY TO MANAGE PROJECT IMPLEMENTATION

8. Does the District Assembly have legal Authority to manage the implementation of projects in the District?
   Yes [ ] No [ ]
9. If yes, specify:
   State the source of authority……
10. What structures are in place at the Assembly level to manage the implementation of projects in the District?
    a. DPCU [ ]
    b. Sector committees [ ]
    c. Assembly members [ ]
    d. Tender Board Committee [ ]
    e. Staff of sector departments and Agencies [ ]
    Others please specify:……
11. What management functions are undertaken at the Assembly level to ensure effective implementation of projects in the District?
    a. planning the implementation process [ ]
    b. organizing the implementation process [ ]
    c. directing activities in the execution process [ ]
    d. monitoring the implementation process [ ]
    e. evaluation of project impact and output [ ]
    Other, please specify:……
12. What key attributes is the Assembly concerned about in project execution?
    a. Scope of the project be adequately covered [ ]
    b. Completion of projects within schedule time [ ]

c. Quality execution of the project [ ]
d. Minimizing cost in project execution [ ]
e. Ability to achieve the objectives of the project [ ]
f. Ability to use the project to improve on the life of beneficiaries [ ]
Others, please specify……

C. PROJECT MANAGEMENT FUNCTIONS AT THE PRE – EXECUTION STAGE

**f. <u>Planning the Implementation Process</u>**

13. Is there a team in place at the Assembly level for planning the process of project implementation in the District?
Yes [ ] No [ ]
14. If yes, who are the members that constitute the project execution planning team at the Assembly level?
a. The District Coordinating Director [ ]
b. The District Works Engineer [ ]
c. The District Chief Executive [ ]
d. Representatives from:
- DPCU [ ]
- Sector committees [ ]
- Sector departments and Agencies [ ]

e. Presiding member [ ]
Others please specify:……
15. What challenges are faced by the team in relation to planning the project execution process?
……
……
16. What specific topics are dealt in the planning process of project execution
a. Setting the objectives [ ]
b. Determining the location of the project [ ]
c. Determining the scope of the project [ ]
d. Grouping and packaging activities to be carried in the execution process [ ]
e. Setting quality standards and time frames [ ]
Others please specify:……
17. What constraints are faced by the project execution planning team?
a. Lack of skilled personnel [ ]
b. Lack of logistics [ ]
c. Lack of office space [ ]
d. Lack of transport [ ]
e. Poor cooperation by beneficiary communities [ ]
f. Political forces [ ]
Others please specify

18. What measures are needed to promote desirable performance of duties in the planning of project execution?

a. Provide training to equip team members with requisite skills [ ]
b. Provide enough logistics [ ]

c. Sensitize community members on the need for planning in project execution [ ]
d. Provide adequate office space and equipment for the planning team [ ]
e. Motivation of team members [ ]
f. Supervision of the operations of the planning team [ ]
Others please specify:

19. What mechanism does the Assembly use to involve beneficiary communities and sectors in the planning of project execution?

a. Encouraging the participation of community and sector representatives in the planning process at the Assembly level [ ]
b. Visiting the community grounds to meet with chiefs and opinion leaders to plan for the project execution [ ]
Others please specify:
c. ……
d. ……
e. ……

D. PROJECT MANAGEMENT FUNCTIONS AT THE EXECUTION STAGE.

**i.Monitoring the Execution Process**

20. Is there a team in place at the Assembly level for monitoring the process of project execution? Yes [ ] No [ ]

21. If yes, who are the members that constitute the project monitoring team at the Assembly level?

a. Works Engineer [ ]
b. Planning Officer [ ]
c. DPCU members [ ]
d. Staff of sector Departments and Agencies [ ]
Others, please specify……...

22. Who leads the operation of the monitoring team at the Assembly levels?

a. Planning officer [ ]
b. Budget officer [ ]
c. Works Engineer [ ]
d. The Presiding member [ ]
Others please specify……

23. What duties are performed by the monitoring team in project execution?

a. Design the monitoring plan [ ]
b. Initiate the monitoring process [ ]
c. Visit project site to supervise and direct work proceedings [ ]
d. Recommend for the termination of project if necessary [ ]
e. Collate and summarize the findings of the monitoring exercise [ ]
f. And disseminate report on the findings of the monitoring exercise [ ]
Others please specify:……..

24. What are the difficulties faced by the monitoring team in its operations.

a. Lack of motivation [ ]
b. Lack of logistics [ ]
c. Lack of transport [ ]

d. Shortage of funds [ ]
e. Poor nature of access roads [ ]
Others please specify:……

25. What measures will enhance the work of the monitoring team?
a. Organize training course for the team [ ]
b. Provision of funds [ ]
c. Provision of means of transport [ ]

26. How many monitoring visits have the Assembly made to each of the following projects since inception?

| Town of location | Title of project | Actual No. of monitoring visits by the Assembly since inception | Expected No. of monitoring visits by the Assembly |
|---|---|---|---|
| Nkawie – Kuma | Rehabilitation and mechanization of well. | | |
| | Construction of a fire service station | | |
| Kobeng | Construction of CHPS compound | | |
| | Construction of kitchen, dining Hall, office and store for school feeding programme | | |
| Nerebehi | Construction of market stores | | |
| | Construction of 2-unit semi-detached teachers Quarters | | |
| Hiau - Besease | Construction of 1 no. 6-unit classroom block for Methodist primary | | |
| | Drilling of 1 borehole for the community | | |
| Fufuo | Construction of 4-unit classroom Block for Methodist primary | | |
| | Construction of 4-seater KVIP for Methodist primary | | |

27. What are the general execution lapses observed by the Assembly in the course of monitoring the implementation of these projects?
a. Work has come to stand still [ ]
b. Shoddy works were detected [ ]
c. Works lagged behind schedule times [ ]
Others please specify:……

28. How many years within the past five years, (2006 to 2010) has these lapses occurred in the execution of projects in the district?
a. Every year [ ]
b. One year [ ]
c. Two years [ ]
d. Three years [ ]

Other please specify:……

29. What factors are responsible for these lapses in the execution of projects in the district?

a. Insufficient funds in the coffers of contractors of the projects [ ]
b. Delays in the release of funds by sponsors for project execution [ ]
c. Failure to pay contractors/workers for work done [ ]
d. Lack of interest and commitment by government, politicians and stakeholders to execute some projects [ ]
e. Lack of peace and unity [ ]

Others please specify:……

30. What measures do you recommend for preventing the occurrence of these lapses in project execution?

a. ……
b. ……
c. ……

31. How can the Assembly involve Beneficiary community members in the monitoring of project execution?

a. Involve their Assembly members [ ]
b. Involve their unit committee members [ ]
c. Involve their SMCs members [ ]

Others please specify:……

**ii.Managing Information Flow in Project Execution**

32. What are the purposes of communication in project execution or management?

a. To disseminate information about project execution to stakeholders [ ]
b. To reveal errors in project execution [ ]
c. To give instructions to workers [ ]

Others please specify:……

33. What mechanisms are used by the Assembly to exchange information between various actors in project execution or management?

a. Meetings [ ]
b. Posters [ ]
c. Letters [ ]
d. Telephone [ ]

Others please specify:……

34. What are the challenges in the use of these mechanisms to disseminate information in project execution or management?

a. Ineffective postal system [ ]
b. Poor functioning of telephone networks [ ]

Others, please specify:……

35. How do these communication lapses affect project execution and management?

a. Delay in the receipt of vital information for project management [ ]
b. Delays in actions taken in project execution and management [ ]

Others, please specify:……

36. How do you manage these communication lapses to ensure effective dissemination of information in project execution?

a. ……
b. ……

**iii. Managing Time, Cost and Quality in Project Execution**.

- **Time Management**

37. What mechanisms are in place at the Assembly level for managing time in project execution?

a. ……
b. ……

38. What problems are involved in managing time in project execution?

a. ……
b. ……

49. What is the time (dates) for starting and completing of the following projects?

| Town of location | Title of project | Scheduled date for starting | Actual date of starting | Scheduled date for completion | Actual date of completion |
|---|---|---|---|---|---|
| Nkawie – Kuma | Rehabilitation and mechanization of well. | | | | |
| | Construction of a fire service station | | | | |
| Kobeng | Construction of CHPS compound | | | | |
| | Construction of kitchen, dining Hall, office and store for school feeding programme | | | | |
| Nerebehi | Construction of market stores | | | | |
| | Construction of 2-unit semi-detached teachers Quarters | | | | |
| Hiau - Besease | Construction of 1 no. 6-unit classroom block for Methodist primary | | | | |
| | Drilling of 1 borehole for the community | | | | |
| Fufuo | Construction of 4-unit classroom Block for Methodist primary | | | | |
| | Construction of 4-seater KVIP for Methodist primary | | | | |

40. What side effects does delays in project execution cause on each of the under mentioned parties?

| Type of party | Type of side effect caused |
|---|---|
| Client | |
| Beneficiary | |
| sponsor | |
| contractor | |
| | |

41. How do delays in the completion of project execution affect other programmes in the development agenda of the district?

……

What factors have caused the delays in the execution of the projects?

a. ……
b. ……
c. ……
d. ……

42. What other steps do you recommend for checking time in project execution?

a. ……
b. ……
c. ……

- **Cost management**

43. Does the Assembly have concern for containing cost within planned budgets in the execution of projects?

Yes [ ] No [ ]

44. What are the budgeted (planned) expenditure and actual expenditure in the following projects?

| Town of location | Title of project | Budgeted expenditure | Actual expenditure |
|---|---|---|---|
| Nkawie – Kuma | Rehabilitation and mechanization of well. | | |
| | Construction of a fire service station | | |
| Kobeng | Construction of CHPS compound | | |
| | Construction of kitchen, dining Hall, office and store for school feeding programme | | |
| Nerebehi | Construction of market stores | | |
| | Construction of 2-unit semi-detached teachers Quarters | | |
| Hiau - Besease | Construction of 1 no. 6-unit classroom block for Methodist primary | | |
| | Drilling of 1 borehole for the community | | |
| Fufuo | Construction of 4-unit classroom Block for Methodist primary | | |
| | Construction of 4-seater KVIP for Methodist primary | | |

45. Has cost in the execution of projects in the district been contained within planned budgets for the past five years (2006 – 2011)?

Yes [ ] No [ ]

46. If no, what factors are responsible for cost hikes in the execution of projects in the district?

a. ……
b. ……
c. ……

47. How do cost hikes in project execution affect:

i. The project in question?

……

ii. Other development projects and programmes in the district?

……

iii. The life of beneficiaries?

48. How does variability in the cost of project execution affect the following parties?

a. Client:……
b. Sponsor:……
c. Contractor:.....

49. What mechanisms do you recommend for checking cost hikes in project execution?

a. ……
b. ……
c. ……

d. ……

- **Quality management**

50. What quality short comings have you observed in the execution of the following projects?

| Town of location | Title of project | Type of short falls | | |
|---|---|---|---|---|
| | | Scope not fully covered | Improper functioning of project | Shoddy Work done |
| Nkawie – Kuma | Rehabilitation and mechanization of well. | | | |
| | Construction of a fire service station | | | |
| Kobeng | Construction of CHPS compound | | | |
| | Construction of kitchen, dining Hall, office and store for school feeding programme | | | |
| Nerebehi | Construction of market stores | | | |
| | Construction of 2-unit semi-detached teachers Quarters | | | |
| Hiau - Besease | Construction of 1 no. 6-unit classroom block for Methodist primary | | | |
| | Drilling of 1 borehole for the community | | | |
| Fufuo | Construction of 4-unit classroom Block for Methodist primary | | | |
| | Construction of 4-seater KVIP for Methodist primary | | | |

51. What are the various factors that have caused the identified quality shortfalls in the execution of the projects?

a. ……
b. ……

52. What side effects do shortfalls in the quality of project execution cause on the following parties?

| Type of party | Side effects caused by shortfalls in project quality |
|---|---|
| client | |
| beneficiaries | |
| sponsor | |
| contractor | |
| stakeholders | |

53. How do shortfalls in the quality of project execution affect other programmes in the development agenda of the district?

……

54. What measures do you recommend for enforcing quality in the execution of projects?

a. ……

b. ……

E. MANAGEMENT FUNCTIONS AT THE POST EXECUTION STAGE

**g. <u>Evaluation of project Execution</u>**

55. Have you carried evaluation of the execution of each project?

Yes [ ] No [ ]

56. If yes, what impact have the following projects made on the life of beneficiaries?



| Town of location | Title of project | Type of impact on the life of beneficiary |
|---|---|---|
| Nkawie – Kuma | Rehabilitation and mechanization of well. | |
| | Construction of a fire service station | |
| Kobeng | Construction of CHPS compound | |
| | Construction of kitchen, dining Hall, office and store for school feeding programme | |
| Nerebehi | Construction of market stores | |
| | Construction of 2-unit semi-detached teachers Quarters | |
| Hiau - Besease | Construction of 1 no. 6-unit classroom block for Methodist primary | |
| | Drilling of 1 borehole for the community | |
| Fufuo | Construction of 4-unit classroom Block for Methodist primary | |
| | Construction of 4-seater KVIP for Methodist primary | |

57. If no impacts have been made, what factors have caused that?

a. Because project has not reach its gestation stage [ ]

b. Because project is not suitable to the needs of the beneficiaries [ ]

c. Because project does not function well [ ]

58. What purpose does evaluation serve in project implementation?

a. Evaluation is used for measuring the extent of success or failure of a project [ ]

b. Evaluation is used for identifying errors in project implementation [ ]

c. Findings of evaluations are use as lessons for improvement in the execution of future projects [ ]

Others please specify:……

59. What mechanisms are in place for the involvement of beneficiary communities in project evaluation?

a. Organize public hearing in project communities [ ]
b. Give questionnaire for beneficiaries to complete [ ]
c. Organize site meetings [ ]
Others, please specify:……

60. What factors hamper effective evaluation of projects?
a. ……
b. ……

61. What factors will promote effective evaluation of projects?
a. ……
b. ……

F. RISK MANAGEMENT

62. Do you anticipate any risk affecting the implementation of the above mentioned projects?
Yes [ ] No [ ]

63. If yes, what are the expected source and type of risks likely to affect the smooth implementation of the projects?

| SOURCE OF RISK | DESCRIPTION OF RISK |
|---|---|
| 1. Environmental | i. Storm hitting roof [ ]<br>ii. Erosion hitting foundation [ ]<br>iii. flooding [ ]<br>others, please specify: |
| 2. Social | i. Ethnic conflict [ ]<br>ii. No cooperation by community [ ]<br>others, please specify: |
| 3. Political | I Change of administration [ ]<br>ii. Absence of political will [ ]<br>others, please, specify: |
| 4. Economic | i. Shortage of funds [ ]<br>ii. scarcity of raw materials [ ]<br>iii. inflation [ ]<br>vi. Shortage of foreign exchange [ ]<br>v. poor Banking network [ ]<br>others, please specify: |
| 5. infrastructure | i. Irregularities in power supply [ ]<br>ii. poor transport network [ ]<br>others, please specify: |

64. What steps do you recommend for managing the suspected risks in order for the implementation of the projects to progress smoothly?

| SOURCE OF RISK | MANAGEMENT MEASURES |
|---|---|
| 1. Social | i. Hold meetings with opinion leaders to discuss development matters<br>others, please specify: |
| 2. Political | i. Appeal to administrators and politicians for consent to the project<br>others, please, specify:<br>ii. |
| 3. Economic | i. Acquire materials in bulk and large qualities before starting project [ ]<br>ii. Do financial and other monetary transactions in urban centres ones every week<br>iii. |
| 4. Infrastructure | I Acquire a standby generator [ ]<br>ii. use strong vehicles that can withstand bad roads [ ]<br>iii. Engage messengers [ ]<br>others, please, specify: |
| 5.Evironmental | |

65. What problems can these projects cause on the Environment?

a. Polluting the environment with noise [ ]
b. Polluting the air with gas [ ]
c. Polluting the environment with waste [ ]
Others please, specify:

66. What measures can promote healthy and harmonious development of the environment and these projects?

a. Plant trees and flowers to protect the projects and beautify the environment [ ]
b. Include cost of environmental health measures in the budget of the projects [ ]
Others, please, specify:……

## APPENDIX TWO

## QUESTIONNAIRE FOR COMMUNITY MEMBERS

These instruments are designed to solicit views of the respondents on the management of project implementation in the District. The respondents are expected to read and provide appropriate answers to the questions.

A.GENERAL INFORMATION

1. Title of Project: ……..
2. Source of Funding:……
3. District of Location: ……
4. Town of Location:……
5. Date of Data Collection……
6. Position of Respondent……..
7. Highest Academic Qualification of Respondent……..
   a. BECE/MSLC b. SSCE C. HND d. NVTI e. Degree
   Others please specify
8. Age of Respondent……
9. Sex of Respondent: Male [ ] Female [ ]

A. ASSESSING COMMUNITY LEVEL STRUCTURECS FOR MANAGING PROJECT IMPLEMENTATION

10. What structures are in place at the community level for managing project implementation?
    a. Area councilors [ ]
    b. Assembly men [ ]
    c. Unit Committees [ ]
    d. SMCs [ ]
    e. WATSAN committee [ ]
    f. Staff of sector institutions [ ]
    g. Traditional Authority [ ]
    Others, please specify……
11. What are the functions of the community level structures in the execution and management of projects?
12. What measures are required to get the structures well staffed?
    a. ……
    b. ……
13. What constraints are faced by the community level structures in the discharge of their duties in the management of project execution?
    ……
    ……
14. What measures will empower the community level structures to be effective in the discharge of duties in the management of projects execution?
    a. In service training for staff [ ]

b. Incentive packages for hardworking officers [ ]
c. Enough legal support for actions of staff [ ]
Others please specify……

B. ASSESSING THE INVOLVEMENT OF COMMUNITY MEMBERS IN TAKING DECISIONS ABOUT PROJECT IMPLEMENTATION.

15. Are members of this community always given opportunities to participate in taking decisions about the execution or management of projects in this community for the past five years?
Yes [ ] No [ ]

16. What avenues are available for community members to participate in taking decisions about project implementation?
a. Site meetings [ ]
b. Board meetings [ ]
c. Suggestion Boxes [ ]
d. Public hearing [ ]
Others, please specify……

17. Have you been involved in taking decision about the implementation or management of this project?
Yes [ ] No [ ]

18. What stages of this project implementation have the community represented in taking decision?
a. Negotiating for adoption and approval of the project [ ]
b. Site location of the project [ ]
c. Planning the execution process of the project [ ]
Others please specify:

19. Who represented the community in taking the decisions about this project?
a. The Assembly man [ ]
b. The chief [ ]
c. The unit committee chairman [ ]
d. The area council chairman [ ]
e. The SMC chairman [ ]
Others, please, specify……

20. Were there site meetings organized for community members to share ideas with the managers and contractors during the execution of this project?
Yes [ ] No [ ]

21. If yes, how many site meetings have been held since the starting of this project?
a. 3
b. 4
c. 2
d. 1

22. At what stage of this project's execution was the first site meeting held?
a. Foundation stage [ ]
b. Window level [ ]
c. Lintel stage [ ]
d. Handing over stage [ ]
Others, please specify……

23. What were the concerns of community members about the execution of this project during the first site meetings?

a. Members endorsed available plans and ongoing work [ ]
b. Members disapprove of available plans and on going work [ ]
Others, please specify……

24. If disapproved, how did management and the contractor respond to the concerns of community members?

a. Corrections were effected before work continued [ ]
b. The concerns were ignored [ ]
Others, please specify……

25. At what stages were subsequent site meetings held?

a. Roofing stage [ ] b. Handing over stage [ ]
c. Commissioning stage [ ]
Others, please specify……

26. If completed, what comments were raised by community members about the project during the handing over site meeting?

a. Project well executed [ ] b. Project have defaults [ ]

27. If faults were detected, please state the type of faults…….

28. What actions were taken by the manager and contractor in response to the points raised by community members?

a. Re-do inferior work [ ]
b. Removed and replace inferior materials with correct ones [ ]
c. Re-polished inferior material and work [ ]
d. Ignored comments by community members [ ]
Others please specify……

C. ASSESSING THE OPINION AND INVOLVEMENT OF COMMUNITY MEMBERS IN THE MONITORING OF PROJECT EXECUTION

29. How does the community get involved in the monitoring of project implementation?

a. Through voluntary exercise by staff of the available structures [ ]
b. Through volunteer exercise by Households [ ]
c. Through an elected team for monitoring [ ]
Others please specify:……

30. If an elected monitoring team is in place, who leads the operations of the team?

a. Assembly man [ ]
b. Area council chairman [ ]
c. The chief of the Community [ ]
d. Unit Committee Chairman [ ]
e. SMC chairman [ ]
Others……

30. What are the specific functions of the community monitoring team or units?

a. Visit project site to inspect work [ ]
b. Prompt and direct workers on how pieces of work should be done [ ]
c. Report on progress of work to appropriate authorities [ ]
Others please specify:……

31. What factors hamper effective operations of the community monitoring team or units?

a. Shortage of logistics [ ]
b. Lack of motivation [ ]
c. Poor cooperation from project contractors [ ]
d. Limited legal support for activities of the team [ ]
e. Lack of transport facilities [ ]
f. Ineffectiveness of the team leader [ ]

Others please specify:……

32. What measures will ensure effective operations of the community monitoring team or units?

a. Provide training for team members on the techniques of monitoring [ ]
b. Provide adequate legal support for activities of community monitoring team [ ]
c. Provide enough logistics for the monitoring activities [ ]

Others please specify:……

33. Does staff of sector agencies and departments conduct monitoring visits to their respective sector projects site in this community?

Yes [ ] No [ ]

34. If yes, what is the frequency of visit by the respective sector staff to this project site since its inception?

a. Four times [ ]
b. Two times [ ]
c. More than four times [ ]

35. Does staff of the District Assembly conduct monitoring visits to this project site?

Yes [ ] No [ ]

36. If yes, how many monitoring visits has staff from the Assembly made to this project site since its inception?

a. Two times [ ]
b. Three times [ ]
c. Four times [ ]
d. More than four [ ]

37. Are there invitations for representation of the community in the monitoring visits of the Assembly staff at the project sites?

Yes [ ] No [ ]

38. If yes, who usually represent the community in the monitoring visits of the Assembly staff at the project site?

a. Assembly man [ ]
b. The chief [ ]
c. The community monitoring team leader [ ]

Others please specify:……

39. How often does the contractor or works foreman visit the project site to supervise workers?

a. Regular [ ]:

(i) Daily
(ii) Twice or more per week

b. Not regular [ ]:
(i) Once a week
(ii) Once a month

40. If not regular, what are the causes of irregular visit by the contractor or works foreman to supervise the execution of this project?

a. ……
b. ……
c. ……



41. How does poor supervision by staff of the Assembly and sector agencies affect the execution of projects in this community?

a. ……
b. ……
c. ……

42. What effects does irregular visits and poor supervision by the contractor or works foreman have on the execution of this project?

a. ……
b. ……
c. ……

43. If regular, what effects does the regular visit by the contractor have on the execution of this project?

a. ……
b. ……
c. ……

ASSESSING THE OPINION OF COMMUNITY MEMBERS ON TIME MANAGEMENT IN PROJECT EXECUTION.

43. Do you have concern for timely completion of the execution of this project?
Yes[ ] No [ ]

44. If yes, what time (date) did you target for this project to complete?
Scheduled date for completion:……

45. Does the execution of this project completed within your expected time for it?
Yes [ ] No [ ]

46. If no, how long has it gone beyond your expected time for it?

a. One month beyond [ ]
b. Two months beyond [ ]
c. One year beyond [ ]
Other, please specify:……

47. How does the delay in completion of this project affect people's life in this community?

a. ……
b. ……

c. ……

48. What factors have caused the delay in completion of this project?
    a. ……
    b. ……
    c. ……
49. What measures can prevent future problems of delays on completion of projects execution in this community?
    a. ……
    b. ……
    c. ……

39. ASSESSING THE OPINION OF COMMUNITY MEMBERS ON QUALITY MANAGEMENT IN PROJECT EXECUTION.

50. Do you have concern for quality in the execution of this project?
    Yes [ ] No[ ]
51. If yes, what quality targets do you expect in this project?
    a. Scope fully covered [ ]
    b. Good work done [ ]
    c. Proper functioning of the project [ ]
    Other please specify:……
52. Has the work done in this project measure up to your expected quality standard?
    Yes [ ] No [ ]
53. If no, what are the quality shortfalls of this project?
    a. Scope not adequately covered [ ]
    b. Substandard of work done [ ]
    c. Improper functioning of project[ ]
    Other please specify:……
54. What factors have caused the quality shortfalls in this project?
    a. The use of unqualified personnel [ ]
    b. Corrupt attitude of workers [ ]
    c. Weak supervision of workers by the contractor [ ]
    Others please specify:……
55. How do the quality shortfalls of this project affect life in this community?
    a. ……
    b. ……
56. What measures will prevent the reoccurrence of these quality shortfalls in future projects?
    a. ……
    b. ……
    c. ……

ASSESSING THE OPINION OF COMMUNITY MEMEBERS ON THEMANAGMENT OF COST IN PROJECT EXECUTION

57. Do you have concern for cost minimization in the execution of projects in this community?
    Yes [ ] No [ ]
58. If yes, has cost in the execution of projects in this community been contained within planned budget in the past five years(2006 to 2011)
    Yes [ ] No [ ]
59. If no, what factors are responsible for cost hikes in the execution of projects in this community?
60. How do cost hikes in project execution affect :
    i. Other development projects and programmes in this community?
    ……
    ii. The life of beneficiaries?……
61. What mechanisms do you recommend for checking cost hikes in the execution of projects in this community?
    a. ……
    b. ……
    c. ……

40. EVALUATING THE EXECUTION OF PROJECT THROUGH COMMUNITY MEMBERS

62. Is this project a felt need in this community? Yes [ ] No [ ]
63. If yes, what purposes does this project intend to serve in this community?
    a. ……
    b. ……
    c. ……
64. Has this project adequately addressed its intended purpose in this community?
    Yes [ ] No [ ]
65. If no, what are the short comings of this project?
    a. Inadequate capacity of project to meet demand [ ]
    b. Poor functioning of project [ ]
    c. Frequent breaks in functioning project [ ]
    Others please specify:……
66. How do the short comings of this project affect life in this community?
    ……
67. What factors have caused the identified short comings in service delivery of this project?
    a. Large population size that put pressure on project [ ]
    b. Project is not properly executed [ ]
    c. Inadequate funding to sustain the proper functioning of project [ ]
    d. Lack of proper maintenance of project [ ]
    Others please specify:……..
68. What measures are needed to make this project function satisfactorily?
    a. ……
    b. ……
    c. ……

41. ASSESSING THE OPINION OF COMMUNITY MEMBERS ON THE INFLUENCE OF MISCELLANEOUS FACTORS IN PROJECT EXECUTION AND MANAGEMENT.

69. What is the distance of this community from the District capital?
    a. Less than kilometer [ ]
    b. 5 kilometres[ ]
    c. I5 kilometres[ ]
    d. 20 kilometres[ ]
    e. 30 kilometres or more [ ]
70. What is the nature of road linking this community to other parts of the District?
    a. Tar [ ]
    b. Gravel but good [ ]
    c. Earth and bad [ ]
71. How does the long distance and bad nature of road affect the management of projects in this community?
    a. Delays in attending to project [ ]
    b. Reluctance of managers to visit project site [ ]
    c. High cost involved to manage project [ ]
    Others please specify:……
72. What is the current population size of this community?
    ……
73. How many of the population are:
    Male…….. Female ……
74. What impact do the current population size and gender components have on the functioning and management of this project?
    a. ……
    b……
    c……

75. What is the dominant occupation in this community?
    ……
76. What other major occupations are found in this community?
    a. ……
    b. ……
    c. ……
    d. ……

77. How do the occupations of the people affect the execution and management of this project and other public projects in the community?
    a. ……
    b. ……
    c. ……
78. Are there disputes over the execution or management of this project?
    Yes [ ] No [ ]
79. If yes what type of disputes are involved?
    a. Dispute over the ownership of project[ ]

b. Dispute over site of project[ ]
c. Dispute over control of project [ ]
Other please specify:……..
How do the disputes affect the execution or management of this project?
a. Lack of unity in the execution or maintenance of project [ ]
b. Suspension of project execution or operation [ ]
c. Malfunctioning of project [ ]
Other please specify:…….....

80. What steps are required to reduce conflicts in the execution or management of this project?
a. ……
b. ……
c. ……



81. What other factors can affect the execution or management of this project?
a. Unfavourable weather conditions [ ]
b. Diseases and insect infections [ ]
Other please specify:……

## APPENDIX THREE

## QUESTIONNAIRE FOR STAFF OF SECTOR AGENCIES AND DEPARTMENTS

These instruments are designed to solicit views of the respondents on the management of project implementation in the District. The respondents are expected to read and provide appropriate answers to the questions.



A. GENERAL INFORMATION

1. Name of District…….
2. Name of Department/Agency: ……
3. Town of Location……...
4. Date of Data Collection……..
5. Position of Respondent……
6. Highest Academic Qualification of Respondent……
7. Age of Respondent……
8. Sex of Respondent: male [ ] Female [ ]

A. ASSESSING THE MANAGEMENT DUTIES OF STAFF OF SECTOR AGENCIES AND DEPARTMENTS AT THE PRE-EXECUTIONS STAGE OF PROJECT IMPLEMENTATION

**i. Planning the Implementation Process**:

9. Does your outfit play any role in planning the process of project implementation?
10. Yes [ ] No [ ]
11. If yes, what avenues are in place for your outfit to involve in the planning process of project implementation?
    a. Board meetings at the Assembly level [ ]
    b. Procurement committee meetings at the department level [ ]
    c. Durbar with traditional leaders at the community level [ ]
    Others please specify:……
12. What specific duties does your outfit undertake in the planning process of project execution?
    a. Negotiation for initiation of project [ ]
    b. Designing of scope of projects [ ]
    c. Directing site location of projects [ ]
    d. Giving technical advice on the choice of activities to adopt in the execution process [ ]
    Others, please specify:……
13. What factors hamper the effective participation of your sector in planning of project implementation?
    a. Inadequate funds [ ]

b. Inadequate logistics [ ]
c. Political forces [ ]
d. Lack of skilled personnel [ ]
e. Poor coordination between departments or institutions [ ]
Others please specify:……

14. How do lapses in the planning process affect the success of project execution and management?
    a. Lack of focus in the execution process [ ]
    b. Inappropriate sitting of projects [ ]
    c. Project scope and quality may not meet desired targets [ ]
    Others, please specify:……
15. What measures are required to promote effective planning of project implementation?
    ……

B. ASSESSING THE MANAGEMENT DUTIES OF STAFF OF SECTOR AGENCIES AND DEPARTMENTS AT THE ACTUAL EXECUTION STAGE OF PROJECT IMPLEMENTATION.

**i. Monitoring the Implementation Process**

16. Does your outfit undertake monitoring of project implementation?
    Yes [ ] No [ ]
17. If yes what specific tasks does your outfit undertake in the monitoring process of project implementation?
    a. Visit project site to supervise work [ ]
    b. Workers register their presence at project site with a representative from your outfit [ ]

    Others please specify:……

18. How many monitoring visits has your outfit made to the sites of the following projects under your sector since their inception?

| Name of sector | Town of location | Title of project | Total No. of monitoring visits to site | Status of work in the last visit |
|---|---|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | | Eg. Completed, ongoing or standstill |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | | |
| Health | Kobeng | Construction of CHPS compound | | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | | |
| | Hiau -Besease | Drilling of 1 borehole for the community | | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | | |
| Security | Nkawie - Kuma | Construction of a fire service station | | |
| Economic | Nerebehi | Construction of market stores | | |

19. Does your outfit produce reports on the activities of monitoring of project execution?
    Yes [ ] No [ ]
20. If yes, what information about the project do you report on?
    a. Level of progress [ ]
    b. Errors in the execution [ ]
    c. Factors that hamper progress [ ]
    Others please specify:……
21. Who are the target audience of the project monitoring reports that are generated at your outfit?
    a. Sponsors of the project [ ]
    b. Higher management authority [ ]
    c. Beneficiaries [ ]
    Others please specify:……
    What are the relevance of monitoring reports in the execution and management of project implementation?
    a. ……
    b. ……
    c. ……
22. What factors militate against effective monitoring of project implementation by your sector?
    ……

23. What measures are required to promote effective monitoring of projects in your sector?

……

**ii. Managing Time in the Implementation process**

24. Does your outfit have concern for timely completion of work in project implementation?
    Yes [ ] No [ ]
25. If yes, what mechanism does your outfit use to check time of activities in project execution under your sector?
    a. Visit project site to mark scheduled works that has been covered using activity matrix or simple activity calendar [ ]
    b. Listen to grievances from beneficiaries [ ]
    Others please specify:……
26. Who prepares the project execution time checking devices for your outfit?
    a. Accountant [ ]
    b. Budget officer [ ]
    c. Head of Department [ ]
    d. Planning officer [ ]
    e. Secretary of the monitoring team in your outfit [ ]
    f. Borrow from external source [ ]
    Others please specify:……
27. How many years within the past five years, (2006 to 2011), have you recorded delays in completion of project execution under your sector?
    a. Every year within the given five years [ ]
    b. Three years out of the five years range [ ]
    c. Two years out of the five years range [ ]
    Others, please specify:……

28. How long have the following projects under your sector delayed beyond their expected completion time?

| Name of sector | Town of location | Title of project | No. of years delayed: | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Five or more | Four | Three | Two | One | Less than one |
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | | | | | | |
| | Nerebehi | Construction of 2-unit semi-detached teachers quarters | | | | | | |
| | Hiau - Besease | Construction of 1no. 6-unit classroom block for Methodist primary | | | | | | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | | | | | | |
| Health | Kobeng | Construction of CHPS compound | | | | | | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | | | | | | |
| | Hiau - Besease | Drilling of 1 borehole for the community | | | | | | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | | | | | | |
| Security | Nkawie - Kuma | Construction of a fire service station | | | | | | |
| Commercial | Nerebehi | Construction of market stores | | | | | | |

29. What factors have caused the delays in completion of the affected projects?

| Name of sector | Town of location | Title of project | Causes for delays |
|---|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | |
| Health | Kobeng | Construction of CHPS compound | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | |
| | Hiau -Besease | Drilling of 1 borehole for the community | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | |
| Security | Nkawie - Kuma | Construction of a fire service station | |
| Commercial | Nerebehi | Construction of market stores | |

30. What effects does delays in completion of the execution of the projects under your sector have on:-
    (i) Service delivery in your sector?
        a. ……
        b. ……
        c. ……
        d. ……
    (ii) The life of beneficiaries of the projects?
        a. ……
        b. ……
        c. ……
31. What measures do you recommend for reducing the incidence of delays in project execution under your sector?
    a. ……
    b. ……
    c. ……

**iii. Managing Quality in project Implementation**

32. Does your outfit have concern for quality in the execution of projects under your sector?
    Yes [ ] No [ ]
33. If yes, what are the quality targets in the execution of the following projects under your sector?

| Name of sector | Town of location | Title of project |
|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary |
| Health | Kobeng | Construction of CHPS compound |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well |
| | Hiau -Besease | Drilling of 1 borehole for the community |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary |
| Security | Nkawie - Kuma | Construction of a fire service station |
| Commercial | Nerebehi | Construction of market stores |

a. Scope to be adequately covered [ ]
b. Works to be properly executed [ ]
c. Adequate functioning of project [ ]
Others please specify……

34. Does the execution of the above projects under your sector measure up to the target quality standards? Yes [ ] No [ ]
35. If no, what are the types of quality shortfalls identified with the affected projects, under your sector?
    a. Poor quality of work done [ ]
    b. Scope not adequately covered [ ]
    c. Improper functioning of parts or entire project [ ]
    Others please specify:……
36. What factors have caused the quality shortfalls in the execution of the affected projects under your sector?
    a. Use of unqualified personnel [ ]
    b. Use of inferior material [ ]
    c. Corrupt attitude of workers [ ]
    Others, please specify:……
37. How does poor quality in the execution of projects under your sector affect:
    (i) The service delivery by your sector?

    ……

    ……

    (ii) The life of project beneficiaries?

    ……
38. What measures do you recommend for curbing the incidence of poor quality in the execution of projects under your sector?
    a. ……
    b. ……
    c.

**iv. Managing Cost In Project Execution**

39. Does your outfit have concern for containing cost within planned budgets in the execution of projects under your sector?

Yes [ ] No [ ]

40. If yes, has cost in the execution of projects under your sector been contained within planned budget in the past five years (2006 to 2010)?

Yes [ ] No [ ]

41. If no, what factors are responsible for cost hikes in the execution of projects under your sector? ……

42. How do cost hikes in the execution of projects affect :

i. The project in question?.....

ii.Other development projects and programmes under your sector?.....

……

iii.The life of beneficiaries?.....

iv. The contractor?.....

43. What mechanisms do you recommend for checking cost hikes in the execution of projects under your sector?

C. ASSESSING THE OPINION OF STAFF OF SECTOR AGENCIES AND DEPARTMENT IN THE EVALUATION OF PROJECT IMPLEMENTATION.

44. What needs do the following projects under your sector stand to address in the communities?

| Name of sector | Town of location | Title of project | Target needs to address |
|---|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | |
| Health | Kobeng | Construction of CHPS compound | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | |
| | Hiau -Besease | Drilling of 1 borehole for the community | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | |
| Security | Nkawie - Kuma | Construction of a fire service station | |
| Commercial | Nerebehi | Construction of market stores | |

45. How far have the following projects under your sector addressed their intended purposes in the communities for which they have been established?

| Name of sector | Town of location | Title of project | Level of Responses to Needs of community | | |
|---|---|---|---|---|---|
| | | | adequately | partially | Not at all |
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | | | |
| | Nerebehi | Construction of 2-unit semi-detached teachers quarters | | | |
| | Hiau - Besease | Construction of 1no. 6-unit classroom block for Methodist primary | | | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | | | |
| Health<br><br>Water & sanitation | Kobeng<br><br>Nkawie - Kuma | Construction of CHPS compound Rehabilitation and mechanization of well | | | |
| | Hiau - Besease | Drilling of 1 borehole for the community | | | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | | | |
| Security | Nkawie - Kuma | Construction of a fire service station | | | |
| Commercial | Nerebehi | Construction of market stores | | | |

46. If not adequate, what factors have caused the inability of projects under your sector to function adequately for their intended purposes in the communities?
    a. ……
    b. ……
    c. ……
47. What measures are needed to make projects under your sector function up to expectation?
    a. ……
    b. ……

## APPENDIX FOUR

## QUESTIONNAIRE FOR STAFF OF SUBCOMMITTEES OF THE DISTRICT ASSEMBLY

These instruments are designed to solicit views of the respondents on the management of project implementation in the District. The respondents are expected to read and provide appropriate answers to the questions.

A. GENERAL INFORMATION



1. Name of District……
2. Name of Unit/Committee……..……..
3. Town of Location…….
4. Date of Data Collection……..……
5. Position of Respondent……
6. Highest academic Qualification of Respondent……
7. Age of Respondent……
8. Sex of Respondent: male [ ] Female [ ]

B. ASSESSING THE MANAGEMENT DUTIES OF STAFF OF UNITS AND COMMITEES OF THE DISTRICT ASSEMBLY AT THE PRE-EXECUTION STAGE OF PROJECT IMPLEMENTATION

**i.Planning the Implementation Process:**

9. Does your outfit play any role in planning the process of project implementation?
   Yes [ ] No [ ]
10. If yes, what avenues are in place for your outfit to involve in the planning process of project implementation?
    a. Board meetings at the Assembly level [ ]
    b. Public hearing [ ]
    c. Procurement committee meetings at the department level [ ]
    d. Durbar with traditional leaders at the community level [ ]
    Others please specify:……
11. What specific duties does your outfit undertake in the planning process of project execution?
    a. Negotiation for initiation of project [ ]
    b. Designing of scope of projects [ ]
    c. Directing site location of projects [ ]
    d. Giving technical advice on the choice of activities to adopt in the execution process [ ]
    Others, please specify:……

12. What factors hamper the effective planning of project implementation?
    a. Inadequate funds [ ]
    b. Inadequate logistics [ ]
    c. Political forces [ ]
    d. Lack of skilled personnel [ ]
    e. Poor coordination between departments [ ]

    Others please specify:……
13. How do lapses in the planning process affect the success of project execution and management?
    a. Lack of focus in the execution process [ ]
    b. Inappropriate sitting of projects [ ]
    c. Project quality may not meet desired targets [ ]

    Others, please specify:……
    What measures are required to enhance the planning of project implementation?
    ……



C. ASSESSING THE MANAGEMENT DUTIES OF STAFF OF UNITS AND COMMITEES OF THE DISTRICT ASSEMBLY AT THE ACTUAL EXECUTION STAGE OF PROJECT IMPLEMENTATION.

**ii. Monitoring the Implementation Process**

14. Does your outfit undertake monitoring of project implementation?
    Yes [ ] No [ ]
15. If yes what specific tasks does your outfit undertake in the monitoring process of project implementation?……
16. How many monitoring visits has your outfit made to the sites of the following projects since their inception?

| Name of sector | Town of location | Title of project | Total No. of monitoring visits to site | Current situation on work progress |
|---|---|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | | Eg. Completed, ongoing or standstill |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | | |
| Health | Kobeng | Construction of CHPS compound | | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | | |
| | Hiau -Besease | Drilling of 1 borehole for the community | | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | | |
| Security | Nkawie - Kuma | Construction of a fire service station | | |
| Commercial | Nerebehi | Construction of market stores | | |

17. Does your outfit produce reports on the activities of monitoring of project execution?
    Yes [ ] No [ ]
18. If yes, what information about the project do you report on?
    a. Level of progress [ ]
    b. Errors in the execution [ ]
    c. Factors that hamper progress [ ]
    Others please specify:……
19. Who are the target audience of the project monitoring reports that are generated from your outfit?
    a. Sponsors of the project [ ]
    b. Higher management authority in the district assembly [ ]
    c. Project beneficiaries [ ]
    d. Stakeholders [ ]
    Others please specify:…….
20. What are the relevance of monitoring reports in the execution and management of project implementation?
    a. ……
    b. ……
    c. ……
21. What factors militate against effective monitoring of project implementation?
    a. ……
    b. ……

**iii. Managing Time in the project Implementation process**

22. Does your outfit have concern for timely completion of work in project implementation?
    Yes [ ] No [ ]
23. If yes, what mechanism does your outfit use to estimate the time of completion of activities in the execution of projects?
    a. Activity matrix or simple activity calendar [ ]
    b. Assurance by contractor [ ]
    c. Bar chart [ ]
    Others please specify:…
24. Who prepares the project execution time checking devices for your outfit?
    a. Accountant [ ]
    b. Budget officer [ ]
    c. Head of Department [ ]
    d. Planning officer [ ]
    e. Secretary of the monitoring team in your outfit [ ]
    f. Borrow from external source [ ]
    Others please specify:……
25. How many years within the past five years, (2006 to 2011), have your outfit recorded delays in completion of project execution in the district?
    a. Every year within the given five years [ ]
    b. Three years out of the five years range [ ]
    c. Two years out of the five years range [ ]
    Others, please specify:…….

26. How long have the following projects delayed beyond their expected completion time

| Name of sector | Town of location | Title of project | No. of years delayed: | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | Five or more | Four | Three | Two | One | Less than one |
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | | | | | | |
| | Nerebehi | Construction of 2-unit semi-detached teachers quarters | | | | | | |
| | Hiau - Besease | Construction of 1no. 6-unit classroom block for Methodist primary | | | | | | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | | | | | | |
| Health | Kobeng | Construction of CHPS compound | | | | | | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | | | | | | |
| | Hiau - Besease | Drilling of 1 borehole for the community | | | | | | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | | | | | | |
| Security | Nkawie - Kuma | Construction of a fire service station | | | | | | |
| Commercial | Nerebehi | Construction of market stores | | | | | | |

27. What factors have caused the delays in completion of the affected projects?

| Name of sector | Town of location | Title of project | Causes for delays |
|---|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | |
| Health | Kobeng | Construction of CHPS compound | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | |
| | Hiau -Besease | Drilling of 1 borehole for the community | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | |
| Security | Nkawie - Kuma | Construction of a fire service station | |
| Commercial | Nerebehi | Construction of market stores | |

28. How does delays in completion of project execution affect:-
   i. Other programmes in the development agenda of the district?
      a……
      b……
      c……
      d……
   ii. The life of beneficiaries of the projects?
      a. ……
      b……
      c……
      .

29. What measures do you recommend for reducing the incidence of delays in project execution in the district?
      a……
      b……
      c……
      d…….....

**iv. Managing Quality in project Implementation**

30. Does your outfit have concern for quality in the execution of projects in the district?

Yes [ ] No [ ]

31. If yes, what are the quality targets in the execution of the following projects?

| Name of sector | Town of location | Title of project |
|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters |
| | Hiau –Besease | Construction of 1no. 6-unit classroom block for Methodist primary |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary |
| Health | Kobeng | Construction of CHPS compound |
| Water & sanitation | Nkawie – Kuma | Rehabilitation and mechanization of well |
| | Hiau –Besease | Drilling of 1 borehole for the community |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary |
| Security | Nkawie – Kuma | Construction of a fire service station |
| Commercial | Nerebehi | Construction of market stores |

a. Scope to be adequately covered [ ]
b. Works to be properly executed [ ]
c. Adequate functioning of project [ ]
Others please specify……

32. Does the execution of the above projects measure up to the target quality standards? Yes [ ] No [ ]
33. If no, what are the types of quality shortfalls identified with the affected projects?
a. Poor quality of work done [ ]
b. Scope not adequately covered [ ]
c. Improper functioning of parts or entire project [ ]
Others please specify:……
34. What factors have caused the quality shortfalls in the execution of the affected projects?
a. Use of unqualified personnel [ ]
b. Use of inferior material [ ]
c. Corrupt attitude of workers [ ]
Others, please specify:……
35. How does poor quality in the execution of projects affect:
i. Other programmes in the development agenda of the district?
a. ……
b. ……
ii. The life of project beneficiaries?
a. ……..
b. ……
36. What measures will reduce the incidence of poor quality in the execution of projects in the district?……

**V. Managing Cost In Project Execution**

37. Does your outfit have concern for containing cost within planned budgets in the execution of projects in the district?
Yes [ ] No [ ]

38. If yes, has cost in the execution of projects in the district been contained within planned budgets in the past five years (2006 to 2010)?
    Yes [ ] No [ ]
39. If no, what factors are responsible for cost hikes in the execution of projects in the district?
    a. ……
    b. ……
    c. ……
40. What mechanisms do you recommend for checking cost hikes in the execution of projects in the district?
    a. ……
    b. ……
    c. ……
    d. ……
41. How do cost hikes in project execution affect :
    i. The project in question?……
    ii. Other development projects and programmes in the district?……
    iii. The life of beneficiaries?……
    iv. The contractor?……

D. ASSESSING THE OPINION OF STAFF OF UNITS AND COMMITEES OF THE DISTRICT ASSEMBLY IN THE EVALUATION OF PROJECT IMPLEMENTATION.

42. What needs do the following projects stand to address in the communities?

| Name of sector | Town of location | Title of project | Target needs to address |
|---|---|---|---|
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | |
| Health | Kobeng | Construction of CHPS compound | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | |
| | Hiau -Besease | Drilling of 1 borehole for the community | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | |
| Security | Nkawie - Kuma | Construction of a fire service station | |
| Commercial | Nerebehi | Construction of market stores | |

43. How far have the following projects addressed their intended purposes in the communities for which they have been established?

| Name of sector | Town of location | Title of project | Level of Responses to Needs of community | | |
|---|---|---|---|---|---|
| | | | adequately | partially | Not at all |
| Education | Kobeng | Construction of kitchen, dining hall, office and store for school feeding programme | | | |
| | Nerebehi | Construction of 2- unit semi-detached teachers quarters | | | |
| | Hiau -Besease | Construction of 1no. 6-unit classroom block for Methodist primary | | | |
| | Fufuo | Construction of 4-unit classroom block for Methodist primary | | | |
| Health | Kobeng | Construction of CHPS compound | | | |
| Water & sanitation | Nkawie - Kuma | Rehabilitation and mechanization of well | | | |
| | Hiau -Besease | Drilling of 1 borehole for the community | | | |
| | Fufuo | Construction of 4 seater KVIP for Methodist primary | | | |
| Security | Nkawie - Kuma | Construction of a fire service station | | | |
| Commercial | Nerebehi | Construction of market stores | | | |

44. If not adequate, what factors have caused the inability of the projects to function up to their intended purposes in community?
    a. ……
    b. ……
    c. ……
    d. ……
45. What measures are needed to make the projects function up to expectation?
    a. ……
    b. ……

## APPENDIX FIVE

## QUESTIONNAIRE FOR PROJECT LEVEL MANAGERS

## (CONTRACTORS AND WORKS FOREMEN).

These instruments are designed to solicit views of the respondents on the management of project implementation in the District. The respondents are expected to read and provide appropriate answers to the questions.

A. GENERAL INFORMATION



1. Title of Project: ……
2. Source of Funding:……
3. District of Location: ……
4. Town of location: ……
5. Date of Data Collection:……
6. Position of Respondent:……
7. Highest Academic Qualification of Respondent
   a. B.E.CE/MSLC b. SSCE C. NVTI e. Degree……
   Others, specify
8. Age of Respondent:……..
9. Sex of Respondent:……..

A. KEY ROLES AND RESPONSIBILITIES

10. What are your specific duties in the implementation of this project?
    a. Designing of its structure and work content [ ]
    b. Organizing for its execution [ ]
    c. Directing or instructing workers in its implementation process [ ]
    d. Controlling or monitoring the progress of work [ ]
    Others, please, specify:……..
11. What challenges do you face in performing your expected duties in the implementation of this project?
    a. Time constraints [ ]
    b. Logistics constraints [ ]
    c. Poor co-operation from friends, colleagues, the public etc. [ ]
    Others please specify:…….
12. What measures are needed to enhance your work in project execution or management?
    a. ……
    b. ……

B. DELEGATION OF DUTIES

13. Has there been delegation of some duties to other people in the execution of this project? Yes[ ] No [ ]
14. If yes, who assigned the delegated duties to other persons in the execution of this project?

……

15. What categories of manpower have been engaged to perform various duties in the execution of this project?

| TYPE OF MANPOWER ENGAGED | SPECIFIC DUTIES TO PERFORM |
|---|---|
| a. Works foreman | a. Supervise workers on the project |
| b. Labourers | b. i) Assemble and carry materials<br>ii) clean tools after work |
| c. Manson | c. i) construct walls, drains etc<br>ii) plaster walls |
| d. Artisans | d. paint and decorate the building |
| e. Carpenter | e. roof and fix windows and doors |
| f. Store keeper | f. to keep stock of materials and issue them to needy workers |
| g. Accountant | g. i) receiving and releasing funds meant for the project<br>ii) keep records on the financial transactions on the project |
| h. Driver | h. transport materials and personnel to and from project site |
| Others, please specify: | |
| i. …… | i. …….. |
| j. …… | j. ……. |
| k. …… | k. ……. |
| l. …… | l. …….. |

16. What are the professional qualifications of each type of manpower engaged with respect to their job areas?
17. What are the general short comings exhibited by workers in the execution of duties in this project?
    a. Lack of commitments to duties [ ]
    b. Lateness to duties [ ]
    c. Improper execution of duties [ ]
    d. Misappropriation of materials and funds [ ]
    Others please specify:……
18. What are the reasons for the commitment of the identified short comings by workers in the execution of this project?
    a. Lack of motivation packages for workers [ ]
    b. Irregular or late payment of wages [ ]
    c. Weak supervision [ ]
    Others please specify:……
19. What measures are required to make workers put up good attitudes in the execution of projects?
    a. ……
    b. ……
    c. ……

C. COST MANAGEMENT

20. Do you prepare budget estimates for the activities in the implementation of this project?
    Yes [ ] No [ ]
21. If yes, who prepares the budget estimates for the activities?
    a. Contractor [ ]
    b. Consultant [ ]
    c. Project accountant [ ]
    Others, please, specify:……..
22. What was the total approved budget figure for this project?
    GH¢:……
23. Was the actual expenditure on this project within the budgeted figure or higher than the budgeted figure?
    ……
    ……
24. If higher, where is the excess expenditure coming from?
    a. Direct cost:
       i) Material cost [ ]
       ii ) salaries for workers [ ]
    b. Indirect cost:
       i) lubrication oil [ ]
       ii) Stationery [ ]
       iii) indirect labour cost:
       x supervision[ ]
       x storekeeper wages [ ]
       iv) indirect expenses:
       x rent [ ]
       x insurance [ ]
25. In which ways do cost hikes in the execution of projects affect:
    i. The contractor?……
    ii. The sponsor?……
    iii. The beneficiaries?……
26. What factors caused the expenditure to be higher than the budgeted figures for these items?
    a. ……
    b. ……
27. What steps do you recommend for controlling expenditure to be within planned budget?
    a. ……
    b. ……

D. TIME MANAGEMENT

28. Do you have time schedules for activities in the implementation of this project?
29. If yes, who prepared the time schedules?
    a. Consultant [ ]
    b. Contractor [ ]
    c. Works foreman [ ]

d. Beneficiaries [ ]
e. Tender board committee [ ]
f. Works engineer [ ]
Others please specify:…….

30. What was the start and finish time for this project?
    a. Start:……
    b. Finish:……
31. Were the activities executed within scheduled time? Yes[ ] No [ ]
32. If no, which activities were delayed beyond their schedule time?
    a. Blocks molding [ ]
    b. Foundation making [ ]
    c. Construction of walls [ ]
    d. Roofing [ ]
    e. Craft and artisan works [ ]
    Others, please specify:……..
33. In which ways do delays in the completion of a project affect your annual programme of actions?
    a. ……
    b. ……

34. What factors cause the activities to be delayed beyond schedule time?
    a. Shortage of funds [ ]
    b. Late release of funds [ ]
    c. Scarcity of raw materials [ ]
    d. Work over load [ ]
    e. Influence from weather or environment [ ]
    f. Political interference [ ]
    Please specify:……
    g. Health matters [ ]
    h. Lack of peace in the community [ ]
    Other, please specify:……
35. What steps do you recommend for controlling project activities to move within time schedules?
    a. Set daily targets for workers to accomplish [ ]
    b. Frequent supervision of workers [ ]
    c. Motivations for workers who complete jobs on or before scheduled time [ ]
    Others please specify:

E. QUALITY MANAGEMENT

36. Do you have target quality standards for project performance to comply with?
    Yes [ ] No [ ]
37. If yes, who set the standards
    a. Client [ ]
    b. Consultant [ ]
    c. Works foreman [ ]
    d. Contractor [ ]

e. Works engineer [ ]
Others please specify:

38. What were the quality standards for this project?
    a. Completed, decorated and well furnished [ ]
    b. Scope of project adequately covered [ ]
    c. Proper functioning of project [ ]
    Others please specify:…….
39. Does the quality of this project conform adequately with these standards?
    Yes [ ] No [ ]
40. If no, what are the deviations?
    a. ……
    b. ……
41. In which ways do deviations in the quality of a project affect your business?
42. What factors have caused the deviations in the quality of this project?
    a. Use of unsuitable materials [ ]
    b. Use of unqualified personnel [ ]
    c. Influence of weather[ ]
    Others please, specify:……..
43. What steps do you think can get project quality to measure up to standards?
    a. Use suitable materials [ ]
    b. Engage experts for various works/activities in the project [ ]
    c. Follow the drawings and designs of the project format [ ]
    Others please specify:

F. RISK MANAGEMENT

44. Do you anticipate any risk affecting the implementation of this project?
    Yes [ ] No [ ]
45. If yes, what is the expected source and type of risks likely to affect the smooth implementation of this project?

| SOURCE OF RISK | DESCRIPTION OF RISK |
|---|---|
| 1. Environmental | i. Storm hitting roof [ ]<br>ii. Erosion hitting foundation [ ]<br>iii. flooding [ ]<br>others, please specify: |
| 2. Social | i. Ethnic conflict [ ]<br>ii. No cooperation by community [ ]<br>others, please specify: |
| 3. Political | I Change of administration [ ]<br>ii. Absence of political will [ ]<br>others, please, specify: |
| 4. Economic | i. Shortage of funds [ ]<br>ii. scarcity of raw materials [ ]<br>iii. inflation [ ]<br>vi. Shortage of foreign exchange [ ]<br>v. poor Banking network [ ]<br>others, please specify: |
| 5. Infrastructure | i. Irregularities in power supply [ ]<br>ii. poor transport network [ ]<br>others, please specify |

46. What steps can you use to manage the situations in question 41 in order for the project implementation to progress smoothly?

| SOURCE OF RISK | MANAGEMENT MEASURES |
|---|---|
| 1. Social | i. Hold meetings with opinion leaders to discuss development matters<br>others, please specify: |
| 2. Political | i. Appeal to administrators and politicians for consent to the project<br>others, please, specify |
| 3. Economic | i. Acquire materials in bulk and large qualities before starting project [ ]<br>ii. Do financial and other monetary transactions in urban centres ones every week |
| 4. Infrastructure | i. Acquire a standby generator [ ]<br>ii. use strong vehicles that can withstand bad roads [ ]<br>iii. Engage messengers [ ]<br>others, please, specify: |
| 5. Environmental | |

47. What problems can this project cause on the Environment?
    a. Polluting the environment with noise [ ]
    b. Polluting the air with gas [ ]
    c. Polluting the environment with waste [ ]
    Others please, specify:……
48. What measures can promote healthy and harmonious development of the environment and this project?
    a. Plant trees and flowers to protect the project and beautify the environment [ ]
    b. Include cost of environmental health measures in the budget of the project [ ]
    Others, please, specify:

G. COMMUNITY INVOLVEMENT IN THE PROJECT EXECUTION AND MANAGEMENT

49. What avenues are available for community members to participate in taking decisions about project implementation?
    a. Site meetings [ ]
    b. Board meetings [ ]
    c. Suggestion Boxes [ ]
    d. Public hearing [ ]
    Others, please specify……
50. What stages of this project implementation have the community represented in taking decision?
    a. Negotiating for adoption and approval of the project [ ]
    b. Site location of the project [ ]
    c. Planning the execution process of the project [ ]
    Others please specify: ……

51. Who represented the community in taking the decisions about this project?
    a. The Assembly man [ ]
    b. The chief [ ]
    c. The unit committee chairman [ ]
    d. The area council chairman [ ]
    e. The SMC chairman [ ]
    Others, please, specify…….
52. Were there site meetings organized for community members to share ideas with the managers and contractors on the execution of this project?
    Yes [ ] No [ ]
53. If yes, how many site meetings have been held since the starting of this project?
    a. 3 c. 2
    b. 4 d. 1
54. At what stage of this project's execution was the first site meeting held?
    a. Foundation stage [ ]
    b. Window level [ ]
    c. Lintel stage [ ]
    d. Handing over stage [ ]
    Others, please specify……...
55. What were the concerns of community members about the execution of this project during the first site meetings?
    a. Members endorsed available plans and ongoing work [ ]
    b. Members disapprove of available plans and on going work [ ]
    Others, please specify……..
56. If disapproved, how did management and the contractor respond to the concerns of community members?
    a. Corrections were effected before work continued [ ]
    b. The concerns were ignored [ ]
    Others, please specify……..
57. At what stages were subsequent site meetings held?
    a. Roofing stage [ ]
    b. Handing over stage [ ]
    c. Commissioning stage [ ]
    Others, please specify……..
58. If completed, what comments were raised by community members about the project during the handing over site meeting?
    a. Project well executed [ ]
    b. Project have defaults [ ]
59. If faults were detected, please state the type of faults:……
60. What actions were taken by the manager and contractor in response to the points raised by community members?
    a. Re-do inferior work [ ]
    b. Removed and replace inferior materials with correct ones [ ]
    c. Re-polished inferior material and work [ ]
    d. Ignored comments by community members [ ]
    Others please specify…….