

The Influence Of Traditional Leaders On Project Success, A Case Study On Some Selected
Projects In The Ga East Municipality In The Greater Accra Region

By:

Donyinah Job

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DECLARATION

I hereby declare this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis

DONYINAH JOB (PG5330018)

Signature:..... Date:.....

Name of Student and ID

Certified by:

MR. AYIREBI DANSO

Signature:..... Date.....

Name of Supervisor

Certified by:

Name of Head of Department

Signature:..... Date.....

ABSTRACT

Leadership under the local government have had approaches for delivering projects, with traditional leadership acting as a key institution in building developmental projects. Traditional leadership as it stands, is the foundation of governance to most people as it is more accessible and better understood. Project success as the results for organization's change in achieving efficiency. Traditional leadership are generally classified as ethnic or cultural, whose authority has to do with power and therefore is unavoidably political. Traditional leadership contribution to project success is in respect to human and material resources (land acquisition) organized to undertake a project within a specific cost and time constraint, so as to achieve beneficial change defined by quantitative and qualitative objectives. The local government Act (2016), Section 144 (1) has enabled Metropolitan, Municipal and District Assemblies (MMDA's) as part of the decentralization process to be the only authority to raise revenue either locally or transferred from the central government in pursuing development needs of citizenry at the local level. Most MMDAs in Ghana are not up-and-doing in equal resource distribution to communities due to traditional leadership trait determining the total performance of project implementation therefore, the study in emphasizing on the influence of traditional leadership in project success.

The study adopted the quantitative approach and descriptive research design to investigate the problem. A convenience sampling technique was used to select a total sample size of thirty six (36) questions (responses) attained from the employees of the Assembly, Honorable Members (Assembly Members) and chiefs of the Ga East Municipality. The results of the study unveiled that respondents are aware and have knowledge about the Assembly ensuring project delivery to the communities. The findings noted that traditional leadership have great influence on project success in constituting crucial resources into projects. This result in low quality and standard of projects leading to diminishing credibility and projects being abandoned. This to a large extent shows that the Assembly needs to empower itself in collaborating with traditional leaders in ensuring and promoting developmental projects in meeting the need of the people.

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DEDICATION

This project is dedicated to the Almighty God for his guidance, wisdom and knowledge, and to my family whose productive efforts, support and encouragement motivated me to dispatch this project work successfully.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations are in great need and are continually responding to competitive environment by utilizing innovative ideas and procedures to enhance project performance. Leadership according to Ahmmed (2014), is related with strong and complete personal identification, the formation of a common vision for the future, and an affiliation between leaders and followers based on the trade of rewards for fulfillments. Rad, (2006) in quantifying this, noted leadership to be all about putting visualizing, enabling and stimulating, and refreshing the employees into practices.

Leadership over the years, have been engaged as a new effective approach for project delivery, with traditional leadership acting as a key institution around which Ghanaian society could build its developmental projects. Traditional leaders in recent times, have been engaged in helping provide development through the land acquisitions and sensitizing their people on the essence of their participation in ensuring development as a strategy for maintaining their relevance, retaining power and earning a living Taabazuing et al., (2013). Traditional authorities' leadership trait in Ghana, mostly determine the total performance of a construction project Fumme, (2016), and have the critical responsibility for bringing a project to a successful completion. The effective management of project stakeholders in addressing their needs, is considered as important key to project success resulting in a great impact on projects financial plan and schedule Olomolaiye & Chiniyo, (2010).

The traditional authority's decisions on key issues concerning projects delivery reflect not only on their wishes, but also using obligations to use their resources, wealth and power at their disposal for the welfare of the entire community Arthur and Dawda, (2015). In Ghana, traditional institutions remain a very significant element in society which cannot be ignored.

They are considered to have an essential role in helping produce structures that add to productivity in sustaining economic growth and quality of life. The productivity of involving such people (traditional authorities), directly affects processes of planning, scheduling, and controlling in construction project carried out by the Assembly, which in turn have an effect on the quality of the project and the time it takes to complete it. This has caused many projects either being abandoned or not been successful in its implementation.

The Ga East Municipal Assembly is one of the Assemblies carved out of the Ga West Municipal

Assembly in the year 2004 and has several infrastructural challenges to address in order to meet the demanding growth of the municipality. Most projects being carried out in view of this, have not been successful as a result of some traditional authorities' being a hindrance in obtaining projects accomplishment.

1.2 Statement of the Problem

A firm decision on project development directed towards a common good and meeting the needs of the whole community or citizenry is necessary so as to avoid discrimination, the feeling of a sense of insecurity, social and political marginalization which have impeded and distorted the country's social, economic, cultural and political development and have served as a source of conflict and instability Dokurugu, (2011). Projects implementation however, has a poor record of stakeholder management in the past decades due to the uncertainty traditional leadership Loosemore, (2006). This problem include insufficient engagement of stakeholders, project managers having unclear objectives of the stakeholder management, and poor communication with stakeholders Pouloudi and Whitley (1997); Loosemore (2006); Bourne and Walker (2006); Rowlinson and Cheung, (2008).

The traditional system that remains the centre of decision-making and allocation of resources is principally not adhered to. Traditional authorities are very influential in Ghana's governance system and are often not consulted before projects do take off. Assembly's decision or political influence on projects to be undertaken fail to engage the traditional leadership including the community to know their needs for developmental projects but instead, impose the decided projects to the locality. The Central government or the Assembly in doing this, take advantage of some traditional leader's ignorance. This makes the traditional authorities or leaders not feeling belonging as part of the project stakeholders and therefore decide to refuse the release of land for the project implementation, as it's of no benefit to them as they are seen as the custodian of land according to customary law. Negotiation in delaying projects also occur due to further discussion on their refusal on the compensation to be given leading to project failure and loss of money to the organization.

The inability to distinguish leadership style and correspondence that ought to convey passionate arrangement in virtual situation projects brings about unsuccessful projects and antagonistically influence execution of corporate vital objectives and targets Goodbody, (2005).

This phenomenon of improper stakeholder's management on projects execution at Ga East Municipal Assembly, turns out to be more resulting in incurring additional costs than necessary for projects in the form of delay.

1.3 Research Aim / Objective

1.3.1 Aim

The research is aimed at examining the influence of traditional leaders on project success.

1.3.2 Specific Objectives

- i. Identify the level of influence of traditional leaders on project success.
- ii. Identify the effects of the involvement of traditional leaders in the planning and implementation of Gema projects
- iii. Enumerate strategies to adopt in ensuring project success.

1.4 Research Questions

Government entities including the Assemblies are expected to carry out work that is value for money.

The question been asked by the research is;

- i. Why do the Assembly decide not to involve traditional leaders in the planning process of the assembly?
- ii. What are the effects of non-involvement of traditional leaders during project planning?
- iii. What strategies can be adopted to ensure traditional leaders are involved in projects?

1.5 Significance of the Study

The importance of this research is to enumerate project delivery using the traditional leadership style to improve actual project success. Finding the gap of this study incorporate only traditional leadership style of project implementation that could have some practical implications to the case study organization (Ga East Municipal Assembly). The result of this study would enable the Municipal Assembly to better understand the existence and the need to involve traditional leaders as part of project stakeholders to national development. The

result is therefore aimed to develop a new knowledge which adds to the existing literature on project success for MMDA's with traditional leadership influence considered. The recommendations will assist decision makers (government, the Assemblies, the indigenous people) to facilitate, consult so as to implement projects to encourage development. It would also increase the knowledge base of the researcher in the practice or role that traditional leaders play in Ghana towards projects delivery. It is envisaged that this research will potentially open up new directions that will assist in future research.

1.6 Scope and Limitation

The is confined only to get the first-hand knowledge in Ga East Municipal Assembly (GEMA) in the Greater Accra Region of Ghana using previous projects that could not be executed as a result of traditional leadership influence. This is in view of the frequent projects failure in the Assembly.

Data collection will be conducted only from the top level, middle level staff who are part of projects documentation and implementation at GEMA. The study would not address other methods such as the qualitative method through which data could have been used as the study's methodology.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Governance in Ghana is said to be based on a dual system as it pertains in most parts of Africa, with the traditional systems date back to pre-colonial times and is still cherished and dependent on by about 90% of Ghanaians, both urban and rural Linder, (2007). Governance entails defining an organization's mission and to establish its policies and control mechanisms to allocate power, determine decision making processes, establish organizational culture, and set up procedures for performing specific tasks Bevir, (2012). Traditional leadership role with project success is not only inevitable, it is often desirable. The role of traditional leaders are therefore very important for the development and economic growth of every country. Traditional leaders with the authority and control, have a historical influence on projects. Such authority and control entail monitoring, contributing and supervising developmental activities.

Traditional leadership influence in developmental projects is seen as a major problem that affects the productivity on construction sites. This can occur for a large number of reasons. The general reasons which account for the persistence of underdeveloped economies and social services in developing countries have been laid down by contemporary writers drawn from different theories with the role played by traditional leaders. Some reasons or causes are related to the various types of uncertainty associated with activities before and during the construction process implementation. This study determines the causes of causes of traditional influence on project implementation and its effects on project success or performance on Ga East Municipal Assembly (GEMA) within Greater Accra Region.

2.2 Traditional Leadership Concept

Clarke, (2007); Sapre, (2002) has propounded that, leadership does entails looking at the direction that an organization is taking. People in contemporary society in respect to Dipholo et. al, (2005) view, demand and expect a sound leadership that is effective, efficient and responsive to the needs of the people, and are constantly challenged to get things right on one hand and to do the right things. Leadership as defined by Xiong, (2008) the art of influencing others to achieve desired results by setting a vision and giving directions. Richman, (2006) on the other hand, consider a leader to be a person who sees something that needs to be done, knows that they can help make it happen, and gets started. Schermerhorn, (2002) also defined leadership as the process of inspiring others to work hard to accomplish important tasks.

Views from Ubink, (2007) concept on traditional leadership (chieftaincy), are acutely relevant since African governments, international institutions and donor countries are displaying a renewed interest in chieftaincy. Whereas many post-independence African governments according to Kyed and Buur, (2005), saw chiefs as impediments to modernization and nation building and tried to curtail their role in local government and national politics. Traditional leadership particularly in Africa, are often associated to the governance of indigenous people who reside in the rural settings Dipholo et. al, (2005). According to Logan (2008), the institution of traditional leaders and its procedures of governance is not only a simple form of government, but also a more accessible better understood, and a more participatory one since, it is closer to the subjects than any other system of government. Traditional leadership as it stands, is the foundation of governance to most people (Dokurugu, 2011), and it is one of the oldest institutions in the entire African continent that has been the embodiment of unity, solidarity, hope, fortitude, and tradition is the chieftaincy institution. The traditional leadership institution Odotei, (2010) existed during colonial rule and has continued after independence. The history of the traditional institution

Hafis-Deen (2016), grouped into three major era i.e. pre-colonial, colonial and postcolonial. In the pre-colonial period Dankwa (2004), a traditional leader was somebody who in accordance with custom had been nominated, elected, enstooled or enskinned as a chief or as the case may be appointed and installed as such. Baku (2003) explained that, the institution of traditional leadership arose out of the natural instinct for self and community preservation Hafis-Deen, (2016). The traditional leaders are still seen as embodying governmental authority, because of the legacy of colonial Indirect Rule policies. Traditional leaders were a major element in colonial government Crook, (2005), both at the local level and in central institutions. The roots of traditional authority are generally ethnic and or cultural, and do not dilute the fact that authority has to do with power and therefore is unavoidably political Dokurugu, (2011). The institution of traditional leadership according to Dipholo, (2002), is noted as the structure that the local people identify most with and thus acknowledge their leadership role. Traditional leaders as defined by Acemoglu et al, (2013) are people who come from one of the ruling families and recognized by the central government. In the same vein, Dokurugu (2011) stated traditional leadership as such, refers to an institution or power that is received and handed down or over from generation to generation. Individuals recognized as traditional leaders Kwame, (2012) are elected or selected in line with the custom and recognized by the central government to possess authority and perform duties derived from tradition or assigned by the government within a specified locality. Traditional leader as Cheka (2008) perceived, is from the perspective of legitimacy; whereby acceptance of the right to rule is based on tradition or custom. The term traditional leader Awedoba, (2003) refers to the office and the institution of which the chief is the principal operator and stakeholder. Every society in this world Senjonyo, (2004) is traditional in as much as it maintains and cherishes values, practices, outlooks and institutions bequeathed to it by previous generations.

Traditional leadership (Chieftaincy) is one of the most enduring traditional institutions of Ghana and has displayed remarkable resilience from pre-colonial through colonial and post-colonial times Hafis-Deen, (2016). The author in furtherance, noted traditional leadership to be a historical relic and an enduring part of our heritage as Ghanaians with African dignity and identity. Ray (2003) moreover, admonished traditional governance system to be an age-old method by which the Indigenous people administered their own affairs prior to and after the advent of the Europeans into the region of modern Ghana. The 1992 constitution of Ghana has defined a chief as a person, who, hailing from the appropriate family and lineage has been validly nominated, elected or selected, and enstooled, enskinned or installed as a chief or queen mother in accordance with the relevant customary law and usage Dokurugu, (2011). The Chieftaincy Act, (1961) has in it that, a chief is an individual who has been nominated, elected and installed as a chief in accordance with customary law and is recognized as a chief by the Minister responsible for local Government as well as the people Ibrahim, (2011). They are often referred to as Ohene (Akan), Fia (Ewe), Mantse (Ga), Naa (Dagaaba/Wale). The chieftaincy Institutions are headed by traditional rulers who are appointed and installed by the king makers (Morton, 2016). Ghana's traditional leadership structure is a hierarchy. At the base is the clan head (Abusuapannin). Sitting above the clan head is the village or town chief, also known in some of the Akan dialects as the Odikuro, literally the owner of the village or the town. The next in the hierarchy is the Omanhene or the paramount chief, usually the traditional leader at the district level (Asumadu, (2006).

Traditional leadership is prominent and visible form of political system among all the ethnic groups in Ghana. However, the history of traditional leadership in Ghana is not uniform as it differs from society to society Hafis-Deen, (2016). Traditional leadership often known as Chieftaincy in Ghana is based on the kinship system and the chief is mostly selected from either the maternal or paternal lineages. The traditional leader is mostly seen as the first

citizen of the village, town or state as the case may and considered as the source of power and authority because he is regarded as representing the founding fathers of the community Hafis-Deen, (2016). Traditional leaders may comprise among other things the following: the personnel holding offices such as chiefs, queen mothers, council and staff, ritual symbols, such as shrines and other objects, the emblems of office such as stools, skins regalia, crowns, gowns, and staffs such as the linguist staff, swords and various paraphernalia. Properties were sometimes attached to the office such as land and in some cases each incumbent was expected by his or her good management to add to the stock of wealth belonging to the office. They have a definite tenure of office which is normally backed by constitutional requirement Hafis-Deen, (2016). Traditional leaders with Mwiru, (2015) view, are chosen democratically to act relatively autonomously from other levels of government, and some are governed by leaders imposed from above and represent central authorities. Traditional leadership is a contested and a highly political institution, because of its associations with authority and power Crook, (2005), and as a result of its politicization by successive governments and parties. Ndlela, (2007: 34) maintains that the traditional authority system remained strong during protectorate rule and was transferred into the new independent state. Similarly to other African states, Botswana's new range of national political parties used the traditional structures as a vehicle for political mobilization more particularly the institution of kgotla, a Tswana name meaning the public meeting in the village. Rampele, (2011: 5) is also critical towards autocratic traditional leaders which often serve to hinder the development especially of women. All institutions including traditional leadership should undergo change constantly or face the risk of fading into oblivion Reddy & Mkala, (2008).

2.3 The Role of Traditional Leadership

Many literature have been developed in the field of traditional leadership role as well as policy formulation and implementation with regard to project development. The office of traditional authorities has been transformed as it has performed various functions back from the pre-colonial era through the colonial period to the present Ray, (2003). In the work of Kendie and Guri (2007), throughout the world, culture has been stated to be one of the institutions that enforce the rules, norms and values of the people, because the authority and structure of these institutions are clearly defined and this is also applicable to the traditional institutions in Ghana. The status and autonomy of traditional leaders in remaining as a significant force, is guaranteed under the 1992 Constitution Crook, (2005). Traditional leadership role, was diluted to serve the interest of colonial administrators (Rathbone, (2000); Boafo-Arthur (2006). Role of the traditional leaders is very important in this modern society. Traditional leaders play the role according to Hafis-Deen, (2016), as a mechanism for maintaining peace and development at the local level. The traditional leadership institution also offer advice to government on matters relating to chieftaincy and customary matters and are able to hold the community together. In furtherance, Morton (2016) stated the traditional leaders as part of role unite and create harmony to keep their people together in their various chiefdoms. It is through the leadership of traditional authorities that unity and the country's cultural values are sustained.

The involvement of traditional leaders in Ghana from Kendie and Guri, (2007) view point, help promote economic development features prominently. Community development from Mwiru, (2015) point of view, highlights self-help, the democratic process, and local leadership in community revitalization. Hafis-Deen, (2016) established again in his research that, traditional leaders indeed serve as a focal point for mobilizing people for communal development and also acts as a link between the local people and the central government.

Kendie and Guri, (2007) opines to it that, the traditional leaders are indeed important conduits for internal mobilization and sustenance for local level development. Morton, (2016) in addition, have acknowledged chiefs to serve as custodians of land belonging to the community. Traditional lands are therefore, held in trust for the people by the chiefs. So they have the power to determine how it is used but must follow time tested traditionally laid down procedures. Control over land is one major role played by traditional leaders. Most land holders in Ghana hold land through forms of customary tenure, access to, and use of, land is still controlled or managed by the traditional leaders Crook, (2005). This is highly significant in peri-urban and commercial farming areas. Traditional leaders work to ensure this by contributing in diverse ways and by welcoming investment opportunities into their communities. Communal spirit has always been a major characteristic of communities that are under the ruler-ship of visionary leaders Nutakor, (2013). Traditional leadership as an instrument of development, mobilize their subjects to initiate development projects and to execute them, sometimes, through communal labour. The chiefs are able to construct foot-bridges, markets, community health facilities, police stations, using the same model Morton, (2016). In accordance Nutakor (2013) have stated that, traditional leaders throughout the ages, have played a critical role in the development of society by serving as a steady, guiding force for societal progress.

Traditional leaders undertake the cultural leadership role in embodying deep cultural values and practices, such as the cult of ancestors, fertility of the land, taboos, festivals Crook, (2005). The role of traditional leaders in the past, was to lead people to war, to defend, protect and extend their territories Hafis-Deen, (2016). They perform rituals to cleanse the blackened stools so as to solicit the assistance of the ancestral forces for the peace, prosperity and progress of the individual and the state. The material progress of a community, and the maintenance of its peace and unity, are seen as the principal role of a traditional leader. This

is embodied, where a community is united, in the chief's role as symbolic leader and patron of development, youth or hometown associations (Crook, 2005). A number of authors Englebort, (2002); Ubink, (2008) have observed that governments work with traditional leaders to administer services and resolve disputes. The main functions of traditional leaders according to Kleist (2011), include dispute settlement, codification of customary law, arrangement of ceremonies and festivals, organization of communal labour and promotion of socioeconomic development. Decisions in communities regarding peace keeping, conflict resolution and matters that relate to social issues such as health, community welfare and many others are often placed under the guidance of traditional authorities at the local level Nutakor, (2013). The role of traditional leaders Dipholo et al, (2005), in the postcolonial era is to administer justice through customary courts, settle disputes in their villages and arranging tribal ceremonies. Mafema & Tshishonga, (2012: 124) argue that traditional leadership is vital especially in protecting traditions, customs and cultures from the negative influence of Western culture. Morton, (2016) cited with disputes settlement between parties in their communities to restore peace. This makes chiefs not to find their way to the modern courts.

Traditional leaders as an institution from Hafis-Deen, (2016) view point, provides a renewed sense of belonging as well as being a powerful agent of social cohesion and harmony. They as well function in performing religious, administrative, legislative, judicial, social and economic role in maintaining law and order for peace to and development to reign Odotei & Awedoba, (2000). Traditional leadership play a role of serving as a medium for the expression of social, political, religious and to some extent, economic authority Gyampo, (2008). He further in his research, noted them to be a force to reckon with in the rural areas where the bulk of Ghanaians reside and have served as uniting forces in mobilizing the people for several communal activities. Dipholo et al, (2005) mentioned that one of the most

important functions of traditional leaders during precolonial era was to make laws since they had absolute executive, judicial and legislative powers. One other important role of traditional leaders according to (Morton, 2016), is to ensure that information about government policies is disseminated to their people. They as well serve as a link between the people and the government, in helping transmit people's feelings, opinions or grievances to the government. This has led to the frequent involvement of chiefs in party politics, either as brokers, for the mobilization of support, or as powerful actors in their own right Crook, (2005).

Contemporary traditional leadership Kleist, (2011) however, face new challenges such as demands for good governance, the introduction of information and communication technologies and expectations of international connections. In addition to royalty and seniority, education and access to powerful networks have become key qualifications for chieftaincy election

2.4 Ghana's Decentralization System

The history of Ghana's decentralization can be traced back to the introduction of indirect rule by the British colonial authorities in 1878, lasting until 1951 Ayee, (2000). Decentralization then, was characterized by mere de-concentration of central administrative structure. In this way, the colonial government consolidated its control over the entire nation. There was no conscious effort at devolution of power and involvement of the local people in the decision-making process. The colonial administration ruled indirectly through the native political institution (i.e. the chiefs), by constituting the chief and elders in a given district as the local authority, with powers to establish treasuries, appoint staff and perform local government functions Nkrumah, (2000).

Ghana's current decentralization reforms started precisely 1988 in when the PNDC L207 was passed, with the objectives of devolving political and state power in order to promote

participatory democracy through local level institutions, introduce an effective system of fiscal decentralization which gives district assemblies control over a substantial portion of their revenues and create access to the communal resources of the country for all communities and every individual, devolving administration, development planning and implementation to local government units, promoting transparency and accountability and incorporate economic, social and environmental issues into the development planning process in an integrated and comprehensive manner Oduro-Ofori, (2011). He further noted the District Assembly with the function of formulating and executing plans, programmes and strategies for the effective mobilization of the resources necessary for the overall development of the district, and promoting as well as supporting productive activity and social development in the district and remove any obstacles to initiative and development and initiate programmes for the development of basic infrastructure and provide municipal works and services in the district, is the main local government institution and the highest political authority in the district, with deliberative, legislative and executive powers.

Boafo-Arthur, (2006) in defining decentralization, stated it to be the practice of an administration in a state by which considerable autonomy is given to sub-political governmental bodies at the local level to take decisions and implement programmes and policies. As defined, decentralization is any act in which a central government formally cedes powers to actors and institutions at lower levels in a political-administrative and territorial hierarchy Ribot, (2001). The local government system according to Boafo-Arthur, (2006) is also known as the district assembly concept. The UN on the other hand, defines local government as a political sub-division of a nation, which is constituted by law and has substantial control of local affairs including the powers to impose taxes or to exact labour for prescribed purposes. The governing body of such an entity is elected or otherwise locally Khan, (2006). local government is a system of territorial unit Steytle, (2005) with defined

boundaries, a legal identity, an institutional structure, powers and duties laid down in general and special statutes and a degree of financial and other autonomy. Oduro-Ofori, (2011) sees local government as all sub-national units of government below the central government that have legal personality, specified powers to perform certain specified functions, involves effective citizen participation, and having a substantial budgeting and staffing autonomy in the promotion of the development of its area of jurisdiction. Having the various Metropolitan Municipal and District Assembly (MMDA) as the basic unit of government administration, was for administrative and developmental decision-making in the district level. The Metropolitan, Municipal and District Assembly (MMDA) in Ghana, since 2018 was 216 and has been increased currently to 254. The Assembly's system is headed by a Chief Executive, who is appointed by the President and approved by at least two-thirds of the membership of the general assembly.

However, since Ghana's independence in 1957, there has been little, effective participation of chiefs in decentralization in Ghana Boafo-Arthur, (2006). Traditional leadership and modern local government are incompatible Rathbone, (2000). The deep cynicism of some Ghanaians about politicians and their promises have compelled them to find in traditional leaders something that is "reassuring rather precisely because of its ambivalent position in what has become the disturbing discourse of failing modernity". Traditional leaders according to Boafo-Arthur, (2006), were involved in some local government functions such as the local development under the Native Authority System during the colonial days. Similarly, he noted during the post-colonial period, the role of traditional leaders in local governance and development has not been questioned. Traditional system of governance according to Ray, (2003) varies considerably among the different peoples that occupied the region of modern Ghana. While some groups developed very complex hierarchical structures, others had simple kin-based structure. The Ghanaian Constitution in forbidding parliament from making

laws that interfere with the chieftaincy institution, recognizes and protects the office of traditional leadership, thus creating a parallel system of governance Boafo-Arthur, (2006). Traditional leaders became virtual sub-agents of the colonial government in the areas of local government and judicial matters during the colonial era where, various legislations and statutes enacted by the colonial authority prescribed the traditional ruler's political role Essays, (2018). Traditional leadership and their role has been politically, administratively, and financially marginalized since the introduction of modern local government system Kessey, (2006). Traditional leaders in doing this, do develop their own strategies and have their own dynamics through which they become agents on the national and local arena Hafis-Deen, (2016).

2.5 Overview of Project Performance

Projects have been classified to be limited, unique and risky Koster, (2013). The term project according to Aniagyei, (2011) might mean different things to different group of people depending on particular activity they referred to. Projects as considered by Lientz and Rea, (2003) direct work that is aimed at achieving specific goals within a defined budget and schedule. Project is defined as a unique venture with a beginning and end Buchanan and Boddy, (2002), conducted by people to meet established goals within parameters of cost, schedule and quality. Project is an endeavor in which human, material and financial resources are organized in a novel way, to undertake a unique scope of work, of given specification, within constraint of cost and time Turner (2009), so as to achieve beneficial change defined by quantitative and qualitative objectives. Project is a temporary endeavour undertaken to create a unique product, service or result PMI, (2004). Project is a temporary organization to which resources are assigned to undertake a unique, novel and transient Turner and Müller, (2003) endeavour managing the inherent uncertainty and need for integration in order to deliver beneficial objectives of change. As explain by Alexander, (2016) projects provide a

way to find new insights where, each member of the group has its own perspective which can be shared with the whole team in order to find the best way to execute the project. Defining the project in order to understand its nature is essential before beginning a critical review about factors that influencing its success Aniagyei, (2011).

Definition of performance is noted to be the success Harisha et al., (2010) in meeting pre-defined objectives, targets and goals. Performance according to Roshan and Jenson, (2014), can be defined as the process of quantifying the efficiency and effectiveness of action. The concept of project success is multi-dimensional; different people assess the success of projects in different ways Bannerman. (2008). Successful projects according to Yassien, (2018), are those that meet both project management success and product success. Cristobal (2018) described the successful project as the results for organization's change. Performance has been considered to be tied to project success and this is also tied to project objectives Chan & Chan, (2004). Project performance is a measure of the extent to which a substantially completed project achieved its pre-defined objectives, targets and goals as a whole Aniagyei, (2011). Shenhar et al., (2002) have also conceived that different people have their own objective and priorities for ensuring project success. This success according to Lim & Mohamed, (2000) will be determined by individuals from their own perspective. Project success has been measured based on different dimensions. Sadeh et al. (2000) measured project success based on the following five dimensions meeting design goals, some factors may have different impacts on the various aspects of success Serrador, (2015). Definition for project success is initially focused on measuring cost, time, and project delivery quality Belout & Gauvreau, (2004).

Describing the attributes of a successful project could not be done straightforwardly as there is lack of agreement concerning the criteria by which success is judged Frese, (2003), Sauter, Shenhar et al., (2002), Zheng, (2017) emphasizes that different stakeholders can interpret

success differently because of varying perceptions and different priorities; this could lead to disagreements among them about whether a project is successful Sudhakar (2016). To have a better understanding about project success, it is useful to draw a clear factors that influence project success. Chun (2017) explain success factors are those inputs in project that lead to its success. Turner and Müller (2003) explain that if a company wants to achieve the goals and objectives of its projects, it is necessary that it aligns its operational process with the needs of the projects in order to save costs using the resources available in the best way. The project objective, which sometimes referred to as project goal, is a concrete statement describing what the project is trying to achieve Wideman (2002). Ujwal, (2016) suggested that project success criteria should be clearly defined before project starts. The criteria should be determined after considering views from key stakeholders. Project success from Belout and Gauvreau, (2004) view, concentrated on estimation of time, expense and nature of projects revenues. Project success focus on project process, in terms of the successful accomplishment of cost, time and quality. Cooke-Davies (2001) emphasized that the project success criteria take into consideration the existence of a product or service. Traditionally, achieving project objectives in terms of time, cost, and quality were used to quantify the project success Westland, (2015). A literature review revealed two separate perspectives on project success: traditional opinion the triple restraints of time, cost and quality and improved visibility with regard to the different views of all stakeholders of the project Collins & Baccarini, (2004); Hughes, Tippett, & Thomas, (2004). Chan & Chan (2004) developed a consolidated framework for measuring project success. The framework is comprised of the following eight project success dimensions: Cost, Environmental performance, Quality, User expectation/satisfaction, Time, Commercial/Profitable Value, Health and Safety and Participants' Satisfaction. Aniagyei (2011) indicated three basic objectives of measurement of organization projects of the key performance indicators; time, cost and quality. However,

measuring the project success solely on time, cost, and quality has been criticized as inaccurate and inadequate (Bronte-Stewart 2015, Shenhar et al. 2002, and Yu et al. 2005a). A project is considered successful when all those three parameters were achieved Gilkey, (2012). Phua & Rowlinson (2004) identified factors including adherence to project budget, time and quality requirements as being consistently indicated by interviewees to be the overarching criteria of assessing organizational project success Aniagyei, (2011). Schedule and cost attributes are of secondary importance in determining project success Shatz, (2006). Dooley et al (2005) also clarify the main factors in projects success of as the control of cost of management, and the identification of the influential factors with positive or negative relation over productivity. Wohlin & Mayrhauser (2000) shared the same view, by stating that success is influenced by many project characteristics. Wilhem (2013) classified project characteristics into nine groups: size, duration, sector, geographic location, number of workers involved, cost, complexity, urgency, and organizational design. Different variables, for example, the powerful utilization of project item improvement staff, profiting clients and nature measure project success Kendra and Taplin, (2004). Time, budget and quality remains as key measurable factor for project success were perceived by project leaders against transitional way of measurement Kendrick, (2012). The main objective of a project attainment is the most important success factor, despite the criteria of time and budget were met Alfred & Luminita, (2014).

Jing-min et al, (2010) outlined six success criteria that are most frequently used to measure construction project success: budget performance, schedule performance, client satisfaction, functionality, contractor satisfaction, and project manager/ team satisfaction. While traditional criteria of budget and time have been maintained. Osbourne (2002) also provided a wider definition by suggesting six success criteria: profitable for the owner and contractors, achieves its business purpose, meets defined objectives, meets quality thresholds, completed

within specified resources (specification, budget, and time), and all parties are happy during the project and with the outcome of the project. Prabhakar (2013) review 14 papers, and summarized their finding about project success criteria into seven categories: technical performance, efficiency of project execution, managerial and organizational implications, personal growth, project termination, manufacturability and business performance, and technical innovation. However, it is unusual to include project termination as one of project success criteria. Tishler (2003) used 13 factors for project success and grouped into four dimensions: meeting the design goals, benefit to the customer, commercial success, and future potential. Comparing Chinese and Norwegian project management. Andersen et al. (2002) defined project success from three dimensions: project goals achieved, project purpose achieved, and learning and motivation. Kendra & Taplin (2004) considers project product usage effectiveness factor, development of staff factor, benefits to customer factor, and the environment factor in assisting to measure project success. Kuen (2009) has identified factors such as mission, top management support, schedule, client consultation, personnel, technical, client acceptance, communication, feedback, and trouble-shooting to affect project success. Vietnam, Long et al. (2004) concludes that human factor in the project such as inadequate project management assistance, impractical design, lack of involvement through project life, and incompetent project team are among the factors that affecting the project performance. Iyer and Jha (2005) who investigating factors affecting cost performance found that effective project monitoring and feedback by the project manager ranked the highest attribution. Dyrhaug (2002) emphasizes that project characteristics such economic climate, stakeholder interference, project ownership, and project size could influence the impact of the project success factors.

Motivation for people performing project task and activities to manage a project remains key factors for the project to be considered successful by the project team. Project success can be

considerable impacted by people issues Kupakuwana & Van der Berg, (2005). Rad, (2003); Cook, (2004); Hughes, Tippett, & Thomas, (2004). This suggest additional success criteria may include stakeholder satisfaction, achievement to organizational goal, benefit to organizational strategy and team satisfaction. Among other success criteria Ghafoor et al. (2003) may include the satisfaction of stakeholders, contribution to the organization's strategic goals and team satisfaction. There are other important intra-measurement to access project success, such as leader's behaviours, managing expectations, communication, and courage to change scope to remove potential waste of resources Alfred & Luminita, (2014). Project also needs for integration of the resources so that it can be utilized efficiently Wideman (2002). Well utilization of project resources such as human, material and financial leads projects to a complete success Aniagyei (2011). Project success require technical (e.g. planning, controlling, and procedures) and people (e.g. leadership, communication, and conflict management) as its establishment of organizations structure for their effectiveness Phua & Rowlinson, (2004). Aniagyei (2011) considers teamwork as crucial for the success in all projects. Other factor in making projects a success, is the need to manage efficiently project life cycle Dooley et al, (2005).

Kotnour (2000) asserts that some of the internal organizational matters such as organizational learning practices increase project success. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the organization. The activity of setting a project organizational structure is, for instance, one of the major organizational matters whose influence on project performance may be significant. Mulcahy (2003) concluded that project failure is often being attributed to a lack of adaptation of organizational policies where project management do not adjust the processes to the needs of each project. Determination of project success or failure rests with the project sponsor and the ability to fulfill the client's needs and expectations Kendra & Taplin, (2004).

Understanding how the project manager's leadership style affects projects, specifically in a virtual project environment, will aid in the development of future project managers Belout & Gauvreau, (2004). Assessment of project success may create conflict if there is experiences, sets of values, and expectations which is uncommon among project stakeholders Rad, (2003). The perception of project success do not yield full mutual agreement between stakeholders, and people in different role. Hence, to ensure project success, it is important to have quality of planning that include the perspectives of all stakeholders Chun, (2017).

2.6 Traditional Leadership Influence on Projects

Traditional leaders recognizes the diversity in communities for economic and social development. A successful project should have all stakeholders 'taken into consideration Olander & Landin (2005). Fulfilling stakeholder requirements is an actual practice in every project as their power and interest can influence the project to suit their needs. Organizations failing to adapt and respond to collaborating with traditional authorities' as new environment in implementing projects, tend to experience survival problems (Lee et al. 2001). Problems does set into projects, when powerful stakeholders interfere to suit their priority Moura, (2010). Considering analyzing who stakeholders are, is key in converting their interference attempts on the project into positive contributions Achterkamp & Vos (2007). Provision made for traditional leaders (chiefs) in the 1992 constitution, continue to make immense contributions to the social, economic and political development in providing two chiefs from the Regional House of Chiefs as members of the Regional Coordinating Councils Honyenuga & Wutoh, (2019). Traditional institutions Fanthorpe (2006) may hinder or facilitate development and democratic transformation and that these institutions are not static, as they undergo constant change. Mengisteab (2008) also strand contends that traditional leaders are anachronistic, a hindrance to the development and transformation of the continent, undemocratic, divisive, and costly. This arguments is as a result of traditional leaders noted to

be corrupted by the colonial state and by the clientelism of the despotic post-colonial state and is, thus, no longer subject to accountability to the populace Zack-Williams, (2002), the populations under traditional authorities, as in South Africa, live as “subjects” rather than as citizens of the state, and democratic governance would not be achieved while such systems continue to exist (Ntsebeza, 2005), and also impedes the pace of development as it reduces the relevance of the state in the areas of social services Coulibaly, (2017). Dokurugu (2011) further noted that, the institution (traditional) is incompatible with modern forms of governance and must therefore be done away with whiles, there are those who think that the traditional institution is indispensable for progress in Africa and for that matter Ghana. The author in addition, ascertain traditional leaders as instruments of social oppression entirely devoid of progress especially in the political organization, women’s rights, social mobility and economic rights. Nweke (2012) asserts that, traditional institutions are indispensable for political transformation in Africa, as they represent a major part of the continent’s history, culture, and political and governance systems. This view attributes the ineffectiveness of the African state in bringing about sustained socioeconomic development to its neglect of traditional institutions and its failure to restore Africa’s own history. The ever-important macro-level political and economic factors have also been related to the cause of traditional influence on poor projects performance (UNRWA 2006 & 2007).

Traditional institutions constitute crucial resources that have the potential to promote democratic governance and to facilitate access of rural communities to public service Dokurugu, (2011). The leadership role played by the chiefs Keshav (2004) is instrumental in resource mobilization and in enhancing revenue for the state by informing and educating the community for timely payment of taxes and service levies and by explaining the significance of cost-recovery or cost sharing principles in service delivery. The traditional institution play an advocacy role in letting their subjects understand the importance of paying rates and taxes

so as to bring efforts together to improve upon the revenue base for developmental projects purposes. They recognized that all development projects depended on resources and most of them could be acquired using money. Traditional leaders according to Dawda & Dapilah, (2013), were seen to be contributing to development in the area of revenue mobilization in collaboration with the district sub-structures such as the area councils and unit committees. This perspective makes the conception of traditional institutions that, the source and *d'être* of power is the collective good, enables them to provide a strong philosophical basis for establishing accountable governance, Dokurugu, (2011). Motivating and inspiring traditional leadership Avolio, (2004), will influence the behavior of others toward group goals Barbut, (2005).

Traditional leaders provide services identified at lower transaction costs than the state to their community members in order to continue to command the allegiance of large segments of the population Mengisteab (2008). Omer (2009) has identified that traditional leaders are mobilizing agents in their respective communities. The findings further confirmed what Kendie and Guri (2004) found in their study of indigenous institutions in Southern Ghana that, the existence of identifiable indigenous institutions was a *sine quo non* for sustainable development. Chiefs were also seen to be contributing in the area of mobilizing communal labour for the construction of projects that are demand driven Dawda & Dapilah, (2013). An example of this is, assisting the District Assembly in a number of communities to erect electricity poles in their communities under the Self-help Rural Electrification Project (SHEP). In the UK for example, the Act of Parliament granted local authorities the power to control the planning permission for the execution of construction projects in their area of jurisdiction Tyldesley, (2000). In Malaysia, the Local Government Act 1976 together with Town and Country Planning Act empowered the local authorities to undertake a wide range of functions including planning authority for their respective area of authority Yaakup

(2002). Traditional leaders are powerful enough to change the earlier decision made by the respective authority. Traditional leader's power in projects management is referred to as the way they affect the project in case of a conflict and the possibility that it can increase by cooperating with others Andersen et al., (2004).

The institution of chieftaincy in Ghana (Ibrahim, 2011), contributes in diverse ways towards development in the Country. Donald (2004) observes that, chiefs appeal directly to government to initiate and extend electrification projects and water systems as well as others such as construction of roads and ports to facilitate the transport of goods to and from markets, construction or rehabilitation of hospitals, police station and barracks as well as construction of bridges. Okumah (2010) also states that, chiefs supervise progress in their areas and work towards socio-economic development of the people such as provision of roads, water, schools, markets, health facilities and other infrastructure. Arthur and Dawda, (2015) acknowledged traditional leaders as being important conduits or influential for internal mobilization and sustenance for local level development. According to Keshav (2004), traditional leaders, thus influence developmental projects in contributing towards protection, management, and allocation of natural resources by lending support to the Community Based Organizations (CBOs) in the concerned districts. Dawda & Dapilah (2013) as well identified traditional leaders to easily facilitate the acquisition and release of land for development projects. This is to know that their contribution to infrastructural development is very important. The authors moreover stated land to be a very important asset for the establishment of developmental projects. Chigwata (2016) concluded traditional leaders influence to project delivery in mobilizing their communities for participation in political activities and economic development, as long as they command respect and allegiance of these communities. Their influence extend further in linking up their communities with other communities in serving as important channels to community entry

for other development partners such as NGOs that operate in the areas of health and educational infrastructural provision Dawda & Dapilah, (2013).

2.7 Impact of Traditional Leadership Influence on Project Development

The role that traditional leaders play influence developmental projects in either a positive or negative manner. In terms of good governance or democracy, traditional leaders has been an important arm of local governance since colonial times Aikins, (2011). The establishment of the institution of chieftaincy together with its traditional councils was expected to result in effective and efficient governance, empowerment of local communities for developments, and proper accountability Dawda and Dapilah, (2013). Traditional leadership similarly to any other type of leadership is not without its own challenges, confusion and mixed persons from the public. The reality is that both the apartheid and colonial regimes and invasions Dipholo et. al, (2005) had a negative impact on the running and organization of traditional leadership. Importantly, King Zwilithini (2008) had observed that colonial and apartheid administrations stripped the traditional institution of its roles, responsibilities and consequently its dignity. Traditional rulers before their colonial era, had considerable influence and exercised considerable sovereignty within their areas of jurisdiction with their authority in both spiritual and secular matters Ray, (2003).

According to Ogunsemi and Jagboro, (2006), traditional leadership has always been seen as one of the benchmarks for assessing the performance of projects and the efficiency of the project organization. Kendie and Guru (2004) has argued that, the failure to involve traditional authorities in the rural development policies and programmes has a strong predilection to discourage the traditional authorities towards initiating development-oriented activities in their areas of jurisdiction to enhance rural development. Lack of participation or involvement of the traditional leaders affect the financial plan and schedules in the projects implementation Fummey, (2016). Therefore, leading to violent conflicts which invariably

affect projects in reducing its quality and the livelihoods of people negatively (Young et al., 2005). Conflicts therefore retard projects activities during and after the conflict periods, thus worsening the entire project process levels in areas where they occur as people continue to live in perpetual mistrust Awedoba, (2009); Brukum, (2007); Catherine, (2008); Kusemi, et al., (2006). The direct costs of these are that, investment plans for projects are normally suspended or curtailed as a consequence of the general insecurity Kusemi, et al., (2006).

Influence on projects from traditional authorities Gebrehiweta & Luob, (2017), has a negative effect on clients, contractors, and consultants in terms of growth in adversarial relationships, mistrust, litigation, arbitration, and cash-flow problems. Traditional leadership in addition, can negatively influence the profitability, performance and reputation of involved organizations and ruins their social outlook Abbasnejad, (2013). The effects of these problems are well known and include low productivity, poor safety and inferior working conditions. Performance of building projects in Ghana appears to be low in time, cost and quality aspects which is very bad as a result of traditional leaders influence Dawda & Dapilah, (2013). Many completed projects in Ghana fail in time performance while others fail in cost performance from the author's view point. These sought of influences creates unnecessary delays which can lead to cost overruns Hafis-Deen, (2016). Traditional leaders influence can cause a project to delay or halted altogether. Projects delay in its delivery, cost overrun assert in the project implementation, quality and standard of projects being reduced, projects abandoned and deteriorating, materials wasted and some projects collapsing, time overruns are some outcome of traditional authority interference in projects implementation Aikins, (2011). Chiefs behavioral on projects often happen as a result of a mismanaged events and can be seen as a risk for the projects Gebrehiweta & Luob, (2017). Poor communication among traditional institutions and the other stakeholders Pinto and Slevin, (2001), can also lead to decrease in the performance of a construction project and can reduce

the probability of achieving higher project success. Traditional authorities in doing all what is within their reach to get projects to their communities which is often impossible and the failure often leads to very damaging exchanges between the chiefs and the departments involved. It could sometimes lead to the chiefs issuing threats Dawda & Dapilah, (2013). The leadership decisions also lead to failure of construction projects because of cost and time overruns and as well lead to reduction in project Lam et al. (2000).the author further stated traditional leaders not agreeing with unrealistic estimates at the beginning of a construction project can affect the quality of the project and sometimes bring the whole project to a halt. Influence from traditional leaders result in delays in project implementation to the non-implementation of project. This is due to the lack of linkages through interaction between the chiefs and formal local government actors in the decision making process Dawda & Dapilah, (2013).

The behavior of traditional leaders prevent social risks, improve the overall performance of the project, and finally contribute to social sustainability Xiahou (2018). These impacts according to Tilt, et al. (2009) are identified as migration and resettlement of people, resource depletion, changes in the rural economy and employment structure, more infrastructure, and boost a community's economy which in turn leads to increased satisfaction of client. Traditional leaders support project success in enhancing the positive aspects of employment in construction while protecting the workforce from negative ones Wells, (2003). Project may be regarded as a successful with traditional authority's involvement to satisfy cost, time, and quality limitations applied to it Gebrehiweta & Luob, (2017).

2.8 Strategies for Project Success

The decentralization system Hafis-Deen, (2016), enables local government agents to partner with traditional leaders so as to secure the support of their people for the effective implementation of development projects and programmes from the local level up to the top

(Aikins, (2011); and Dawda and Dapilah, (2013). Decentralization of decision - making and adherence to term limits of leaders are other mechanisms with traditional roots that can facilitate state building Ibrahim, (2011). The role of traditional leaders pertaining to projects implementation at the local government level should be recognized through the constitution, where the provisions (roles) are spelt out clearly in the constitution Augustine, (2016). This according to the author, can lead to traditional leader cooperating with locally elected government officials on land allocation, dispute settlement, social and cultural change, and bringing transition between the civic society and community based organizations so as to bring about development. Thus, the traditional conflict resolution and consensual decision - making mechanisms can enhance state -building by creating possibilities for accommodating the interests of different sub-state entities and the protection of minority interests.

The ECA study (2007) has noted that traditional authorities can mobilize local communities for political participation thereby empowering them to play a part in influencing policy on the distribution of public services. Incorporation of traditional values according to Ibrahim, (2011), also makes it possible for the adoption of power-sharing arrangements as a strategy of state - building. Traditional leaders are to provide support and advice to local government actors so that the living conditions of the people they represent are improved to aid development Hafis-Deen, (2016). The local government institutions have not been very effective in involving people hence the need for traditional leaders to bridge this gap. However, such a paradigm shift will require some kind of institutional repositioning or a deliberate process to re-orient existing institutional arrangements and herein sits the role of the institution of traditional leadership Dipholo et al., (2005). This therefore means that traditional leaders should not be ignored or undermined during project implementation, but must have significant input on the general running of the school Gyampo, (2008). Stakeholder engagement is emerging as a means of describing a broader, more inclusive, and

continuous process in considering the views and involvement of traditional authorities in making and having effective communication and implementing active project decision Ayatah, (2012). Partnerships should be the result of a mutual desire on the part of two or more institutions to effect change Ghafoor et al., (2016). It is agreed from the author's view point that, the key to sustaining the energy of inter-institutional collaboration is strong leadership and effective governance. Among those characteristics deemed essential are Mbokazi and Bhengu (2008) common goals; mutual trust and respect; shared decision making; long-term commitment; and information sharing.

Considering a projects culture by creating an environment which will allow both traditional leaders and organizations to work together in a hybrid environment, will help in the success of a project Turner, (2009). Infrastructural development with respect to release of land by traditional authorities is very necessary for the establishment of projects. It is therefore, important for chiefs to consider the release of lands for any developmental purposes Odotei and Awedoba, (2006) since land is seen as an asset which projects depend on Aikins, (2011); and Dawda and Dapilah, (2013). Keshav (2004) emphasizes that, in realizing the significance of traditional authority's participation in development planning, the Assemblies must express its commitment to bottom-up planning and develop decentralized planning machinery at the district level to aid project implementation. Cox et al. (2003) suggests that a different method to this difficult situation using Key Performance Indicators (KPI) to make up the success criteria. It is thought that KPIs are important when it comes to comparing the actual and estimated performance of effectiveness, efficiency and quality of both project process and product. In construction projects this method is still new Chan et al. (2004) and hasn't been used practically yet; perhaps more investigation into this area would be carried out by some researchers so that it can be a potential way of applying it by construction projects to assess performance Cox et al. (2003).

Using a project implementation profile (PIP) according to Jugdev & Muller, (2005) provides an excellent and additional monitoring and tracking system, which gives a good strategy that is good for the success of a project by putting more focus on the human side of the project Jugdev & Muller, (2005). Beneficial change with regard to project's deliverables, either product or service, Aniagyei (2011) should establish some improvement. It is likely, however, that political and economic development with regard to project, would be more successful when rooted upon widely shared through traditional institutions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The method of description used for data collection and its analysis is seen as essential aspect of any study. The research methodology addressed the influence of traditional leaders on project success at Ga East Municipal Assembly (GEMA). This chapter therefore presents the systematic study processes (research methodology and design) and also discusses the population, sample size as well as choice of techniques, sources of data and method employed in collecting data from the study area. The chapter does explore a description of the data analysis process.

3.2 Research Design

Descriptive design is a tool that enables the researcher to ensure that evidence obtained answer the questions under study DeVaus, (2001). It considers or involves the collection of quantitative information that can be tabulated along a continuum in numerical form. The research used descriptive research design which constitutes the collection, measurement and analysis of data to produce generalized conclusions. The reason for occupying this was that it takes into account the context where research effort is active, while it is also most appropriate for small samples that produce quantitative data Denzin & Lincoln, (2005).

3.3 Research Methodology

Research method is classified as the process used to collect information and data for the purpose of making decisions. The research used quantitative as its methodology. The use of a quantitative method in this research allowed an understanding of how the influence of traditional leaders can be perceived on projects delivery .Quantitative method provide quick, inexpensive, efficient and accurate means of assessing information about the population and where variables can be controlled by means of a sample, as well as specific methods such as

questionnaires. This type of methodology, offers a complete description and analysis of a research subject, without limiting the scope of the research and the nature of participant's responses Collis & Hussey, (2003).

3.4 Research Population

The Population for the research consists of employees of the Ga East Municipal Assembly who are at the top level management, middle level, chiefs and other traditional leaders within the municipality. The population size of Forty (40) was used for the research considering departments such as works, physical planning, development planning, procurement and urban roads department who are directly involve in projects undertaken by the Assembly. These are officials with varied knowledge in the Assembly's project process and are in the position to provide valuable and credible information.

3.5 Sample Technique and Size

Convenience sampling method is used for the study. This sampling method allows the researcher to achieve the actual sample size in a relatively fast and inexpensive way. It is time efficient in collecting data in a quick way using an existing population that is already available Cooper and Schindler, (2003).

The sample size chosen from the research included staff or employees at the works departments, urban roads, procurement, development planning unit and physical planning department, with some selected chiefs and other traditional leaders in the municipality. The sample size is chosen considering the level of operational activity and as a representation that can generate reliable information. The sample size is determined using De Vaus, (2002) formula. The formula is given as;

$$n = \frac{N}{1 + N(e)^2} \quad \text{where } n = \text{sample size, } N = \text{sample frame } e = \text{confidence level.}$$

$$N = 40, e = 5\% = 0.05$$

$$n = \frac{40}{1+40(0.05)^2} = \frac{40}{1+40(0.0025)} = \frac{40}{1+0.1} = \frac{40}{1.1} \quad n = 36$$

The sample size for the research is Thirty Six (36) respondents, actively involved in influencing the success of projects.

3.6 Source of Data Collection

The data used here, was collected from primary data source. Primary data is a data collected directly from first-hand experience. The reason for selecting the above source of data collection among other methods is the access to direct data from selected respondents. Primary data was employed to obtain primary data about the demographic characteristics as well as the opinions of respondents on the influence of traditional leaders on project success.

3.7 Method of Data Collection

Data collection is important to fulfill the objectives and to complete the research Fellows and (Liu, 2008). Structured questionnaire was used as a data collection method and tools for the purposes of this research. The aim of the questionnaire is to identify participant's emotions, feelings, and opinions regarding a particular research subject. Questionnaires often seem to be logical and easy option as a way of collecting information from people. Closed and open ended questions were used to offer respondents multiple choice questions from which to choose the statement which most nearly describes their response to a statement Wisker, (2013). Close ended questions limit the answers of the respondents to response options provided on the questionnaire. Responses are easy to code and interpret with the close ended questionnaires.

The questionnaire was in two form, i.e. Section A and B. The first section (A), contained respondent's data on the demographic characteristics with section B containing data on the influence of traditional leaders on project success. The questionnaires were self-administered as it eased respondents' load considering enough time giving to respondents to think through

the questions and their responses. The questions in the questionnaire are made short and concise in order to ensure that it does not take the respondent time to answer and therefore encourage participation. The questionnaire is attached in Appendix below.

3.8 Data Analysis Method

Data analysis is an attempt to organize and summarize the data in order to increase results' usefulness. Data analysis was taken into consideration using Statistical Package for the Social Sciences (SPSS). Frequency distribution table and graphs in a form of percentages for pictorial representation was used for the data analysis. The statistical tools are to be used as a basic descriptive statistics to determine the proportion of respondents choosing the various responses and convey the meaning of the data gathered. Statistical Package for Social Scientists (SPSS) was instrumental in establishing the data associations, which eventually leads to conclusions on the objectives of the study.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents a discussion on the data gathered from the respondent with the use of charts and tables where necessary. It focused on research objectives using statistical tools such as frequency table, bar charts, pie charts and others. The chapter starts with a general overview of the Ga East Assembly followed by sample information on the questionnaires and the respondent's demographic information. Also, in this chapter, the researcher does the analysis and discussion of the findings.

4.2 Overview Of Ga East Municipal Assembly

The Ga East Municipal Assembly (GEMA) being established in 2004 by an act of parliament, Legislative Instrument (LI) 1749 as a District was carved out of the then Ga-District. It was elevated into a Municipality in 2008 by (LI) 1864. Ga East is subdivided into two zonal councils namely; the Abokobi Zonal Council and the Dome Zonal Council. The Assembly's location is at the northern part of the Greater Accra Region with Abokobi as its capital.

The core business or activities of this decentralized department (GEMA), according to the Local Government Act of Ghana 2003, Act 656 is to be a Local Government Administration in fulfillment of the Decentralization policy of the Government of Ghana. The main aim of the Assembly is to facilitate improvement in the quality of life of the people in the municipality through the provision of basic socio-economic services including schools, hospitals, water, culverts, markets, lorry parks and roads within the context of good governance. Ga East Municipal Assembly also operates in issuing of business operating licenses, property rates, approval of planning schemes and layouts, birth and death registration, waste management, registration of marriages and issuing out building permits as a source of mobilizing revenue to promote development in the municipality.

4.3 Sample Information

A total of Thirty Six (36) questionnaires were distributed to the staffs of the Municipal Assembly, Assembly members and traditional leaders. All the questionnaires were answered by respondents and submitted to the researcher. This implies Thirty Six (36) questionnaires served as data for analysis gathered from the field on the influence of traditional leaders on project success are also covered in this chapter.

4.4 Demographic Characteristics of Respondent

Demographics features on gender, age, educational level, department, job title and working experience, and category that respondents belong to were gathered from the first section of the questionnaire and presented using tables and charts.

The researcher obtained the gender details of respondents who participated in the study.

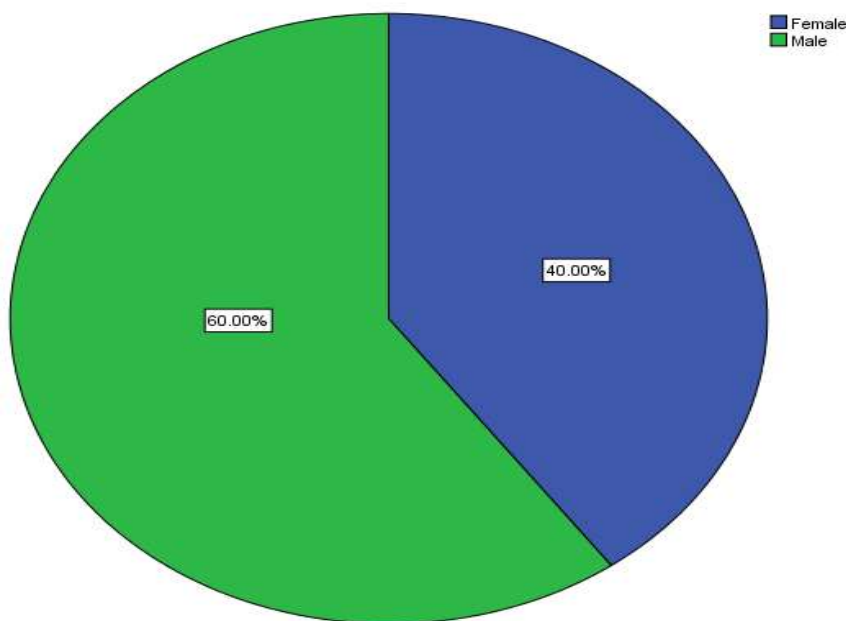


Figure 4.1: Gender Distribution of Respondents
Source: Field Survey, September, 2019

The figure above shows the distribution of respondents on gender. This question was asked to help the researcher identify the number of males and females who took part in the study. According to the result majority of the respondents with a percentage of 60 % were males whereas the remaining 40 percent were females .This is an indication that the researcher observed gender balance in administering questionnaires. This indicates that majority of the workers of Ga-East Municipal are males.

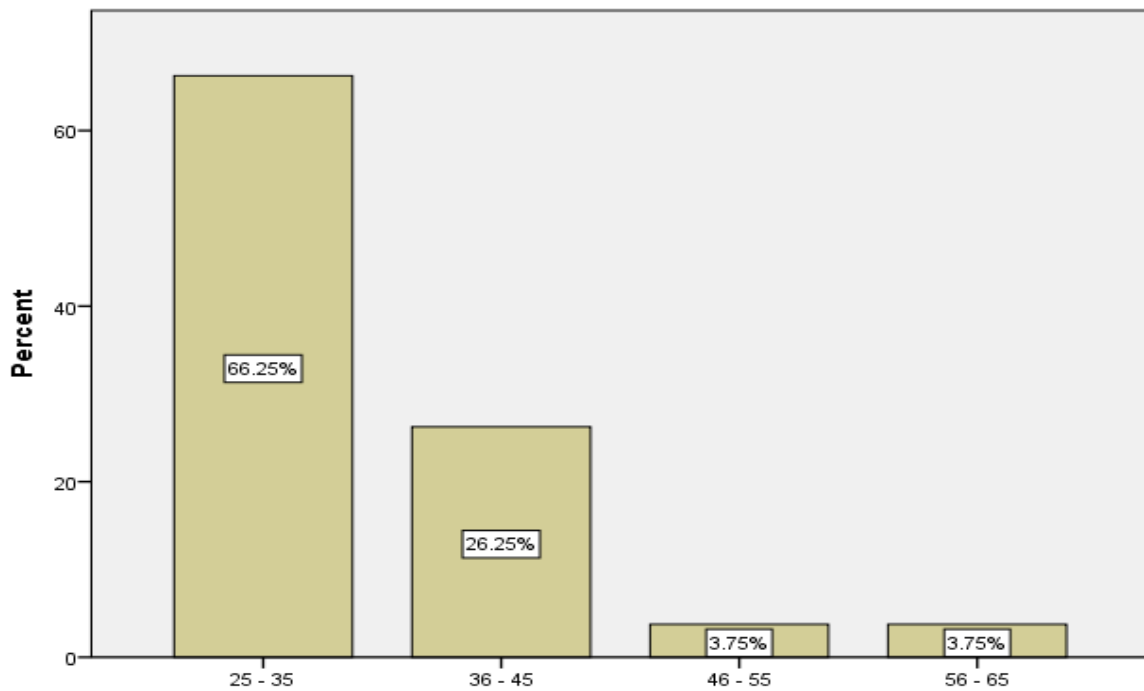


Figure 4.2: Age of Respondents
Source: Field Survey, September, 2019

The figure above shows the distribution of respondents on the age range they fall into, in terms of 25 to 35, 36 to 45, 46 to 55 and 55 to 65. According to the figure majority of the respondents with a percentage of 66.25% fall within 25 to 35 years age group, followed by 26.25 percent of the total number of respondents fall within 36 to 45 years age group. Respondents with a percentage of 3.75% fall within 46 to 55 years group and 3.75% fall

within 56 to 65 year group. This confirms others studies that majority of the working population in the public sector fall within 26 to 35 age group.

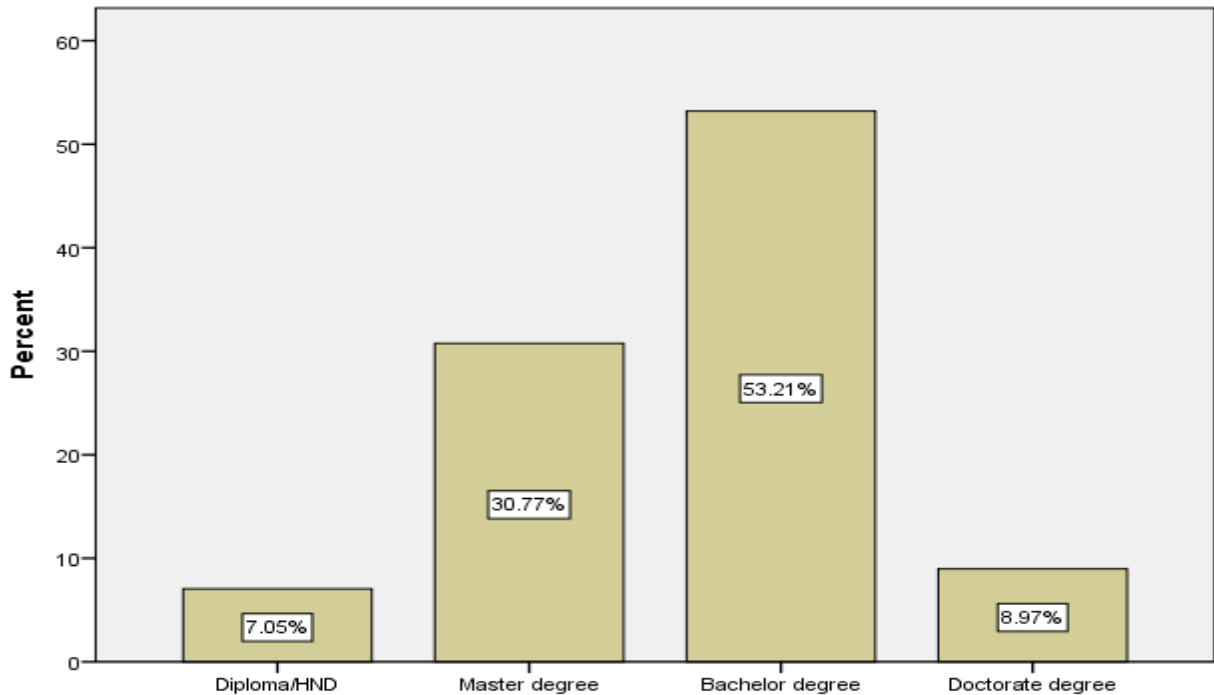


Figure 4.3. Level of Education
Source: Field Survey, September, 2019

The figure shows the distribution of respondents on Education background, in terms of Diploma/HND, Bachelor Degree, Master Degree and Doctorate degree. This question was asked to know the highest level of education of each respondents. From the table majority of the respondents with a percentage of 53.21% has completed tertiary with a bachelor degree as their highest level of education. Followed by 30.77 % of the total respondents who has master degree as their highest level of education. Whereas 8.97% has Doctorate degree as their highest level of education and minority of the respondents with a percentage of 7.05% has diploma/HND as their highest level of education. With majority of the respondent who has completed tertiary makes room for detail information on projects success

The figure above shows the distribution of respondents on the various department they belong to at the Municipal Assembly. According to the result majority of the respondent with 57.05% are in the works department, followed by 21.79% respondents who are in other departments such as Administration, Budget and Audit. Whereas 10.90% of the respondents are in the development planning department, 5.77% are in physical planning department, 2.56% respondent from the procurement department and minority of the respondents with a percentage of 1.92 % are from the urban road department. With majority of the respondents from the works department makes more room for detail information on projects success since they issue permit for the construction of projects (building projects)

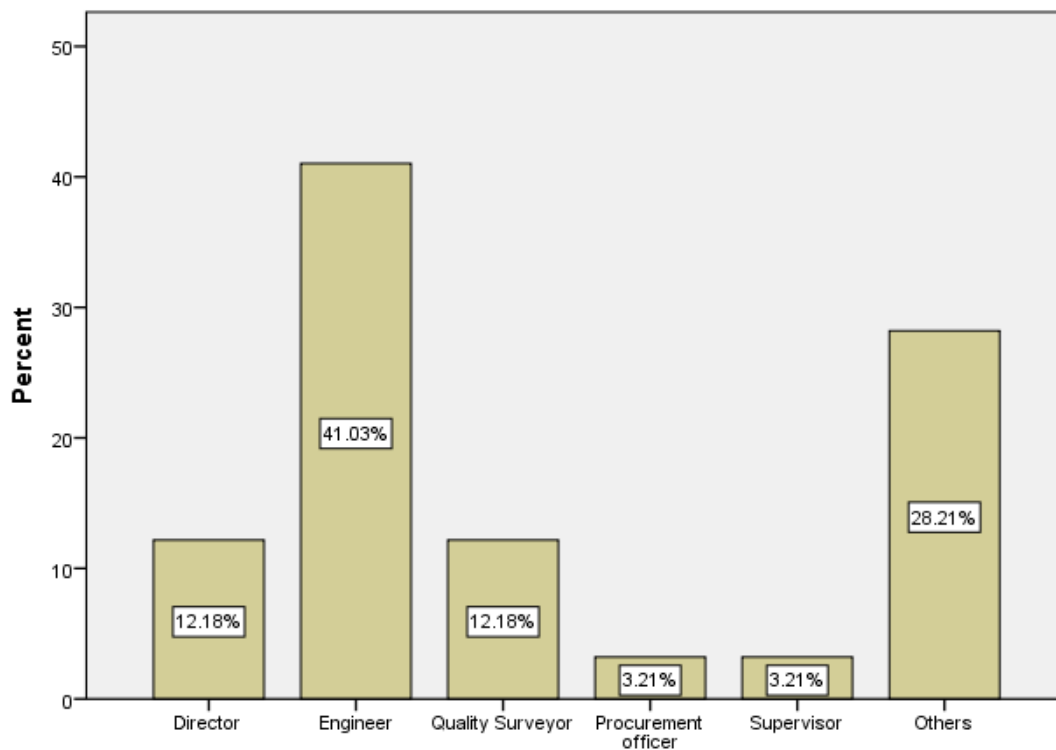


Figure 4.4: Distribution of respondents Department
Source: Field Survey, September, 2019

The above figure (4) shows the distribution of respondents on their job title. This question was asked to help the researcher identify the various field each respondents belong to.

According to the result majority of the respondents with a percentage of 41.03% are engineers, followed by 28.21% of the total respondents are from other fields such as presiding member, traditional leaders and Honorable Assembly members. Respondents with a 12.18% each are directors and quality surveyors, whereas 3.21% each are procurement officers and supervisors.

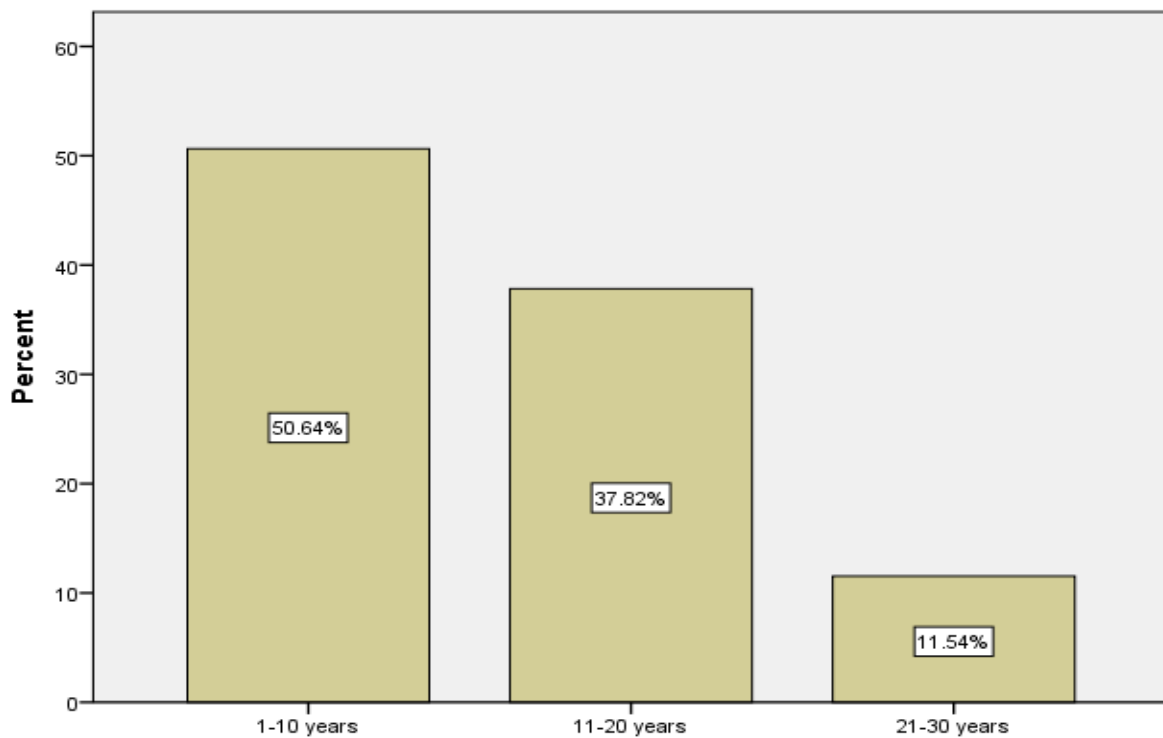


Figure 4.5: Distribution of respondents Working Experience

Source: Field Survey, September, 2019

Figure 6 above, shows the distribution of respondents on how many years they have been at the Municipal Assembly or the years of experience in their field of work. According to the result majority of the respondents with a percentage of 50.64 % have 1 to 10 years work experience in their field, followed by 37.82 percent have 11 to 20 years work experience in

their field. The remaining 11.54 percent of the respondents have 21 to 30 years work experience in their field.

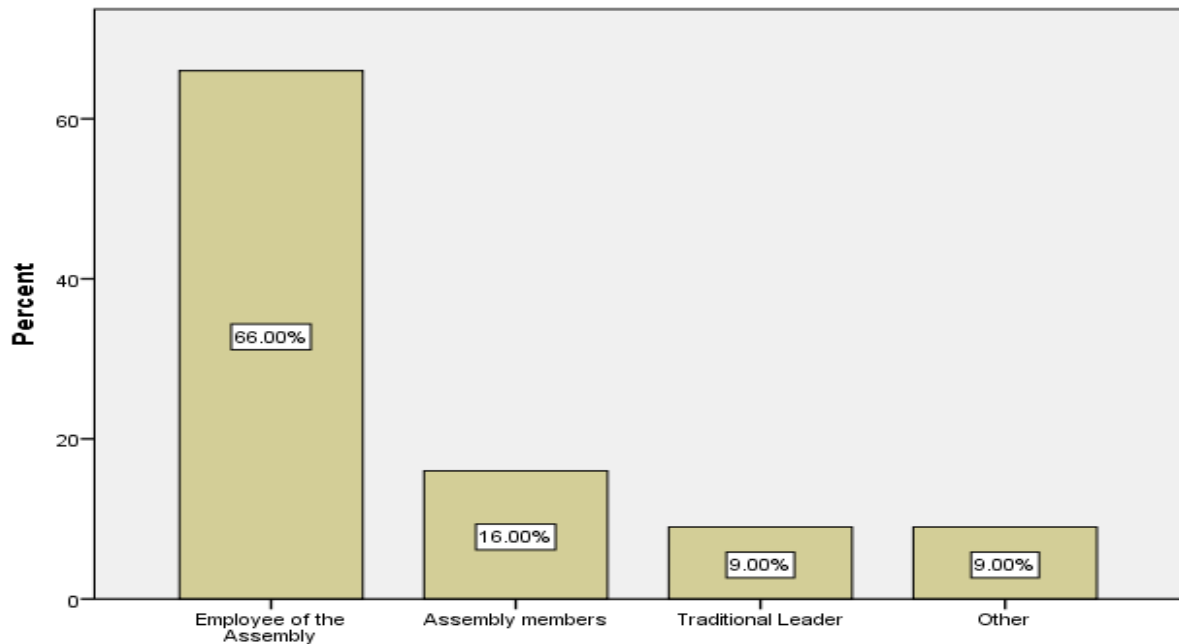


Figure 4.6: Distribution of respondents Categories

Source: Field Survey, September, 2019

The figure 7 above shows the distribution of respondents on the category they belong to at the assembly in terms of employee of the assembly, assembly member, contractor, consultant and traditional leader. Majority of the respondents with a percentage of 66% are employees of the assembly, followed by 16% who are assembly members. Whereas 9% of the respondents are traditional leaders and another 9% are from other categories such as ministry of local government.

4.5 Influence of Traditional Leaders on Project Success

The section analyzed the influence of traditional leaders on project success using the various influential dynamics such as the knowledge on project delivery, traditional leadership influence on project delivery, causes and effects of unsuccessful project execution and ways

in championing the course in ensuring project success. These vary significantly from one respondent to another depending on how project process is perceived. It has therefore become an area that is receiving considerable audience from many people in order to clarify the state on the need for project implementation in attaining development in all communities which Ga East Municipal Assembly is of no exception.

4.5.1 Knowledge on Project Delivery

The analysis captured from respondents view point showed from all indication that they are much aware and have knowledge on the district Assembly ensuring project delivery to the communities by organizing human, material and financial resources for projects implementation, creating awareness on projects undertaken, the process involved in projects quantify efficiency and effectiveness, measuring projects to achieve its objective, and involving stakeholders in projects implementation. This showed that the Assembly is well invested in making known projects that are to be implemented as part of its function in ensuring governance at the door step of the citizenry. This has resulted in understanding why the local governance process or the Assembly's existence is of great importance to the country. Most respondents from *table 4.1*, agree that they know the duties of the district assembly and aware of its projects processes in ensuring effectiveness and efficiency in its delivery as its mandate. The table below shows respondents views on the knowledge on project delivery.

Table 4.1: Knowledge on Projects Delivery

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Ranking
	<i>N</i> ₀ (%)	<i>N</i> ₀ (%)	<i>N</i> ₀ (%)	<i>N</i> ₀ (%)	<i>N</i> ₀ (%)		
The Assembly is responsible for organizing human, material and financial resources for projects implementation	20 (55.56)	12(33.3)	1(2.7)	3(8.3)		3.9109	1
Awareness creation exists for projects undertaken by the assembly	7(19.4)	22(61.1)	6(16.6)	1(2.7)		3.8994	2
Projects process quantify efficiency and effectiveness	7(19.4)	18(50)	7(19.4)	4(11.1)		3.8182	3
The traditional authorities, Assembly members, Staff and other stakeholders are involved in projects implementation	11(30.5)	21(58.3)	3(8.3)	1(2.7)		3.7667	4
Projects are measured with its objective , target goal, time and project delivery quality	12(33.3)	21 (58.3)	3(8.3)			3.6061	5
Projects fail in its delivery	5(13.8)	12(33.3)	13(36.1)	5(13.8)	1(2.7)	3.5758	6

Source: Field Survey, September, 2019

The table above shows the distribution of respondents on knowledge of project delivery.

Respondents were asked whether the Assembly is responsible for organizing human, material and financial resources for projects implementation, majority of them 20 (55.56%) strongly agree and 12(33.3%) agree that there is Assembly is responsible for organizing human, material and financial resources for projects implementation whereas 3(8.3%) respondents disagree to it.

In terms of whether awareness creation exists for projects undertaken by the assembly, 1 (2.7%) of the respondents were neutral with 3 (8.3%) disagreed whereas 7(19.4%) respondents strongly agree and 22(61.1%) agree that awareness creation exists for projects undertaken by the assembly. Respondents were asked whether traditional authorities, Assembly members, Staff and other stakeholders are involved in projects implementation

majority 21(58.3%) of the respondents agreed whereas minority 1(2.7%) respondents disagreed to the fact.

In terms of whether projects are measured with its objective , target goal, time and project delivery quality 21 (58.3%) which makes the majority agree that projects are measured with its objective , target goal, time and project delivery quality and 3(8.3%) which forms the minority were neutral to the question.

Respondents were also asked whether projects fail in its delivery, majority the respondents with a percentage of 13 (36.1%) where neutral and 12 (33.3) agreed to the question. Whereas 5 (13.8%) and 5 (13.8%) of the respondents strongly agree and disagree respectively to the fact that projects fail in its delivery or not.

4.5.2 Traditional Leadership Influence on Project Delivery

The traditional leadership institution that is responsible in offering advice to government on matters relating to chieftaincy and are able to hold the community together to help promote developmental projects in their areas of authority to enhance the living standards of citizens. Respondents were very conversant and have appreciable knowledge concerning traditional leadership having influence on project delivery as shown in table 4.2.

Table 4.2: Traditional Leadership Influence on Project Delivery

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Ranking
	N₀(%)	N₀(%)	N₀(%)	N₀(%)	N₀(%)		
Traditional leaders play a major role in projects implementation	18(50)	11(30.55)	4(11.1)	3(8.3)		4.0909	1
Traditional leaders influence the behavior of others towards achieving projects goals.	9(25)	16(44.4)	6(16.6)	5(13.8)		3.9394	2
Traditional institutions constitute crucial resources into projects	14(38.8)	7(19.4)	7(19.4)	5(13.8)	3(8.3)	3.8182	3
Traditional leaders change earlier decisions made by the Assembly	2(5.5)	19(52.7)	8(22.2)	7(19.4)		3.6667	4
Mobilize people in projects implemented by the Assembly	4(11.1)	28(77.7)	4(11.1)			3.6061	5
Decisions or actions of traditional leaders can make projects fail or succeed	8(22.2)	23(63.8)	5(13.8)			3.5758	6

Source: Field Survey, September, 2019

The table (4.2) above, shows the distribution of respondents on whether traditional leadership influence project delivery. Respondents were asked whether Traditional leaders play a major role in projects implementation, majority of them 18(50%) strongly agree and 11(30.5%) agree that Traditional leaders play a major role in projects implementation whereas 3(8.3%) respondents disagree to it. In terms of whether Traditional leaders influence the behavior of others towards achieving projects goals, 5(13.8%) of the respondents disagreed whereas 9(25%) respondents strongly agree and 16(44.4%) agree that Traditional leaders play a major role in projects implementation. Respondents were asked whether Traditional institutions constitute crucial resources into projects, majority 14(38.8%) of the respondents strongly agreed whereas minority 3(8.3%) respondents strongly disagree to the fact.

With respect to whether Traditional leaders change earlier decisions made by the Assembly majority of the respondents with a percentage of 19(52.7%) agree and 2(5.5%) which forms the minority strongly agree.

Respondents were also asked whether Decisions or actions of traditional leaders can make projects fail or succeed, majority the respondents with a percentage of 23(63.8%) agree. Whereas 5(13.8%) which makes the minority of the total number of respondents were neutral to the question/undecided. The analysis has depicted traditional leadership playing a major role in projects implementation ranked 1st with a significant mean value of 4.0909.

4.5.3 Causes of Unsuccessful Project Execution

In finding out what causes unsuccessful project execution in Ga East Municipal Assembly, the study pursued to examine if the Assembly has failed its cause in giving good estimation to projects, whether the Assembly do not adapt to the policy in executing projects and are not able to plan well for executing projects. The findings reveal that the Assembly's has fraught with project execution.

Table 4.3: Causes of Unsuccessful Project Execution

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Ranking
	N₂(%)	N₂(%)	N₂(%)	N₂(%)	N₂(%)		
Poor projects estimation	6(16.6)	21(58.3)	3(8.3)	6(16.6)		4.0000	1
Lack of adaptation to organizational policies on adjusting the processes to the needs of projects undertaken	7(19.4)	12(33.3)	7(19.4)	2(5.5)	8(22.2)	3.8788	2
Lack of resources for project implementation	11(30.5)	21(58.3)	4(11.1)			3.7576	3
Interference in projects from traditional leaders and political heads	9(25)	20(55.5)	2(5.5)	5(13.8)		3.7273	4
Lack of project planning	10(27.7)	21(58.3)	2(5.5)	2(5.5)	1(2.7)	3.6364	5
Selecting wrong contractors and consultants	9(25)	22(61.1)	3(8.3)	2(5.5)		3.4848	6
Ignoring experts or technical advice	10(27.7)	20(55.5)	4(11.1)	1 (2.7)	1(2.7)	3.4545	7
Lack of situational awareness	11(30.5)	20(55.5)	3(8.3)	2 (5.5)		3.3636	8
Ineffective decisions being made	10(27.7)	19(52.7)	4(11.1)	2(5.5)	1(2.7)	3.3333	9

Source: Field Survey, September, 2019

The table above shows the distribution of respondents on causes of unsuccessful project execution. In terms of whether poor projects estimation, majority of the respondents with a percentage of 21(58.3%) agree that poor projects estimation is one of the major cause of unsuccessful project execution whereas 6(16.6%) respondents disagree to it.

In terms of whether lack of adaptation to organizational policies on adjusting the processes to the needs of projects undertaken, 12(33.3%) and 7(19.4%) of the respondents agree and strongly agree respectively. Whereas 2(5.5%) respondents disagree and 8(22.2%) strongly disagree lack of adaptation to organizational policies on adjusting the processes to the needs of projects undertaken is major cause of unsuccessful project execution.

Respondents were asked whether Lack of resources for project implementation majority 21(58.3%) of the respondents agreed whereas minority 4(11.1%) of the respondents were neutral to the fact.

In terms of Interference in projects from traditional leaders and political heads, 20(55.5%) which makes the majority agree that Interference in projects from traditional leaders and political heads are major cause of unsuccessful project execution, and 2(5.5%) which forms the minority were neutral to the question.

Respondents were also asked whether Selecting wrong contractors and consultants is a major cause of unsuccessful project execution, majority the respondents with a percentage of 22(61.1%) agree, whereas minority with a percentage of 2(5.5%) disagree to the fact that Selecting wrong contractors and consultants is one of the major causes failure of project execution. It is deduced from the analysis that poor projects estimation ranked first cause to unsuccessful project delivery in Ga East Municipal Assembly (GEMA).

4.5.4 Effects of Non-Involvement of Traditional Leaders in Project

A very captivating question was posed to the respondents on the effects of unsuccessful project. In response to this question, majority of them 20(55.5%) agree and 9(25%) strongly agree, whereas 5(13.8%) respondents disagree to the fact that projects are abandoned as a result of traditional leaders influence.

It is also presented from the analysis from table 4.4 that, cost overrun do assert in project implementation. Majority 20(55.5%) of the respondents agree whereas 10(30.5%) respondents strongly agree and 1 (2.7%) disagree. Respondents were asked whether Low quality and standard of projects leading to diminishing credibility is an effect of unsuccessful project, majority 19(52.7%)of the respondents agree whereas minority 7(19.4%)respondents disagreed to the fact. In terms of Inherent friction between traditional leaders and the Assembly 20(55.5%)which makes the majority agree that Inherent friction between traditional leaders and the Assembly is an effect of unsuccessful of project and 2 (5.5%)which forms the minority disagree with it.

Respondents were also asked whether Reduce the probability of achieving higher projects success is an effect of unsuccessful of projects, majority the respondents with a percentage of 23(63.8%) agree. Whereas 5(13.8%) disagree with it.

Table 4.4: Effect of non-involvement of traditional leadership in Project

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Ranking
	N ₀ (%)	N ₀ (%)	N ₀ (%)	N ₀ (%)	N ₀ (%)		
Projects are abandoned	9(25)	20(55.5)	2(5.5)	5(13.8)		4.0909	1
Cost overrun assert in project implementation	10(30.5)	20(55.5)	4(11.1)	1 (2.7)	1(2.7)	3.9394	2
Low quality and standard of projects leading to diminishing credibility	2(5.5)	19(52.7)	8(22.2)	7(19.4)		3.8182	3
Materials are wasted	10(27.7)	20(55.5)	4(11.1)	1 (2.7)	1(2.7)	3.6667	4
Difficulty in Maintaining projects	7(19.4)	18(50)	7(19.4)	4(11.1)	8(22.2)	3.6061	5
Inherent friction between traditional leaders and the Assembly	11(30.5)	20(55.5)	3(8.3)	2 (5.5)		3.5758	6
Adversarial relationships, mistrust and arbitrations set in to affect clients and other stakeholders	10(30.5)	20(55.5)	4(11.1)	1 (2.7)	1(2.7)	3.4848	7
Reduce the probability of achieving higher projects success	8(22.2)	23(63.8)	5(13.8)			3.4545	8

Source: Field Survey, September, 2019

4.5. 5strategies for Project Success

The study sought to examine ways of improving project process in attaining effective development for the citizens to have good standard of living. Respondents suggested different ways by agreeing to the ways that could address the causes and effects in executing projects. These ways in improving project success includes the Assembly having an adequate planning and control system in place to maintain proper balance between cost, schedule and technical performance, ensuring and encourage team work, having complete communication between key stakeholders in delivering the project, provide traditional leaders with the guidelines in project implementation, engaging competent project contractors and consultants, providing quality of planning that include the perspectives of all stakeholders, providing the required logistics for the project, coordinating and monitoring system in place, motivating and inspiring traditional leadership to influence the behavior of the community in having developmental projects.

Table 4.5: Strategies for Project success

Variables	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Mean	Ranking
	No(%)	No(%)	No(%)	No(%)	No(%)		
Having an adequate planning and control system in place to maintain proper balance between cost, schedule and technical performance	8(22.2)	23(63.8)	5(13.8)				
The assembly must ensure and encourage team work	7(19.4)	18(50)	7(19.4)	4(11.1)	8(22.2)		
Ensuring complete communication between key stakeholders in delivering the project	18(50)	11(30.5)	4(11.1)	3(8.3)			
Provide traditional leaders with the guidelines in projects implementation	10(27.7)	20(55.5)	4(11.1)	1 (2.7)	1(2.7)		
The assembly engages competent projects contractors and consultants	11(30.5)	20(55.5)	3(8.3)	2 (5.5)			
Provide quality of planning that include the perspectives of all stakeholders	7(19.4)	22(61.1)	6(16.6)	1(2.7)	7(19.4)		
Providing the required logistics for the projects	20(55.5)	12(33.3)	1(2.7)	3(8.3)			
Motivation and inspiring traditional leadership will influence the behavior of the community	20(55.5)	11(30.5)	4(11.1)	3(8.3)			
Locally elected government officials must cooperate with traditional leaders on land allocation and dispute settlements	9(25)	16(44.4)	6(16.6)	5(13.8)			

Source: Field Survey, September, 2019

The table above shows the distribution of respondents on strategies for projects success. In terms of having an adequate planning and control system in place to maintain proper balance between cost, schedule and technical performance, majority of them 23(63.8%) agree and 5(13.8%) respondents were neutral to the question.

In terms of Ensuring complete communication between key stakeholders in delivering the project, 18(50%) of the respondents strongly agree whereas 3(8.3%) respondents disagree.

Respondents were asked whether the assembly engages competent projects contractors and consultants is a strategy for project success, majority 20(55.5%) of the respondents agree whereas minority 2(5.5%) respondents disagreed to the fact.

In terms of whether Motivation and inspiring traditional leadership will influence the behavior of the community is a strategy to project success 20(55.5%) which makes the majority strongly agree and 3(8.3%) which forms the minority disagree with it.

Respondents were also asked whether locally elected government officials must corporate with traditional leaders on land allocation and dispute settlements is a strategy to project success, majority the respondents with a percentage of 16(44.4%) agree. Whereas 5(13.8%) disagree with it.

CHAPTER FVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter presents the summary of major findings of the study, conclusion and recommendations regarding the influence that traditional leaders have on project success.

5.2 Summary of Findings

The study aimed at assessing the influence of traditional leaders on project implementation success at Ga East Municipal Assembly (GEMA) as a decentralized assembly. The way forward in improving and ensuring the process of project success.

The findings revealed that, there exists great knowledge by both employees and that of other stakeholders (traditional leaders) at Ga East existence in executing projects as part of its duties rendered to the community. Respondents were aware of traditional leaders at Ga East having full participatory and playing a major role in constituting crucial resources into projects implementation and influence the behavior of others towards achieving projects goals. This therefore, shows that traditional leaders has immense contribution in the Assembly undertaking projects. The level of influence that traditional leaders have on project success is high with its implication also being high as well.

The findings further revealed that the assembly faces challenges with project delivery due to traditional leaders influence. Interference in projects from traditional leaders and some political heads causes wrong contractors and consultants' selection, and ineffective decisions being made as a result of ignoring experts or technical advice. Other causes from respondents view point included the Assembly not having a project implementation plan for its community. The Municipality due to this, is not able to undertake and see developmental projects with tax payers' money and has failed in implementing its projects in ensuring

effective governance. This is also due to lack of resources and adaptation to organizational policies on adjusting the processes to the needs of projects undertaken, perceived corruption, financial mismanagement, lack of accountability and transparency resulting in the Assembly not maximizing revenue and performance base.

It is also an outcome from the findings that, the influence of traditional leaders have effects on projects been delayed and abandoned, cost overrun setting in with materials wasted. It was also clear that the adversarial relationships, mistrust and arbitration set in to affect clients and other stakeholders which reduces the probability of achieving higher project success.

The finding provided the following as measures for Assembly in collaboration with traditional leaders will ensure the success of project process and its implementation. These include District Chief Executive (DCE) of the Assembly corporation with traditional leaders on land allocation and dispute settlements, informing and allowing the local communities to fully participate in development activities, ensuring accountable to the communities on what the Assembly has used their revenue for and what it intends doing, motivating and inspiring traditional leadership will influence the behavior of the community, providing traditional leaders with the guidelines in project implementation, and putting in place an adequate planning and control system to maintain proper balance between cost, schedule and technical performance.

5.3 CONCLUSION

The study conclude based on the findings that traditional leadership actions determines factors leading to the success or failure of a project with the specialized literature been very rich concerning this subject. Findings from the research are useful for Assemblies that have created or plan to create a virtual project teams, especially deployment leadership style. The

Assembly is faced with more challenges in having its developmental projects implemented as a result of interference from traditional leaders and some other political heads. Another fact is that ignoring experts or technical advice and not valuing appropriate communication between project team members has been a hindrance for the Assembly in its project delivery to help improve standard of living. Ga East does not have modern ICT resources leading to unreliable revenue database system. The lack of reliable database due to ICT challenge is one of the factors for poor revenue administration system, budget formulation and implementation in Ga East.

It is therefore important for the Assembly in promoting decentralization, to understand the nature of the power relationships and informal networks of patronage at the local level that can undermine local development. It is also important to design sufficiently robust systems of central monitoring and dissemination of information that are capable of effective implementation in fragile project situations. Effective engaged traditional leaders are of a competitive advantage to the Assembly because, they emotionally connect to the people and put efforts on the project success. The research shows that emotional commitment has a mediating role among relationship style of leadership and communication on the success of the project.

The assembly moreover, needs to empower itself for ensuring and promoting developmental projects and build capacity of its stakeholders thereby, meeting the need of the people. It is therefore concluded that the Assembly has the initiative of developing new and sustainable strategies to improve its collaboration with traditional authorities.

5.4 RECOMMENDATION

The following are recommended for ensuring effective governance at Ga East District Assembly.

- The resolution of the challenges regarding the collaboration between traditional authorities and Assembly demands the concerted efforts of adequate involvement of all parties in the planning and implementation of development projects, especially the projects or activities that affect them. There is the need for the Assembly to actualize participation through the involvement of traditional authorities and the community in the design and implementation of development projects. Recognizing the existence and importance of traditional authorities as those who best know and understand their people and their circumstances.
- Political heads of the assembly should not interfere in the project process to allow the system to work effectively.
- The assembly should involve community members especially the traditional authorities in its developmental projects in being transparent and accountable in their performed activities.
- For efficient and effective collaboration in ensuring project implementation success, the Assembly can use the knowledge gained from the study in order to improve virtual team project success with traditional authorities using the appropriate leadership style and continues communication.

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APPENDIX A

QUESTIONNAIRE

SECTION A: RESPONDENT'S DATA

Please do tick (√) the appropriate box and provide answers where needed.

1. Gender? a. Male () b. Female ()
2. Age group? a. 20-30 () b. 31-40 () c. 41- 50 () d. 51- 60 () e. above 60 ()
)
3. Highest Educational Level: a. Secondary () b. Diploma () c. HND () d. Degree ()
) e. Master's Degree () f. Other, please specify
4. Specify the Department / Unit you work with? a. Works Department () b. Physical
Planning Department () c. Procurement () d. Development Planning () e. Urban
Roads () f. Other, please specify
5. Indicate your current job title? a. Director () b. Engineer () c. Quantity Surveyor ()
)
d. Procurement Officer () e. () Supervisor f. Other,
specify.....
6. Years of working experience: a. 1-10 years () b. 11-20 years () c.21-30 years ()
)
d. More than 30 years ()
7. Which of the following categories do you belong?
a. Employee of the Assembly () b. Assembly member () c. Contractor () d.
Consultant
e. Traditional leader () f. Other, please specify

SECTION B: INFLUENCE OF TRADITIONAL LEADERS ON PROJECT SUCCESS

1. To what extent do you agree to the following activities on the knowledge on project delivery? Tick (√) Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree respectively in the table provided below.

	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
<ul style="list-style-type: none"> The Assembly is responsible for organizing human, material and financial resources for projects implementation 					
<ul style="list-style-type: none"> Awareness creation exists for projects undertaken by the assembly 					
<ul style="list-style-type: none"> Projects process quantify efficiency and effectiveness 					
<ul style="list-style-type: none"> The traditional authorities, Assembly members, staff and other stakeholders are involved in project implementation. 					
<ul style="list-style-type: none"> Projects are measured with its objective, target goal, cost, time, and project delivery quality 					
<ul style="list-style-type: none"> Projects fail in its delivery 					

2. To what extent do you agree to the following concerning traditional leadership influence on project delivery? Tick (√) Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree respectively in the table provided below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<ul style="list-style-type: none"> Traditional leaders play a major role in project implementation 					
<ul style="list-style-type: none"> Traditional leaders influence the behavior of others towards achieving project goals 					
<ul style="list-style-type: none"> Traditional institutions constitute crucial resources into projects 					
<ul style="list-style-type: none"> Traditional leaders change earlier decisions made by the Assembly 					
<ul style="list-style-type: none"> Mobilize people within their communities to participate in projects implemented by the Assembly 					
<ul style="list-style-type: none"> Decisions or actions of traditional leaders can make projects fail or succeed. 					

3. To what extent do you agree to the following causes of unsuccessful project execution? Tick (√) Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree respectively in the table provided below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
• Poor projects estimation					
• Lack of adaptation to organizational policies on adjusting the processes to the needs of projects undertaken.					
• Lack of resources for project implementation					
• Interference in projects from traditional leaders and political heads.					
• Lack of project planning					
• Selecting wrong contractors and consultants					
• Ignoring experts or technical advice					
• Lack of situational awareness					
• Ineffective decisions being made					

4. To what extent do you agree to the following effects of unsuccessful project? Tick (√) Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree respectively in the table provided below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
• Projects are abandoned					
• Cost overrun assert in project implementation					
• Low quality and standard of projects leading to diminishing credibility					
• Materials are wasted					
• Difficulty in maintaining projects					
• Inherent friction between traditional leaders and the Assembly					
• Adversarial relationships, mistrust and arbitration set in to affect clients and other stakeholders					
• Reduce the probability of achieving higher project success					

5. To what extent do you agree to the following strategies for project success? Tick (√)
Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree respectively in the
table provided below.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<ul style="list-style-type: none"> • Have an adequate planning and control system in place to maintain proper balance between cost, schedule and technical performance 					
<ul style="list-style-type: none"> • The assembly must ensure and encourage team work 					
<ul style="list-style-type: none"> • Ensuring complete communication between key stakeholders in delivering the project 					
<ul style="list-style-type: none"> • Provide traditional leaders with the guidelines in project implementation 					
<ul style="list-style-type: none"> • The assembly engages competent project contractors and consultants 					
<ul style="list-style-type: none"> • Provide quality of planning that include the perspectives of all stakeholders 					
<ul style="list-style-type: none"> • Providing the required logistics for the project 					
<ul style="list-style-type: none"> • Motivating and inspiring traditional leadership will influence the behavior of the community 					
<ul style="list-style-type: none"> • Locally elected government officials must cooperate with traditional leaders on land allocation and dispute settlements 					