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Exploring the effects of local community Involvement in the implementation of Government Funded Projects

By

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MASTER OF SCIENCE

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DECLARATION

I hereby declare that this project report on exploring the effects of local community Involvement in the implementation of Government Funded Projects is the results of my own work, towards the attainment of MSc Project Management. And references to other people's work have duly been cited.

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ABSTRACT

The involvement of local communities is a very significant part of recovery for any community and its projects. In regard to this, the study went into exploring the effects of local

community Involvement in the implementation of Government Funded Projects. The objectives of the study which helped in attaining the main aim of the study were; to examine the extent of local communities' involvement on government funded projects, to identify factors that will ensure local communities involvement in government funded projects, and lastly was to identify effects of local communities' involvements in government funded projects. The research adopted the quantitative strategy. Data was obtained using questionnaire and base on the purposive sampling technique and the Yamane formulae, the study selected fifty-two (52) project managers including other construction professionals D1K1-D4K4 construction firms. Data from respondents was analyzed and presented using Microsoft Excel software's and the data was further analyzed using the Mean score ranking and the Relative Importance Index. Results from the first objective came out as; about fourth-fifth percent of the respondents took a great extent in involving local community members and the rest did that partially, which proved how relevant this study will be to the respondents in aiding them to know how to manage and involve local community members. The second objective resulted as follows; The initial point which is essential is to recognize the leaders of the community in order to develop a very significant relationship between management and the community, also by giving the community a higher level of motivation to encourage them in involving themselves in community projects and lastly management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development. The rest of the factors were also ranked in this manner which presented certain important factors that can help in enhancing the involvement of local communities' members. The last objective also resulted as follows; Community participation is key to the success of any given government funded project and also it builds the tendency to associate, establish link and live peacefully with each other and cooperate well. These elements were presented from literature as the effects of involving local community members, which can also lead to a successful project delivery.

Keywords: Community, Involvement, Community involvement.

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DEDICATION

I dedicate this work to my family and also to the Department of Construction Technology and Management for their assistance in my study at the University of Science and Technology, Kumasi.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The involvement of local communities is a very significant part of recovery for any community and its projects. No matter how big or small a project is, without the effort and knowledge of community a project cannot be executed, even if it's successfully completed it may not be accepted. It was said in the United States, Federal Brownfield funding monies are secured to the involvement of the community, therefore without realizing and documenting the involvement of the community no funds will be assigned, this shows how important it is to involve these local communities during project execution (Kizlik, 2010).

The involvement of community participants and groups, do not only progresses in the understanding of the people targeted, but rather, it is also the basis to recognizing the needs of the community (Rogeret al., 1993). Several advance projects are the establishment of a whole community revitalization. The longstanding benefits of these development projects can include the formation of additional jobs, development in community relationships, community authorization, and renovation of the environment and improvement of the quality of life in the community through the assessment of the environment (Kizlik, 2010). According to Mayo (1975), the concept of community development owes a great deal to the hard work of colonial managers, the managers used the term out of their efforts to improve basic education, and social welfare in the UK colonies. The approach of involving local communities to supervision of projects and development is a new pattern to development in all the phases of development projects. This is because of the fact that; involvement is crucial in building local capabilities, self-reliance and guarantees sustainability and efficiency of development projects (Long,

2001). Effective community involvement is founded on the flow of discussions and information (Witkin, 2004). Communities that feel recognized and are also informed are those that involve themselves in decision making of development projects which leads to a successful project delivery. Witkin again affirmed that community members who gives in their best to the project planning process will well understand the procedures and will be more prospective to support a project they had contribution in.

Altschuld and Kumar (2010) contended that in assessing and developing a community, it is then based on the understanding of the community's requirements, difficulties, troubled populations, and how the proposed regeneration will greatly affect the community.

Community assessment aids in understanding a community's main concern and vision, and a successful developments of project by involving them will have response to these concerns and visions (Kendie, 2002). Community participation should be used to create not only thoughts for projects planning and their application, but also concepts to additionally enhance current project features (Kizlik, 2010). The sustainability of project can be assisted and improved by involving the community to know what the needs of the community, what the community will benefit from, what has been they have tried before and couldn't work, and what can advance the initial ideas they used (Roger, et al 1993). Witkin (2004) debated that local communities, when given a chance to be educated and involved in the process of project, is an effective pattern to the success of project. Furthermore, communities may also have special matters that if assimilated into the project developments, may assist to decrease the challenges that are capable to occur, in which effective solution can be developed to prevent this.

In relation to the study, the involvement of community in the management and preparation of project is a method to improvement with the understanding that development has to commence with the persons who knows a lot about their environment and its systems. Taking this into consideration there is the necessity for development organizations to value the local knowledge and assistance of these local communities to help enhance the development of projects. It is for this reason that a new pattern to advancement has been accepted where local communities are to be involved in all the phases of projects execution. The involvement of Communities brings in the availability of a forum for people to become aware and informed of project affairs which will also enhance their active involvement and support in making decisions that greatly impacts their community (Witkin, 2004).

1.2 PROBLEM STATEMENT

Community participation is an important element in the outcome of good project planning and delivery. It can contribution in identifying the needs and problems of local communities, knowing how to relate with them and at the same time the development of project will be seen successfully. Nonetheless, in the project development, active community involvement in the process of project planning is often ignored and the benefits of involving local communities keeps being unrealized. The involvement of community is considered as a rather a challenging matter and is not really addressed, or it's either there is inadequate understanding as to how to involve the local communities. In regard to this, the outcomes can be devastating, in explaining that the absence of community involvement can end in a loss of money and other important properties, permissible suits, people in communities being unsatisfied by sending negative news to the media, projects not being accepted, and the occurrence of project failure.

So far as decisions are taken outside the community without them being involve, then the wants and needs of the communities cannot be addressed, (Narayan, 2005). It is very clear that people outside local communities cannot certainly recognize the needs of local communities and even understand how to meet their needs. In regard to this development planning given to national and international level, with specified agencies designing, planning and discussing development for others, has not been workable. This becomes more effective if the development process is accepted by the whole community, (Delal-Clayton et al, 2003). An assessment of 25 projects supported by the World Bank documented that 13 projects had been out of control right after monetary assistance ended. It was comprehended that the chief causes of these projects failing was the lack of participation by the local communities and the lack of responsiveness in involving local communities in the management of these projects. It is evident that unknown persons cannot essentially recognize the needs of local communities nor better still understand how to satisfy them in enhancing projects, (Delal- Clayton et al, 2003). This then shows how much people have lesser knowledge in this area of study, and it also proves the limited literature in this area of study. The study is therefore driven by the desire to explore the effects of local communities' involvements on government funded projects and also to identify the factors that will ensure local communities involvement in government funded projects

1.3 RESEARCH QUESTIONS

1. What is the extent of local communities' involvement on government funded projects?
2. What are the factors that will ensure local communities' involvement in government funded projects?

3. What are the effects of local communities' involvements in government funded projects?

1.4 AIM OF THE STUDY

The main aim of the study was to explore the Effects of Local communities' involvements on government funded projects

1.5 RESEARCH OBJECTIVES

In achieving the aim of the, the following objectives were set:

1. To determine the extent of local communities' involvement on government funded projects.
2. To identify factors that will ensure local communities involvement in government funded projects; and
3. To identify effects of local communities' involvements in government funded projects.

1.6 SIGNIFICANCE OF THE STUDY

From the above introduction it has been realized that some scholars have confirmed how important it is to involve local communities in the implementation of government funded projects. The implementation of projects in communities cannot be done only by management but rather the involvement of persons in the community can a help assure a successful project delivery. This study will explore the effects of local communities' involvements on government funded projects.

The study is of much importance because, the results from this study could also be used by policy makers of government to ensure better understanding of how project managers should ensure the involvement of communities in project planning and delivery. The study will aid construction professionals in recognizing the effects of local communities' involvements in government funded projects. It is also of much importance because, it will bring out factors that will ensure local communities' involvement in government funded projects. This will be of a relevant addition to existing knowledge and the body of theory, by the means of assisting to undertake further research in this area of study. Lastly it will also reduce the frequency with which community based projects fail will be reduced as the project management will learn the importance of involving the community in project planning

1.7 RESEARCH METHODOLOGY

The approved methodology for the study was the quantitative technique, this was because of its numerical and mathematical analysis. It was said by Walliman (2011) that the primary purpose of quantitative analysis is to delve into to measuring and making comparison. Data for the study was collected through questionnaires and this helped determine and separate the most important factors from the less important ones. The research was based on views, knowledge and the opinions of project managers and other construction personnel's in assisting to attain the main aim of the study. The population for the study was mainly be project managers in D1K1-D4K4 construction firms in the Greater Accra region of Ghana. The purposive sampling techniques was used in selecting the population. The research was therefore take-off and continue with the literature review on related focus of the research, in which the progress of sound and serious questionnaire was made, and also has its source

around the aims and objectives of this study. The source of the information was used for the research is mainly through journal publications, newspaper publications, books and the internet. After the review, questionnaires were designed to collect data from the research respondents. Closed ended questions was used in the questionnaire. The questionnaire was administered among mainly project managers in D1K1-D4K4 construction firms and other construction professionals, in which data was collected base on their knowledge and experience. The data was analyzed by means of the Statistical Package for Social Sciences (SPSS), and Microsoft Excel 2016 in which the Relative Importance Index (RII), Mean Score Ranking and Descriptive Statistics was used for the analysis. And by this, the data was critically analyzed, and the results aided the study in achieving its aim and objectives.

1.8 SCOPE OF THE STUDY

It was relevant for the study to concentrate on a specific area, this is because there are a lot of construction project going on in many parts of Ghana, but this study focused on the Greater Accra region of Ghana. The study selected Accra because it is the capital city of Ghana, and there are currently a lot of construction projects on-going in that area (Ghana Statistical Service, 2013). The main focus of the research was on the effects of local communities' involvements on government funded projects. Since the Accra metropolis currently has many project on going, the study focused on getting much information from the construction professionals in this area.

1.9 STRUCTURE OF THE STUDY

The study was organized in five chapters. The initial chapter which is chapter one was basically about the general introduction to the study. The background of the study was discussed followed by the problem statement. The aim and objectives were all clarified in this very chapter of the study. The chapter two looked into the literature in the area of study. The third chapter specified on the methodology of the research which delved into the procedural approaches adopted for this study while the chapter four analyzed the data collected from the respondents in the form of questionnaire survey using relevant and accurate tools for the data analysis. The chapter five which is the last and final chapter which concluded the research. In this chapter, the findings and recommendations of the research were considered.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

The chapter presents the theoretical outline of the study was discussed. The study went through various theories that made the study very meaningful and educative. The chapter delved into exploring the effects of Local communities' involvements on government funded projects. It further went into some relevant definitions which also focused more on the objectives of the study. By this, the chapter also focused on the extent of local communities' involvement on government funded projects, also investigated the factors that will ensure local communities involvement in government funded projects, and the chapter also found it relevant to identify effects of local communities' involvements in government funded

projects. Information in the chapter was retrieved from research papers, books, journals, web articles, conference proceedings and other educative relevant sources.

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2.2 DEFINITION OF TERMS

2.2.1 Community

Various authors have defined Community differently. Some focused on community as a geographical area, some on a group of people living in a particular place while others looked at community as an area of common life. According to Cohen (1985), 'community' involves a group of people living in particular place and have something in common with each other and the thing held in common distinguishes them in a significant way from the members of other possible groups.

Hence, territorial or place community can be seen as where people have something in common, and this shared element is understood geographically. This is also known as 'locality' (Cohen, 1985). Hogget (1997), on the other hand defined community using interest. People share a common characteristic other than place. They are linked together by factors such as religious belief, sexual orientation, occupation or ethnic origin. Thus, there is the 'Catholic community', the 'Chinese community' or the university community (Hogget, 1997). Madrid (2002), on the other hand viewed community as the existence of ties between people which motivates individuals to act for the collective gains rather than self. In line with this, a Ford Foundation Workshop on Rural Development defined a community as 'a large group of people with common ties cemented by common interests, values, goals, beliefs and living together in a geographical setting and interacting with one another continuously to lead all or most aspects of one's life' (Ford Foundation, 1984). Cohen's (1985) work around belonging

and attachment is a great help in this respect. He argues that communities are best approached as 'communities of meaning'. In other words, "community" plays a crucial symbolic role in generating people's sense of belonging. There is no agreement on the best definition for 'community' which is often used interchangeably with 'local' or even in combination as 'local community'. These two terms are of central importance to any level of community development since it is basically development by and for people living in specific localities. Both terms suggest some level of identity or cohesion. Local apply to geographical area, whiles 'community' refers to a group of people sharing some common interest. (Cohen, 1985) Community in the context of this study therefore is a group of people living in a particular place and connected by a common interest which creates a sense of belonging such that they can organize to address issues that are of concern to them.

2.2.2 Participation

The word participation has diverse interpretations. Participation as a concept of development means getting the populace involved in taking decisions that affect their well-being. It seeks to give local people the responsibility to manage their own affairs, especially with regard to planning, implementation, and monitoring and evaluation of development projects and programmes. Participation should therefore lead to the improvement of the quality of life of the people and this improvement should be sustainable. For some, it is simply having decisions, being consulted, providing resources or providing information. For most analysts, participation emphasizes the decision making role of the community (Fleming, 1991 in Brohman, 2002). Participation is vital in building local capacity and self-reliance as well as ensuring effectiveness and sustainability of development projects. It is for this reason that the development paradigm which has emerged, placed much emphasis on bottom-up approach to

development planning, where there is full involvement of development beneficiaries in all decision making affecting their well-being and development. (Mikkelsen, 2005)

According to the United Nations Economic Commission for Africa (UNCA), popular participation as a concept may be considered as the active and meaningful involvement of the masses in decision making process for the determination of social goals and the allocation of resources to achieve those goals. It may be direct as when views are expressed openly to those empowered to hear them, indirect as through mass demonstrations against particular policies, or expressed through boycotts of goods and services that are not acceptable, or in elections. Effective participation must of necessity relate to those sections of the masses who are directly affected, such as communities or

groups e.g. co-operatives employees of a particular industry, councils, artisans or professional societies, associations, villages etc.

2.3 REVIEW OF THEORIES OF PARTICIPATION

There are as yet no generally accepted theories of community involvement in the growth of programmes. However, scholars have come up with a set of intentions uttering the situations under which individuals do or do not contribute. These propositions are given in the theory of collective action as developed by Oslon (1971) and Buchanan and Tullock (1965). ***a. Oslon"s theory.***

The theory by Oslon (1971) is based on analyzing the benefits and costs of collective goods. Oslon observed that benefits derived from most Common Pool Resource (CPRs) are collective goods that once produced are available to all the members of the organization. Oslon, intimates that groups of individuals having common interest do not necessarily put in effort

to attain them. Oslon (1971) adds that some mechanisms must be found to course the members to pay for the collective goods provided them or institute some encouragement which will increase the motivation level of the community members to support the firms. In addition, the person is too small to have any important effect on his organization either by supporting of not supporting. However, the individual can deliver in the welfares generated even if he has not donated free rider problem. This is particularly evident in large groups where the actions and dealings of individual members are less noticeable and the cost of bringing the members together are also high. This creates conditions necessary for free riding. Oslon thus suggest that the individuals should be small sufficient so that people's achievement of anyone or more followers is obvious to some other persons in the group.

b. Buchanan and Tullock"s Theory

Propounded by Buchanan and Tullock (1965), the theory emphasizes the individual behavior based on the understanding that collective action is composed of individual actions. The theory explores the circumstances below which a collection include free and normal usefulness maximizing individual chooses to express a rule or a set of rule of retained use of CPRs. They argue that a group chooses a cooperative mode of action when each of its individual members finds it lucrative to act collectively rather than individually, for instance, when his perceived costs are less than his perceived benefits from the collective action. Therefore, they argue that what determines the optimal rule or choice is the cost (external and internal). Singh (1991), summed Oslon and Buchanan and Tullock theories by reiterating that people will participate in collective action when;

- organized in lesser groups

- the benefits expected from the action of a group goes beyond the prtcipation of private cost; and
- there is a pledge that the predictable welfares would in fact accumulate to the members.

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2.3.1 Levels of people's participation in development

Mikkelsen (2005), once again identified different levels of participation. The ladder of participation ranges from passive participation which is the least desirable to self-mobilization, which is the most desirable level of participation. It should however be noted that it is not easy to choose between the ideal types. This is because in real life issues there may be a certain level of constraints on how participation should be and the type of participation.

- *Passive/Tokenism Participation;*
- *Participation in Information;*
- *Participation by Consultation;*
- *Participation for Material Incentives;*
- *Functional Participation; Interactive Participation; and*
- *Self-Mobilization.*

2.3.2 Cost of Participation

The value of participation has come to be accepted. However, it must not be assumed that participation of all the people at all times is possible, necessary and a good thing. Complete participation may lead to complete inertia, due to the cost involved and practical difficulties such as reaching a quorum, time and energy. Whether at the local or higher level, it is essential

to first identify the appropriate level of participation that is desirable and feasible. Dalal-Clayton (2003), acknowledged five different costs involved with participation. These are:

- Cost of Providing Access to Information: Active participation of people in planning would mean they should thoroughly understand the processes as it explains and choices comes into existence, which would require active and appropriate response, the distribution of gratitude the statement of contributions of diverse persons.

- The price of Floating Prospects: Contribution of beneficiary especially at the initial stage of a project might produce substantial enthusiasm and prospects. If development is being made to initial deliberations, dissatisfaction may come in and expose people readiness in participation. This can be minimized by cautions early deliberations that looks into the identification of issues and which also bring the entire stakeholders with an evident notion of the possibility and impossibility by bring in the available resources.
- Facilitation cost: Exposed and honest deliberations over possessions and the usage for instance can bring in misunderstandings that needs to be addressed. It is needed for skills and time to be applied here; and
- Transaction Cost of Upholding recognized instruments for local supervision or handling: it includes cost of non-market assets, time consumed in conferences and time consumed on management of resources.

2.4 COMMUNITY PARTICIPATION

Although many people agree that community participation is critical in development programmes, very few agree on its definition. The various definitions are:

- Voluntary contributions to public programmes but people do not play a role in shaping the programmes;
- Involvement in shaping, implementing and evaluating programmes and sharing the benefits; and
- An active process where intended beneficiaries influence programme outcomes and gain personal growth (Oakley, 1989 cited in Susan B. Rifkin, Maria Kangere 1988).

Experience of three large donor agencies' efforts to incorporate participation of the beneficiary into projects and policy development process revealed that certainly, there is a growing acceptance by the World Bank, DFID and GTZ of the need and value of participation of the beneficiary throughout the project cycle. However, there has not been sufficient involvement of beneficiaries throughout the project cycle. It is clear that sustainable development cannot occur without the beneficiary participation. It is in fact the pivot upon which sustainable development rides. It helps to improve the design of policies so that they correspond to the needs and conditions of the people to whom they are directed (Cornia, 1987 in Brohman, 2000). The study therefore perceives community participation as a process through which people who live within a specified geographical area and have legitimate interest communally influence decisions and development initiatives that affect their wellbeing.

2.4.1 Forms of Community Participation

Mikkelsen (2005), identified three main forms of participation. These are; induced participation, coerced participation and spontaneous participation.

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2.4.1.1 Induced Participation

This arises where a decision has already been taken but people are consulted or involved as though their views are of some relevance. Most of Ghana's past approaches to regional development planning were characterized by this level of participation. Few persons from the sector ministries and other central government agencies formulated national development plans with little or no involvement of the ultimate beneficiaries of those plans.

Technocrats after designing plans handed them over to stakeholders without any opportunity for their input in the plan preparation process.

2.4.1.2 Coerced Participation

This form of participation forces beneficiary groups to participate in the decision-making process and implementation of such decisions. There is normally a sanction for nonparticipation. People who are compelled into decision making and implementation in most cases do not feel part of the decision-making and implementation process.

2.4.1.3 Spontaneous Participation

This form of participation neither induces nor coerces people to get involved in the process. It arises as a result of common interest which may or not be threatened. It is the ideal level of participation. There is a clear understanding and recognition for the need to participate, share

ideas, articulate one's views and really be a part of the process of decision-making and implementation and this thus makes such decisions sustainable.

2.4.2 Community Involvement in Project Planning

According to Watkins et, al. (2008), society involvement is a keystone of a Communities developments. A well-built community involvement work will fetch persons at a particular agreement and let them to give their thoughts and ideas to reach an agreement on what is finest for the community. The involvement of community is a chance to get popular in the community's participation system. A community which is active in development: Make available a method for community associates to share info, inspire democratic procedure the more, make available discussions between the society and the makers of decision, produces imaginative choices and answers, aid in reaching an agreement on resolving issues of the community and other matters (Kizlik, 2010). Community members should be realized as equivalent associates in the negotiation that goes on during the project execution. In view of this the members of the community must comprehend the facts of a project to assess its prominence and benefits (Donna and Greg, 2001). From this time, not being able to notify and include the public, can cause interruptions as an outcome of community reluctance or absolute project opposition. To see improvement, a highest peak of tolerance and readiness to hear members of the community is very vital to see success in projects (Kizlik, 2010). The public participation procedure must begin prompt and frequently. Early participation at the community will allow members to be react like they are a part of the procedure, progress an act of collaboration between members and inspire the flow of correct information (Gilbert, 1998). Gordon (2004) proposed the succeeding steps for setting up a community participation

package: Beseech persons, particularly those directly impacted by the project. Roger et, al. (1993), stated it is significant that communication is truthfully accurate and reliable, especially appropriate for communities with a minority percentage which is huge. Managers of project must give information that are very appropriate and also in time through meetings, flyers and the media and managers must also ensure that the information must reach members of the community who are interested in participating, develop good relationships with community members, set better goals for community project, and help train some good community members. In giving information, managers can do this through community leaders to the members of the community. All this can help increase the level of participation by community members, which can also ensure a successful project delivery, (Gordon, 2004):

The system of planning is a procedure determined, so organizers must ensure efforts from the community at confident stages in the process of planning to ensure that there is a pleasing of legal supplies (Gordon, 2004). There is a need for communities to do an endless development of appointment, as they are outside the scheme and need info, understanding and the period to ensure that they can be a part accurately. The involvement of community in project preparation can aid with growing good relations with the local communities and in a way also getting to be aware of their needs. In view of this there can be a better and peaceful project execution for managers without any delays. According to Mangin, (2001) and Williams, (2008) in current studies, the development of projects can be enhanced and well going when the communities are permitted to take the main role throughout all the phases of the task, which includes the design and planning process.

2.4.3 Community Involvement in Project Design

Setting goals means deciding what one wants and being aware that one's behavior helps one to reach the goals (Moss, 2011). According to D'Souza (2004) people who get what they want do so because they have clear goals and develop plans and schedules to achieve the goals. They assume personal responsibility for implementing these plans. Goals give directions to what one is involved in goals promote enthusiasm. Inherent in any goal setting is some level of efforts required to achieve it. Fenolla, Roman and Cuetas (2007) consented that setting individual and collective goals in class would imply that one is aware of the way; hence it is easier to go the way that leads to performance.

Fulgham & Shaughnessy (2008) mentioned that the involvement of community in the design process of project can end in several form of success in project. Attitudinal success most likely when the project creates or enhances social capital (Social capital), when communities participate in project initiation, establishment, and daily management (Participation), and when benefits are equitably distributed without elite capture (Equity); behavioral success most likely when the project invests in building capacity of local individuals and institutions (Capacity); ecological success most likely when the project engages positively with cultural traditions and governance institutions (Engagement), builds capacity in communities (Capacity), and when communities participate in project initiation, establishment, and daily management (Participation) and economic success most likely when the project invests in capacity building (Capacity).

2.4.4 Implementation of Community Based Projects

We consider a project as successful in it has been ended on the right duration, and it is also in budget, within the scope and its main aim has been achieved. In taking this into consideration, the functions of the project must be seen by planning and checking that community projects are well undertaken in their aims.

2.4.5 Community Participation in implementation of Community Based Project

According to Mansuri and Rao (2004) community based plans are characteristically applied in a form in which is referred to as community. This explains either a managerially defined location such as a village, a tribal area, or a locality, or it explains a common group attention, such as a public of dawdles. It is mutual in development literature on strategy to use the period, deprived of much requirement, to signify a socially and governmentally similar social system, or one which is, at smallest indirectly, an inside consistent and more or less melodious object. Capra (1996) see participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment, build the tendency to associate, establish link, live inside each other and cooperate. Mosse (2001) examines several participatory projects and finds that even in projects which had a high level of participation, what was labeled as „local knowledge" was often a construct of the planning context and concealed the underlying politics of knowledge production and use. UNESCAP (2009) shows that a form of participation can be traced to 1940s in Nigeria where a colonial District officer in charge of community development wrote frequently about how self-help development could transform

the capacity of Nigerians to identify their own needs and strengthen their abilities to improve their won condition. Approaches of participation have been popularized by RRA and PRA approaches to community development and research which Chambers (1994) refers to as a family of approaches and methods to enable rural people to share, enhance, and analyze their knowledge of life and conditions, to plan and act. Cleaver (1999) observes participatory approaches as ways of building synergy, ownership and enhancement of sustainability.

Participatory approach has been criticized on the basis that no single study (to establish) a causal relationship between any outcome (of a project) and (its) participatory elements (Mansuri and Rao, 2004). They have also faulted the individualization of the concept of action and the depolarization of empowerment. Their observation is that it would be difficult to elaborate on who is empowered; individual or community or categories of people e.g. women, the poor or socially excluded (Cleaver, 1999). Mansuri and Rao (2004) observe that there is a substantial, and disparate, theoretical literature on collective action and coordination by economists, sociologists and anthropologists which examines the relationship between heterogeneity and the capacity for collective action. This literature has identified a number of constraints to collective action and has also indicated the types of environments in which coordination issues are likely to be more or less problematic. Community participation is key to the success of any given project at the level of the community. Members of the community through community based projects address issues that directly affect them in an effort to curb situations of interest to them. If the community is therefore not involved at the various project levels, chances of it not owning the project may render its operational capacity unattainable.

2.4.6 Management of Funds in implementation of Community Based Projects

Mobilization is the process of forming crowds, groups, associations and organizations for the pursuit of collective goals. Organizations do not emerge spontaneously but require the mobilization of resources. In modern capitalistic society, these resources are free flowing and are easier to mobilize than in the more traditional societies. There are various resource needs in starting an organization, that is technology, labour, capital, organizational structure, societal support, legitimacy etc. the right mix of these resources are not always available. Stinchcombe (1965) posits that organizational development seems to occur in spurts followed by long periods of stability. Magano (2008) outlines that funding is the element that could positively contribute to the success of the project and indicated that the financial need of the project should be reflected in both the planning and implementation proposals. In measuring the success and failure of poverty alleviation projects, availability of project funding specially focusing on comparing the amount of money required to start the project with that received should be considered (Tshitangoni, Okorie and Francis, 2010). The availability of continuous funding, transparency and faithfulness of members of management are also regarded as success factors of poverty alleviation projects (PAPs). Most community approaches are financed through installments as opposed to once off large grants. Delays in payments create problems for programme management and can result in frustration, disillusionment and loss of support to beneficiaries and insufficient funding will have greater negative impact (Haider, 2009). According to Mulwa (2008) the fundraising strategies for the community based organizations in Kenya have varied from merry go rounds, micro credit and savings schemes, consultancy, serves, fanfare and special events, harambees and endowment fund. However, there are others like the public, private sector partnerships, the corporate social responsibility and the government funding, either through an agency or directly as well as donor support.

Different sources of funds, depending with the PMCs strategy, will influence directly or indirectly, the implementation of the community based projects due to the conditions that go with them as well as the volume each strategy is likely to earn.

2.5 FACTORS TO ENSURE LOCAL COMMUNITIES INVOLVEMENT IN GOVERNMENT FUNDED PROJECTS.

Local communities' involvement in Government funded projects is very key to a project development. The essential point is to recognize the leaders of the community in order to create a very significant relationship between management and the community. This must be taken very serious to ensure that all members of the local community are represented.

- **Motivation**

  The first factor taken into consideration is motivation. According to Phiri, (2001), Motivation is one element that can help influence a community in participating in a project, but it is relevant to know that there is no local community which has completely the same people but it is rather possible for it to be made up of people with different background and features. By this it is very understandable that what motivates a certain group of persons may not motivate another group. Bringing up a development project in a community may motivate others, whilst raining the position of a community will also motivate a different group of people. This shows how a community should be recognized and motivated well to enhance their participation in government funded projects.

Facilitation

According to Svendenet al (1998), lot of work in programme design are very likely to take place in the setting of a group. Facilitation in the view of the group refers to how a person with no authority of making decisions helps the management or group to be more competent and operative in planning, applying, monitoring and assessing. This looks quite difficult but it is relevant if the community is given a real decision making authority and responsibility. Management will need to be trained well in the area of capability building in involvement so that they can become effective facilitators.

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Capability building

Management helping in building the competence of the community level may be vital to improve the ability and confidence level of the persons in the community. And this may help more of the female individuals who lack the skills and experience in developing the community. And this can be a key thing in helping to motivate the community to involve themselves in project development to help management.

- A very unique lessons well-read from Oslon's theory (1971) of contribution is that self-interested persons will normally not be active, unless there is push or other special means to make persons act on their corporate interest. Therefore, for people to contribute in educational and other social infrastructural development, there should be clear benefits. The procedure could therefore start with one person who believes that there is a problem internally or externally. This could be in material or non-material form. It suggests that motivation to involvement comes when people realize the benefits that accumulate from participating. Again, in asking for community participation, it is significant to keep communities (Primary stakeholders), completely educated about the aims of a development project. They need to be helped to comprehend what they stand to derive from their participation as well as the harm that may be done to them by the lack of their active involvement. A stress on the importance of a proposed project would serve as an encouragement in its self for people to participate.
- Education is the pass word to enter into the development intervention. Meaningful participation in project development largely depends on the educational status of public people. There is a strong link between development and education. Indeed,

formal and non-formal education is the bedrock of a transformative approach 'to community development (Kane, 2006; Fraser, 2005). Education can enhance the potential for people at the grassroots level to experience social change (Kane, 2006). It engenders the acquisition of educational experiences which go beyond academic or professional qualifications, and it helps the individual to find his or her purpose in the community (Hunt, 2009). Education is a major determinant of effective participation in public project developments. The educated people would most likely appreciate public development better than the less educated. If the people appreciate public development his attitude towards participating in public project developments is likely to be favorable.

- There is a general assumption that higher the income levels the higher the participation. In a study by Phillip & Abdillahi (2003) reported that relatively high level of participation depends on the household income earned per month. Therefore, a decrease in household income per month is associated with a decrease in the level of community participation in projects in terms of monetary contribution. In any case, poverty and its many behavioral consequences can be a strong limitation for the stimulation of public participation in development projects. As a result, it can be said that lower income level affects participation.

For the purpose of research here are some factors that can help ensure local communities involvement in government funded projects

- The initial point which is essential is to recognize the leaders of the community in order to develop a very significant relationship between management and the community.

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By giving the community a higher level of motivation to encourage them in involving themselves in community projects.

- Also giving the community a real decision making authority and responsibility which can assure them in seeing their ideas as very relevant.
- Management helping in building the competence of the community level may be vital to improve the ability and confidence level of the persons in the community to participate in project development.
- Management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development.
- Management must also put in place a higher level of income to ensure a higher level of community participation.
- Management must ensure a very good leadership skill and implement the best practices or guidelines
- Community must see a sense of ownership
- Management must invite community leader during meetings and planning towards development projects
- They must also respond to key community concerns

2.6 EFFECTS OF LOCAL COMMUNITIES' INVOLVEMENTS IN GOVERNMENT FUNDED PROJECTS.

Capra (1996) see participation as essential for establishment of community cohesiveness. It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which

bring about democracy and personal empowerment, build the tendency to associate, establish link, live inside each other and cooperate. Community participation is key to the success of any given project at the level of the community. Members of the community through community based projects address issues that directly affect them in an effort to curb situations of interest to them. If the community is therefore not involved at the various project levels, chances of it not owning the project may render its operational capacity unattainable. Community involvement is key in community development, Reid (2000), asserted that communities that engage their citizens and partners deeply in community development agenda raise more resources, achieve better results and develop in a more holistic and beneficial way (Reid, 2000). Abbot (1996), on the other hand views community participation as being the key to sustainability, security, peace, social justice and democracy. Community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment (Abbot, 1996). For this purpose, it is important to first determine the understanding of the locals and their perception to participation in development processes. Public participation is not simply a nice or necessary thing to do; it actually results in better outcomes and better governance.

When done in a meaningful way, public participation will result in two significant benefits: 1) Sponsor agencies will make better and more easily implementable decisions that reflect public interests and values and are better understood by the public. 2) Communities develop long-term capacity to solve and manage challenging social issues, often overcoming longstanding differences and misunderstandings.

For the purpose of research, the effects of local communities' involvements in government funded projects are as follows.

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It enables members to live together, share common norms, values, fears, and challenges.

- It also embraces the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment.
- It builds the tendency to associate, establish link and live peacefully with each other and cooperate well.
- Community participation is key to the success of any given government funded project.
- Communities that engage their citizens and partners deeply in community development agenda raise more resources, achieve better results and develop in a more holistic and beneficial way
- Community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter shelters the methodology that underpins this study and explains the methods used in gathering, collating and analysing data. The chapter also entails how data was collected and examined for the purpose of exploring the effects of local community Involvement in the implementation of Government Funded Projects. In summary, this chapter expounded on the sampling technique used, how the population was defined, and the determination of the

sample size, the analytical tool to be used and other relevant methods to the study was also presented in this chapter. In all, this chapter is dedicated to highlight the research methodology approved for this study.

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3.2 APPROACH TO RESEARCH

In this section of the chapter, it was relevant for the study to present the approved approach. Leedy and Ormrod (2001) came about with a research which resulted that a research methodology is the general approach the researcher takes during the execution of the research project. There are basically two methods to be well considered in describing the collecting and analyzing of data, namely the qualitative and quantitative approaches; these have essential roles in a research study by given useful information's the study conducted by the scholar.

3.2.1 Research method

In this study the quantitative approach was employed because of its numerical and statistical characteristics, which was also adopted by the study. Quantitative approach involves the generation of statistics or data in a quantitative form by accepting important survey research, using approaches such as questionnaires or structured interviews (Kothari, 2004; Dawson, 2002). The quantitative procedures also have the capability to make good use of group of persons that are small to make inferences about greater group of persons that would be excessively costly to the research. Quantitative approach involves the generation of statistics or data in a quantitative form by accepting important survey research, using approaches such as questionnaires or structured interviews (Kothari, 2004; Dawson, 2002). Quantitative approach was chosen by the researcher because the study used structured questionnaires and this was prepared and distributed to chosen respondents. The data used for the research were primary. Primary data was obtained from the selected respondents located in the Accra Metropolis, using the well-structured and close-ended questionnaire.

3.3 POPULATION DEFINITION

Population of the research are the chosen respondents for the research, and this includes their field of work. It was said by Bacon-Shone (2015) that a population is the whole elements, objects and events in a particular setting that the researcher intends to investigate to generalise. According to Lacey and Luff (2007), mentioned that, this is the entire element in the investigative context. Having identify the research approach there is a need to identify the population form which the sample will be taken from (Ritchie et al., 2003).

The above literature makes it clear that it is relevant to have a specified literature for your study. The population for the study was mainly limited to project managers in D1K1-D4K4 construction firms in the Greater Accra region of Ghana. The study also considered other construction specialists in the Greater Accra region of Ghana this is because there are presently a lot of construction projects on-going in that area. The construction professionals considered were; Architects, Engineers, Quantity Surveyors, and Site Overseers, the study also limited itself to D1K1-D4K4 construction firms in Accra the Accra metropolis.

3.4 SAMPLING PROCEDURE

It was also defined by Polit and Hungler, (1999) that sampling is a process for choosing a quota of the population to characterize the whole population. A sample entails a subject of the units that entails the population. Beissel-Durrant (2010) mentions that sample is a smaller unit or subsets bearing the same characteristics of the population of interest. According to Saunders et al. (2007) two types of sampling techniques are mostly considered, these are the: probability and non-probability sampling; explaining the probability sampling, this is the basics of the population have some recognized opportunity of being designated as sample subjects; whiles the in non-probability sampling, the variables do not have a known opportunity of being chosen as subjects which fit into the broad groups of convenience and purposive sampling. The sampling procedure selected was the purposive sampling. The researcher chose this because he limited the study to project managers and other construction professionals in the Accra metropolis and this was done by the help of the technique chosen. According to (Erbil et al., 2010) purposive sampling method permits the researcher to select the individual who has good knowledge on the subject in discussion.

3.5 SAMPLE SIZE

According to Passer (2004), a sample frame represents the "operational definition of the population and according to Naoum (1998), he explains a sample as a part of a whole (population) drawn to reflect the remaining. The study adopted the purposive sampling technique and selected sixty (60) project managers and other construction specialists from the Accra metropolis in the D1K1-D4K4 construction firms currently active on projects. These sixty (60) project managers and construction professionals were obtained from AESL data base. To attain a more reliable sample size this was fixed into the Yamane formulae. The Yamane (1967) with a confidence level of 95 percent presumed to a satisfactory margin of error was chosen for the study. With a margin error of 5 percent.

Yamane: $n = \frac{N}{1+N(e)^2}$

n = the sample size N =

the population e = the

level of precision

$n = \frac{60}{1+60(0.05)^2} = 52.17$

Therefore, the sample size for conducting the study is **52**

3.6 DATA COLLECTION

Data collection is very key when conducting a research study, by this the study had to approve a tool for data collection. The study decided on a structured questionnaire which was considered for the collection of data from targeted respondents. After this, the data was also analyzed by using quantitative analysis technique by the means of the statistical Package for Social Sciences (SPSS). And the targeted respondents for the study as said initial is project

managers and other construction specialist like architects, Quantity Surveyors, Managers and Site Overseers in the Greater Accra Region of Ghana for the required information needed to help attain the main aim of the research. According to Abdal-Hadi, (2010) using a questionnaire for data collection is possibly the most broadly used method for conducting most surveys in the research process. A questionnaire is administered to help gain accurate information from respondents to help attain the main aim of the research. In this study the questionnaire prepared comprised of four main portions; Part one, Part two, Part three, and Part four. The first part dealt with the demographic data of the respondents, examples of these were respondent gender, age, academic background, their level of education and other appropriate questions needed for the study, Part two sought to identify the extent of local communities' involvement on government funded projects. Part three presented the factors to ensure local communities' involvement in government funded projects. The last part, which is the part four dealt with the effects of local communities' involvement in government funded projects. These were presented in the questionnaire to the respondents and a five-point Likert scale was adopted in this study to measure the response of each respondent. Close ended questions were asked in each part of the questionnaire for the respondent to select from a set of given answers and at the end of each part, an open ended question was asked to enable the respondents qualify their responses. The questionnaire was well structured and presented to the selected respondents to express their view based on the level to which they agreed with what was presented to them and also base on the level of importance.

3.7 DATA ANALYSIS

Quantitative data analysis normally involves statistics, that is data collected in the form of numbers and their properties can be analyze using mathematical operations (Passer, 2004;

Walliman, 2011). In this study, the data collected was analyzed using the Statistical Package for Social Sciences (SPSS) version 20 and Microsoft Excel. In which, the Mean score ranking and the Relative Importance index was also used in helping to analyze data collected, and this helped in attaining the main aim of the study.

The researcher found it relevant to break the RII formulae into simple understanding; the Relative Important Index (RII) = $\frac{\sum w}{AxN}$

Whereby; **W** = the weighting given to each cause by respondents, ranging from 1 to 5, **A**= the highest weight (i.e. 5 in the study), and the N = the total number of samples. By the help of these tools in the SPSS the study will success gather all data and this will be analyzed?

3.8 CHAPTER SUMMARY

This chapter focused on exploring the effects of local community Involvement in the implementation of Government Funded Projects. Quantitative research approach was employed and primary data was source from project managers and other construction specialist who will be relevant to the study. A sample size of fifty-two (52) was derived by using the Yamane formulae and questionnaire was used to collect data from the targeted respondents. The collected data were coded using SPSS and also analyzed using the Relative Importance Index (RII) and the Mean score ranking. In the next chapter the analysis ad discussion of data will be done.

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF FINDINGS

4.1 INTRODUCTION

This section of the study (Chapter four), bring together the data analysis and discussion of results. The method to the chapter have been specifically designed to meet the requirement of the objective for the research. The following objectives were used in helping to attain the main aim of the study, and these are; to examine the extent of local communities' involvement on government funded projects, to identify factors that will ensure local communities involvement in government funded projects and lastly is to identify effects of local communities' involvements in government funded projects. The research was analysed using Statistical Package for Social Sciences (SPSS) and Microsoft excel for the organization of data presentation, description and analysis, in which the tool used in assisting to obtain a well analysed data is the Mean score ranking which helped in examining all data collected. In this chapter the results of the analysis and discussions were also presented and this entailed the details of respondent's information and the objectives of the study.

4.2 RESPONSE RATE

In knowing how effective the response rate was, the researcher gave a breakdown on the response rate. A total of fifty-two (52) questionnaires were distributed to targeted population and out of this, a total of 50 representing 96.2 % were received. This proves the effectiveness of the respondents were in their contribution to the study. Therefore, this percentage was used for the analysis of data. And it was stated that, a response rate of roughly 35% is reasonable for most academic studies levelling top management

representative, Baruch (1999). From this literature it is evident that the response rate gotten is reliable and can be used in conducting the study.

4.3 DESCRIPTIVE ANALYSIS OF DATA (DEMOGRAPHIC)

This section deals with the very relevant information about respondents which is helpful to the study. This was the early section of the questionnaire which was dealt with in order to deliver relevant respondent characteristics. The information included, Gender of respondent, the age of respondents, the academic background, how long have you been in community projects, and many other relevant information were taken from respondent.

4.3.1: Gender

There was a need for the study to know the gender of respondents because, it was needful for the study to have a data of how many males and females have participated in government projects. And this was achieved based on the contribution of respondents. From the table 4.1 below shows that 67.3 % of the respondents were males who have experienced and involved themselves in government. About 32.7 % of the respondents were also females who have had an experience with involvement of local communities in government projects. From these, it is seen that majority of the respondents were males and this helped the study in noticing that the males are most often the ones involved in government project and have had an experience with this local community issues and their involvement.

Table 4.1: Gender

Gender	Frequency	Percentage
Male	35	67.3
Female	17	32.7
Total	52	100.0

Source: Field Survey, 2018

4.3.2 Age in years

The study also found it relevant to know respondents ages. This is because the study figured out that most of the respondents may be young enough not to participate in this study. And the researcher needed matured people who have a lot of experience in this study to contribute to the access of the study. From the table below, majority of the respondents which was about 44.2 percent were between the ages 36 to 45, 26.9 percent of the respondents were between the ages 26 to 35, others (19.2 %) were also between the ages 46 to 55 and lastly 9.6 percent were also between the ages 18 to 25. From the table we can see that about sixty (60) percent of the respondents were between the ages 36 to 55. Which shows their level of experience and maturity in the project industry.

Table 4.2: What is your age in years

Class	Frequency	Percentage
18 - 25	5	9.6
26 - 35	14	26.9
36 - 45	23	44.2
46 - 55	10	19.2
Total	52	100.0

Source: Field Survey, 2018

4.3.3 Level of education

The table below comprises of the academic qualifications of the respondents and has been arranged from the highest group of qualification to the lowest group. The table shows that 21.2% of the respondent have their HND, 44.2% have their Bachelor degree, then 28.8% have their postgraduate degree, the table also showed that 5.8% of the respondents have their PhD. From the table it is seen that all respondents to the study are well educated to read and they

also understood the questionnaire given to them, in which they answered duly and based on their level of understanding in government projects and local communities' participation.

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Table 4.3: Level of education

Education	Frequency	Percentage
HND	11	21.2
Postgraduate	15	28.8
Degree	23	44.2
PhD	3	5.8
Total	52	100.0

Source: Field Survey, 2018

4.3.4 The level of your position

As specified in table 4.4, a highest percentage of 44.2 % of the respondents were Project managers, also 34.6 % were also Engineers, while the study was also able to have a percentage of 17.3 to be quantity surveyors and lastly 3.8 of the respondents were Architects. By this table, the study identified that almost all the respondents were professionals in projects and also most of them were project managers as the researcher focused on. And this helped in attaining a successful contribution from the respondents.

Table 4.4: What is the level of your position

Position	Frequency	Percentage
Project Manager	23	44.2
Engineer	18	34.6
Architect	2	3.8

Quantity Surveyor	9	17.3
Total	52	100.0

Source: Field Survey, 2018

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4.3.5 Number of years working in your present capacity

In the table 4.5 the researcher found it relevant to know the respondents position and in this section the study wanted to the number years they have worked in their present position. From the table, 53.8% of the respondents have worked in their present capacity for over 7 years. Also about 26.9% of the respondent have worked in their present capacity for 5 -7 years. It is also seen from the table that 19.2 percent of the respondents have been in their present capacity or position for 3 – 5 years. Lastly it is also seen from the table that none of the respondents had work in their present capacity below three (3) years. This shows that all of the respondents have worked in their present capacity for more than three (3) years and this proves how much relevant information and experience respondents have about government projects and community involvement.

Table 4.5: Number of years working in your present capacity

Profession	Frequency	Percentage
3 - 5 years	10	19.2
5 - 7 years	14	26.9
Over 7 years	28	53.8
Less than 3 years	0	0
Total	52	100.0

Source: Field Survey, 2018

4.3.6: Number of years you been into community projects

In this section, the study also asked specifically how long the respondents have been into this area of study. Table 4.6 established that majority of the respondents which make a percentage of 40.4% have been into community projects for more than ten (10) years, also,

34.6 percent of the respondents have been into community projects between 6 to 10 years, 19.2 percent of the respondents have been involved for 2 to 5 years and lastly 5.8 percent of the respondents have also been involved in community for less than 2 years. And from this, its shows how most of the respondents are experienced in their field of work and also how knowledgeable they were in answering the questionnaire.

Table 4.6: Number of years you been into community projects

Duration	Frequency	Percentage
Less than 2 years	3	5.8
2 - 5 years	10	19.2
6 - 10 years	18	34.6
10 years and above	21	40.4
Total	52	100.0

Source: Field Survey, 2018

4.4 THE EXTENT OF LOCAL COMMUNITIES' INVOLVEMENT ON GOVERNMENT FUNDED PROJECTS.

4.4.1 Has there been any formal meeting held by the project implementation team, to update local community members on the progress of work

In this, the questionnaire presented to the respondents, that if any formal meeting has been help by respondent's project team, in updating community members on the project progress. This is because the all these can help in paving the way for community members to include and be interested in the project implementation. From the table 4.8 below, it was seen that

57.7 % of the respondents answered “Yes” to this question and the rest of the 42.3 percent answered “No” to the following. In looking at the answers from respondents, this shows that majority of the respondents do this but we still have almost 50 percent of the respondents who finds it difficult doing this. Which tell that the Knowledge area of this study is still limited, in which respondents needs to still be enlightened in this area of study.

Table 4.7: Has there been any formal meeting held by the project implementation team, to update local community members on the progress of work

Meeting	Frequency (N)	Percent (%)
YES	30	57.7
NO	22	42.3
Total	**52**	**100.0**

Source: Field Survey, 2018

4.4.2 In all your projects that you have undertaken, have you considered the views, concerns or recommendations from local community members?

Also the study presented to the respondents, if they have considered the concerns or suggestions from local communities’ members. This is because if views of the respondents are taking into consideration, it helps them feel important and they begin to involve themselves in the project execution. From the table 4.8 it shows that, most of the respondents which is about 67.3 percent answered “Yes” to the following and 32.7 percent answered “No” to the question. This shows that some of the respondents takes this statement serious and the rest are still considering this statement. This also shows how important this study is to enlighten the knowledge area of those who do not consider this statement.

Table 4.8: In all your projects that you have undertaken, have you considered the

views, concerns or recommendations from local community members

	Frequency (N)	Percent (%)
YES	35	67.3
NO	17	32.7
Total	**52**	**100.0**

Source: Field Survey, 2018

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4.4.3 How are the views, concerns or recommendations of the people valued?

The study also asked that if respondents answered Yes to this question then, how well do they do this. From the above we realize that 67.3 % said Yes to the question and from the table 4.9 below these same respondents had about 63.5 percent answering that they "Fairly well" did this. Which shows that they did this but it's not up to the maximum. 30.8 percent also answered that they did this "Very well" and 5.8 percent of the respondents said they did Not meet this at all. It was also seen that those who answered "No" in the first statement didn't really mean a firm "No" but rather it wasn't a consisted thing that they have considered.

Table 4.9: If 'Yes' above, how are the views, concerns or recommendations of the people valued?

	Frequency (N)	Percent (%)
Very well	16	30.8
Fairly well	33	63.5
Not met at all	3	5.8
Total	**52**	**100.0**

Source: Field Survey, 2018

4.4.4 If community member is normally involved in developing the resources list

(materials and equipment) for any project that your firm has undertaken

In this section it is seen from the table that most (53.8%) of the respondents answered no to this question and 46.2 percent answered "Yes". And this proves that when it comes to a resource list for any project, most of the respondents do not include community members in this section. And this study will help enlighten the minds of respondents to at least make community members present when going through this phase of the project. This will help community member feel important and they will contribute more to ensure successful project delivery.

Table 4.10: If community member is normally involved in developing the resources list (materials and equipment) for any project that your firm has undertaken

	Frequency (N)	Percent (%)
YES	24	46.2
NO	28	53.8
Total	**52**	**100.0**

Source: Field Survey, 2018

4.4.5 Have you, trained any of local community members to assist in the project undertaken?

From this statement, it was realized from the table that most (73.1%) respondents help in training community members to assist in the implementation of government. And 26.9 percent answered "No" to this question. From this we can see that when it comes to training of community members, then most firms of the respondents do this often. The rest of the respondents who do not do this will be enlightened by this study on how important it is to help train members of communities, and this will lead to project success.

Table 4.11: Have you, trained any of local community members to assist in the project undertaken?

	Frequency (N)	Percent (%)
YES	38	73.1
NO	14	26.9
Total	**52**	**100.0**

Source: Field Survey, 2018

4.4.6 To what extent are members involved in decision making e.g. voting

About 50% of the respondents showed that they had gone a little extent in including members of communities in decision making. 25.0% answered that they did this in a great extent and 15.4 percent also did this in a least extent, lastly it is also seen that 9.6 percent of the respondents added members of the community in decision making in a very great extent. From the table 4.12, it is seen that about 50 percent of the respondents did this well and the rest of the respondents needed more knowledge still in this section.

Table 4.12: To what extent are members involved in decision making e.g. voting

	Frequency (N)	Percentage (%)
Least extent	8	15.4
Little Extent	26	50.0
Great Extent	13	25.0
Very Great Extent	5	9.6
Total	**52**	**100.0**

Source: Field Survey, 2018

4.5 FACTORS TO ENSURE LOCAL COMMUNITIES INVOLVEMENT IN GOVERNMENT FUNDED PROJECTS.

This part also presents the factors to ensure local communities' involvement in government funded projects in which the respondents were given a list of eight factors and the duty of each respondent was also to rank these showing the level to which they agree or disagree with the following statement given to them. The ranking employed was in this order: strongly disagree [1] to the highest which is strongly agree [5]. Table 4.13 displays the mean ranks and by extension in descending order of the most effective factor that can help in ensuring effective local communities involvement. And this was done base on the experience and knowledge of the respondents in this area of study.

Table 4.13: Factors to ensure local communities involvement in government funded projects.

FACTORS	Mean	Rank
The initial point which is essential is to recognize the leaders of the community in order to develop a very significant relationship between management and the community.	4.92	1st
By giving the community a higher level of motivation to encourage them in involving themselves in community projects.	4.79	2nd
Management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development.	4.69	3rd
Management must invite community leader during meetings and planning towards development projects	4.12	4th
Management must ensure a very good leadership skill and implement the best practices or guidelines	3.81	5th
Also giving the community a real decision making authority and responsibility which can assure them in seeing their ideas as very relevant.	3.13	6th

Management must also put in place a higher level of income to ensure a higher level of community participation	2.58	7th
Management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development.	1.79	8th

Source: Field Survey, 2018

From the table above, it is seen that four of the factors were ranked very high. These factors had much attention by the respondents. From the table 4.13 above, it is noticed the factor which was ranked very high was; *the initial point which is essential is to recognize the leaders of the community in order to develop a very significant relationship between management and the community,* with a mean value of 4.92. And according to Gordon, (2004), it is important to recognize leaders of the community when executing a project in the community, and the leaders are the very expect way of going having the local community members. The second factor ranked was; *by giving the community a higher level of motivation to encourage them in involving themselves in community projects* with a mean value of 4.79. Some researchers conducted studies in this area of study and some of them considered this factor. It was said by Phiri, (2001), that motivation is one element that can help influence a community in participating in a project. And most local communities are really moved into participation of projects when they are motivated. The third factor ranked high by the respondents was; *Management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development* and this had a mean value of 4.69. This factor was also stated by Hunt, (2009) that for the effort and purpose of individuals in a community to be seen, it is helpful to educate them and help enhance their knowledge in the project on going. This helps the member of the communities

to understand and participate very well. The fourth factors had a mean value of 4.12 and this factor was *Management must invite community leader during meetings and planning towards development projects.* This factor was also identified by other scholars in which he stated that in giving information or having meetings, managers can do this through community leaders to the members of the community. All this can help increase the level of participation by community members, which can also ensure a successful project delivery, (Gordon,2004). All the other factors too were ranked respectively in this other; *Management must ensure a very good leadership skill and implement the best practices or guidelines, also giving the community a real decision making authority and responsibility which can assure them in seeing their ideas as very relevant, management must also put in place a higher level of income to ensure a higher level of community participation* and the last factor that was ranked by the respondents was *the management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development* and this had a mean value of 1.79.

From this it is realized that more of the factors the respondents focused on and ranked them high were also factors that were ranked high and also stated by other researchers. This proves that the factors ranked high are to be taking seriously into consideration and this will help enhance local community member involvement in government funded projects.

4.6 THE EFFECTS OF LOCAL COMMUNITIES' INVOLVEMENTS IN GOVERNMENT FUNDED PROJECTS.

The study found it relevant that since it is very important to involve local community's members in government funded projects. Then there is a need to delve into this area of

research, to help respondents have the knowledge in the effects of local communities' involvement in government funded project. The study was able to identify some effects and presented it to respondents to choose base on the level of importance of these effects. The results of the following were analyzed using Relative Importance Index (RII). It is also important for the study to do further explanation into the Relative Importance Index and according to Fagbenle et. al., (2004), relative importance index was used to analyze the benefits of minimizing project delays. The Relative Important Index was explained in the methodology of the study but for further explanation: The Relative Importance Index is used as it aids in identifying the rankings of the variables. The nearer the value of importance index of the identified factor is to a unit or one (1). The importance indices obtained would be ranked to determine the most frequent effects. The relative importance index (RII) shall be calculated using the following formula

RII = $\frac{\sum W}{A\ X\ N}$, W = the weighting given to each cause by respondents, ranging from 1 to 5, A= the highest weight (i.e. 5 in the study), N = the total number of respondents.

Table 4.14: The effects of local communities' involvements in government funded projects.

No	EFFECTS	Mean	RII	Rank
1	Community participation is key to the success of any given government funded project.	4.87	0.974	1st
2	It builds the tendency to associate, establish link and live peacefully with each other and cooperate well.	4.77	0.954	2nd
3	Community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment.	4.13	0.826	3rd
4	It also embraces the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment.	3.77	0.754	4th
5	It enables members to live together, share common norms, values, fears, and challenges.	2.87	0.574	5th
6	Communities that engage their citizens and partners deeply in community development agenda raise more resources, achieve better results and develop in a more holistic and beneficial way	2.10	0.420	6th

Source: Field Survey, 2018

It is also identified from the table above that about three of the factors were ranked high.

These effects were ranked by the respondent's base on the data gathered. The first three effects ranked high were *Community participation is key to the success of any given government funded project* (4.87), *It builds the tendency to associate, establish link and live peacefully with each other and cooperate well* (4.77) and *community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment* (4.13). These factors were ranked respectively as first, second and third and they have their relative importance index values allocated by them in a bracket. The rest of the factors were also ranked respectively in this manner (fourth, fifth and

sixth), and these are as follows; *It also embraces the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment* and this had an RII value of *3.77*, *It enables members to live together, share common norms, values, fears, and challenges* also with an RII value of *2.87* and lastly *Communities that engage their citizens and partners deeply in community development agenda raise more resources, achieve better results and develop in a more holistic and beneficial way* with an RII value of *2.10.*

The following first three highest factors will be further elaborated on;

4.6.1 Community participation is key to the success of any given government funded project.

This study has focused on the effects of local communities' involvement in projects, the study delved into literature and was able to identify certain vital effects of local community participation. Respondents ranked this effects first based on their experience and it was realized that the respondents contributed very well to the study. This is because truly, community participation is key to the success of any given government funded project, and this is key to a successful project delivery. According to Capra (1996) Community participation is key to the success of any given project at the level of the community.

4.6.2 It builds the tendency to associate, establish link and live peacefully with each other and cooperate well.

In this effect, it is realized that respondents ranked this second and according to Capra (1996), he stated that he sees participation as essential for establishment of community cohesiveness.

It enables members to live together, share common norms, values, fears, and challenges as well as embrace the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment, build the tendency to associate, establish link, live inside each other and enhances the level of cooperation. This shows how good and relevant it is to include local community member to government funded projects.

4.6.3 Community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment.

This factor was ranked third and it was stated by other scholars that the involvement of local communities is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment and this can lead to a successful project delivery and will also enhance a good relationship between management and local communities' members and leaders. In this case members of the community become comfortable and very supportive and also management work with all zeal without any interruptions.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

These chapter of the research will also concentrate mainly on summarizing the conclusions of the study and issues cantered throughout the study. The chapter will also summarize how the research objectives were attained, and then continued with assistances of this study to knowledge. Lastly the recommendation for the study was presented to aid and add up to knowledge and help other who are concerned in this area of study.

5.2 ACHIEVING RESEARCH OBJECTIVES:

The research seeks explore the influence of local communities involvement in the implementation of Government Funded Projects. Since the study dealt with the involvement of local communities in government projects, the research decided to look into the extent to which local communities are involved. Also some of the respondents stated that they have considered the views, concerns or recommendations from local community members. Most of the respondents also answered that they have not involved community members in developing the resources list materials and equipment for any project that your firm has undertaken. In this question too majority of the respondents answered that yes they have trained local community members to assist in the project undertaken. This made it clear that respondents were not stable in their level or extent of to which they involved local communities' members in government funded projects.

In some cases, some said no. this aided the study in knowing the extent to which respondents considered local community's members. And this was that not all management firms or contractors consider community member's participation in project, but this study helped in bring into light the importance of local community members involvement.

5.1.1 To identify factors that will ensure local communities involvement in government funded projects.

After the analysis of these factors of ensuring that local community members are involved in projects, there were four factors that were ranked high by the respondents and they were as follows: The initial point which is essential is to recognize the leaders of the community in order to develop a very significant relationship between management and the community. By giving the community a higher level of motivation to encourage them in involving themselves in community projects, also management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development, and lastly management must invite community leader during meetings and planning towards development projects. In all the study identified these factors that will ensure local communities' involvement in government funded projects and these factors were also agreed on by respondents. And this led to the success of this objective.

5.1.2 To identify factors that will ensure local communities involvement in government funded projects.

Communities' participation in Government Funded Projects by defining certain terms which can help them contribute and support the idea of the project. Community Participation, also defines the levels of people participation the project. Result from responses during study was analyzed based on factors that ensure local community members are involved in projects execution. The higher the communities' participation, the higher the level of motivation in communities project ownership.

5.1.3 To identify the effects of local communities involvement in government funded project.

Relative important index was applied to analyzing the data. And per the rating of the respondents it results shows that Community participation is key to the success of any given government funded project, tendency to associate and establishes a link and live peacefully with each other and cooperate well.

5.2. CONCLUSION

From the findings of the research, there was much focus on exploring the effects of local community involvement in the implementation of Government Funded Projects. This made the study delve into relevant definition like community participation, review of theories of participation and in this case some theories were revealed in the study, also the study defined the levels of people's participation in development and the cost of participation. Based on this definitions and other relevant ones, the study went further into its objectives. Based on the first and second objective, the extent to which local communities are involved in government funded projects, also the study brought out some factors that will ensure local communities involvement in government funded projects. The last objective brought into light the effects of local communities' involvements in government funded projects, and some of these effects were really agreed on by the respondent. Finally, this helped the study in achieving its main aim and this study will direct managers on how to manage local community members in projects and the study has also brought into light on how local community member can affect government funded projects positively or negatively.

5.3 LIMITATIONS OF THE STUDY

Every research survey is mostly bound to have a limitation which needs to be addressed. In this research there were some limitations that led to other issues during the process of conducting the study. The limitation was due to the basis of limited time, and because of this limitation, the researcher could not reach all data that was to be collected.

5.4 RECOMMENDATIONS

The following recommendations are deduced from this study:

- Management of project must recognize the leaders of the community in order to develop a very significant relationship between themselves and the community.
- Management must also include leaders of local communities when taking decisions towards project development, this can help by community members to include or participate in government funded projects.
- Local community members should also be encouraged on the benefits of sharing ideas with management to help enhance project deliveries in the local community areas.
- Management must also completely educate the community about aims of a development of the project.

5.5 ACADEMIC RECOMMANDATION

Academically, the study was presented to aid and add up to knowledge and existing literature to help others who are concerned in this area of study.

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APPENDIX

QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

QUESTIONNAIRE

Topic: Exploring the effects of community involvement in the implementation of Government Funded Projects.

INTRODUCTION

The involvement of local communities is a very significant part of recovery for any community and its projects. No matter how big or small a project is, without the effort and knowledge of community a project cannot be executed, even its successfully completed it may

not be accepted. Therefore, this questionnaire will be exploring the effects of community involvement in the implementation of Government Funded Projects.

I assure you that this is only for academic purpose and the information obtained from this questionnaire shall be kept confidential. I would like to express my gratitude as you participate in answering these questions.

Abu Amuquandoh Mumuni

Mobile No: 0244919900

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QUESTIONNAIRE

GENERAL INFORMATION

PART ONE: DEMOGRAPHIC CHARACTERISTICS OF RESPONDANT

Please duly respond to this questionnaire based on actual experience and please answer by ticking **[✓]** the appropriate cell.

1. Gender?

Male [ ] b. Female [ ]

2. What is your age in years?

(i) 18 – 25 [ ] (ii) 26 – 35 [ ]

(iii 36 – 45 [ ] (iv) 46 – 55 [ ]

3. What is your academic background

HND [ ] Postgraduate(MSc/MPhil) [ ] Degree

[ ] PhD [ ]

4. What is the level of your position?

Project manager [ ] Engineer [ ]

Architect [ ] Quantity surveyor [ ]

5. How long have you been working in your present capacity?

Less than 3 years [ ] 3 to 5 years [ ]

5 to 7 years [ ] Over 7 years [ ]

6. How long have you been into community projects?

Less than 2 years [ ] 2-5 years [ ]

6-10 years [ ] 10 years and above [ ]

PART TWO: This section presents examining the extent of local communities' involvement on government funded projects. The following table shows certain questions from the literature in finding out the extent to which local communities involve themselves in projects.

Please answer by ticking the following boxes.

7) In the best of your knowledge, has there been any formal meeting held by the project implementation team, to update local community members on the progress of work?

Yes [ ] No [ ]

8) In all your projects that you have undertaken, have you considered the views, concerns or recommendations from local community members?

Yes [ ] No [ ]

9) If 'Yes' above, how are the views, concerns or recommendations of the people valued?

(i) Very well [ ] (ii) Fairly well [ ] (iii) Not met at all [ ]

10) Have you, in the best of your knowledge, involved any community member in developing the resources list (materials and equipment) for any project that your firm has undertaken?

Yes [ ] No [ ]

11) Have you, in the best of your knowledge, trained any of local community members to assist in the project undertaken?

Yes [ ] No [ ]

(12) To what extent are members involved in decision making e.g. voting

a) Not at all [ ]

b) Least extent [ ]

c) Little Extent [ ]

d) Great Extent [ ]

e) Very Great Extent [ ]

PART THREE: This section presents to you factors that will ensure local communities involvement in government funded projects. Please show the extent to which you agree or disagree as indicated by the scale below: **[Where Strongly Disagree = SD (1); Disagree = D (2); Neutral = N (3); Agree = A (4); and Strongly Agree = SA (5)]**

13. **Factors to ensure local communities involvement in government funded projects.**

No.	FACTORS	Scale				
		SD (1)	D (2)	N (3)	A (4)	SA (5)
1.	The initial point which is essential is to recognize the leaders of the community in order to develop a very significant relationship between management and the community.					
2.	By giving the community a higher level of motivation to encourage them in involving themselves in community projects.					

3.	Also giving the community a real decision making authority and responsibility which can assure them in seeing their ideas as very relevant.					
4.	Management helping in building the competence of the community level may be vital to improve the ability and confidence level of the persons in the community to participate in project development.					
5.	Management must also completely educate the community about the aims of a development project, in making the know how relevant it is to support the project development.					
6.	Management must also put in place a higher level of income to ensure a higher level of community participation.					
7.	Management must ensure a very good leadership skill and implement the best practices or guidelines					
8.	Management must invite community leader during meetings and planning towards development projects					
	If others, please specify					

PART FOUR: Below is a list of effects of local communities' involvements in government funded projects. Please tick the appropriate response as indicated by the given scale.

[Where: 1 – Not important, 2 – Quite/low important, 3–Moderately Important, 4 – Important, 5 - Very important

14. **The effects of local communities' involvements in government funded projects.**

No.	**EFFECTS**	**Scale**				
		(1)	(2)	(3)	(4)	(5)
1.	It builds the tendency to associate, establish link and live peacefully with each other and cooperate well.					

2.	It also embraces the principle of partnership with the dynamic of change and development which bring about democracy and personal empowerment.					
3.	It enables members to live together, share common norms, values, fears, and challenges.					
4.	Community participation is key to the success of any given government funded project.					
5.	Communities that engage their citizens and partners deeply in community development agenda raise more resources, achieve better results and develop in a more holistic and beneficial way					
6.	Community participation is assumed to contribute to enhanced efficiency and effectiveness of investment and to promote processes of democratization and empowerment.					
	If others, please specify					

THANK YOU

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