



The Real Project Failure Factors and the Effect of Culture on Project Management in Ghana

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Abstract

This study identifies the general reasons why projects fail in Ghana and the effect of culture on project management in a multi-cultural society like Ghana. The study is based on the assumption that cultural differences play a leading role in the effective implementation and execution of projects. As a result, the onus lies on managers of such multi-cultural projects to manage effectively and efficiently bearing in mind cultural challenges in order to realize fully the purpose for which such projects are undertaken.

The study adopted the exploratory survey design. Using the purposive and convenience sampling methods, data was collected from 200 project managers and individuals from various cultural backgrounds and corporate organizations managing various projects. However, out of the 200 projects surveyed, 156 were deemed valid responses for analysis. This decision was based on criteria set which required that if more than 80% of the questions in a questionnaire is left unanswered, the response will be deemed invalid.

The findings of the study showed a link between project failure and culture.

Key Words: Project Description, Project Planning and Designing, Project Team, Procurement, Project Funding, Implementation and Contract Management, Gender, Project performance, the use of Power, management of comfortable and uncomfortable situations, Time management, Self-consciousness.

Overview

The impact of culture on project management over the years has become one of the critical areas of focus by project managers in recent times. As such, Organizations in developed nations like the USA and Britain as well as some Asian countries have spent so much on research in an attempt to find head ways in dealing effectively with cultural differences in their various societies in order to gain competitive advantage for their organizations in the world of business.

The situation is no different in a developing country like Ghana that seeks to make industrialization the 'trump card' to its development. The increasing popularity of industrialization in Ghana has made the issue of culture a critical factor in successful project management even more important as the expansion of industries has come with many such problems.

Hofstede (1991) defined culture to be the mental programming of the mind. He identified three main layers of mental programming - individual, collective and universal. This concept of mental programming was enhanced by other researchers such as Garrison (2001), who wrote about the “collective mindset” as well as the development of the iceberg model.

Additionally, Trompenaars (1993) in a study involving thirty thousand people from over forty countries led to the creation of his 7 dimensions of culture. For example, he writes about Universalism vs. Particularism and addresses the issue: “What is more important - rules or relationships?” Similarly, Thomas and Kilmann (2004) developed the instrument (TKI) which dwells on 5 conflict styles and modes. According to them, each mode is only appropriate in different situations of conflict management.

This research leverages on a combination of Trompenaars’ 7 dimensions of culture and Geert Hofstede’s theory on mental programming. Cultural differences can interfere with the successful completion of projects in today’s multicultural global business community. To achieve project goals and avoid cultural misunderstandings, project managers should be culturally sensitive and promote creativity and motivation through flexible leadership.

Preface

In the Ghanaian society, it is believed by many people that one must at all times strive to treat all people equally regardless of their cultural background to avoid discrimination. This value has influenced the way people do things in all aspects of life of which managing of projects is no exception. This presupposes that people assigned the role as project managers are experienced and knowledgeable in the cultural environment in which they operate in order to manage effectively. Similarly, team members from diverse backgrounds should also have the same motivations, the same methods of working, communicating and planning in order to realise their full potential. It is therefore important that project managers understand the cultural differences within the team.

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1. Introduction

1.1. Background

Ghana's economy has enjoyed a high rate of economic growth for the past decade. In 2007, the rate of growth was 6.2 %. This was expected to increase in 2008. The spur for this growth is attributed to rising commodity prices, fuelled by the expanding demand of a global economy. The result of over a decade of continual expansion for Ghana is that its economy is today 50% larger than it was in the mid-1990s (World Bank Assessment, 2007). In order to maintain her bid for continual growth, Ghana seeks to provide more electricity, more roads and expansion of sanitation facilities, telecommunication networks, as well as large scale investment to expand its infrastructure. This scale of investment is not only funded from tax revenues but private funding as well.

The scarcity of resources in the delivery of goods and services by both the public and private sectors forms the background for many campaigners in the various sectors of economic development in their advocacy for the efficient management and use of resource for project implementation. The need to source funding for instance accounts for why several advocates from all over the world have consistently held conferences in an attempt to hold the leaders of the Group of Eight (G8) countries to their promises to increase aid to the developing world like Ghana.

With various rounds of debt relief, however, Ghana now enjoys a healthy balance sheet, supported by a marketable credit rating. Debt relief has helped open the way for Ghana to access the world's debt markets. Ghana recently issued a sovereign debt totaling \$500m. Ghana's decision to follow this path, rather than rely on the promises of the G8 stems from the unpredictable and unreliable aid flows from G8 countries. Ghana, is nevertheless, yet to realize the benefits associated with the various rounds of debt relief facilities.

Current aid figures that include the present value of debts reduced or cancelled imply great aid flows to the developing world than are actually taking place. The reduction in annual spending to service debts (interest payments) is a much smaller figure than the present value of the total debts forgiven. This presupposes that developing countries would need large amounts of cash now, not small savings in interest payments over the course of a generation. Currently, there is money available to spend on new roads or power stations. Ghana is currently accessing \$547 million under the Millennium Challenge Account (MCA). It has previously obtained some funding under the Ghana Poverty Reduction Program I and about to obtain another tranche for the Poverty Reduction II. This is not the first time that the Donor Community has given to Ghana funds for its

developmental efforts. The major problem impeding the smooth implementation of these projects is the lack of efficient and effective management and use of acquired resources.

This perhaps brings us to the question of project failures in Africa and Ghana in particular. We have often attributed project failures to so many factors ranging from socio-political, economic, technological and macro and micro-global actors and so on.

To some extent, it could be argued that Africa's cultural values, economic and political conditions, and organizational environments have affected implementation of projects. Similarly, the recognition of economic rationality and efficiency, assumed as a basis for many project management tools and techniques does not reflect local realities. The use of such tools and techniques in Africa and Ghana in particular does not enhance project success since they run counter to cultural and work values.

The growing weight of empirical evidence from cross-cultural management research (Adler, N. J., 1983; Blunt P., 1980; Blunt P, & Jones M.L., 1997; Dia Mamadou, 1991; Hofstede G., 1980; Lubatkin M.H, et. al 1999) suggest that Western management concepts may be wholly or partially inapplicable and irrelevant to other cultures. The reason is that values exhibited at work in various social settings are culturally based. Thus, when dealing with human behaviour (i.e. managing), one must recognize and appreciate the cultural context (Anbari, F. T., 2002).

In addressing this issue, Turner (1993) observes that contrary to the common belief that the Western-oriented techniques of project management are just straight forward procedures that anyone can learn and implement, there are considerable cross-cultural problems in using the approach in non-Western Countries. The need therefore to study such cross-cultural problems and their implications for non-western and developing countries like Ghana is critical.

1.2. Relevance of Study

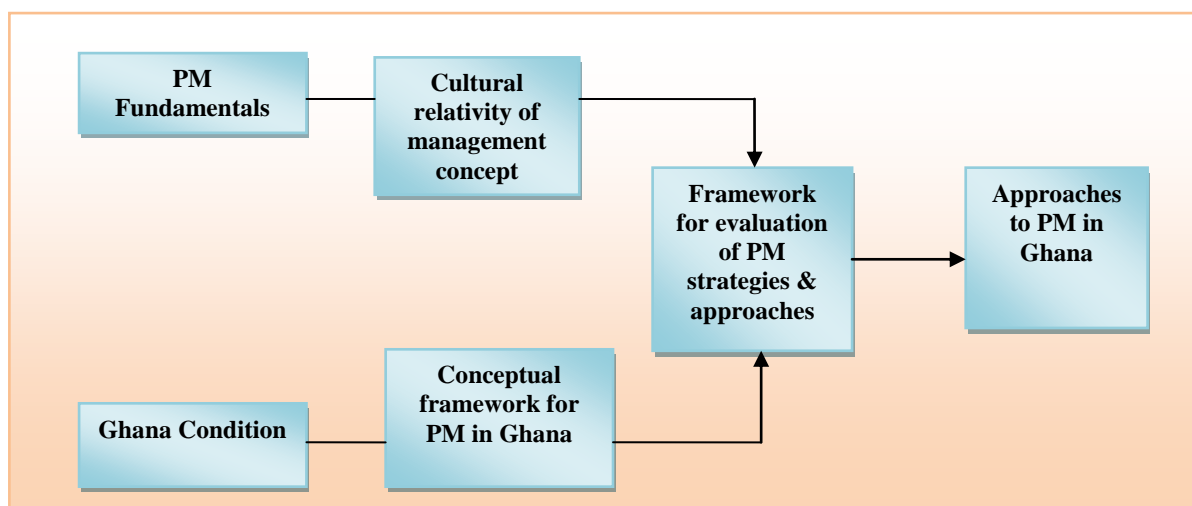
There is no known empirical study to this research team on the causes of failure and success of projects in Ghana. The need to undertake such a research to come out with empirical data, well-tested factors for project failures, cannot be overemphasized. It will go a long way to support Professor Gyan-Baffour's (Deputy Minister of Finance, 2004-2008) call for training needs and once those needs are identified from research, then capacity building programmes could be designed to address identified needs. Currently, it is difficult to know exactly where the needs are in both the public and private sectors.

1.3. Conceptual Framework

Worldwide, project failures continue at an alarming rate, despite growing understanding of determinants of success in project management, increasing maturity, and a stream of successful projects. Statistics of challenged and failed projects testify that these failures are much more common than we would like to believe (Anbari, 2003, pp. 17-18). In comparison with widely reported success rate, Ghana is no exception.

In order to study the phenomenon, a conceptual framework that depicts the relationship between culture and project failure is adapted for the purpose.

Chart 1-1: Conceptual Relationship



Adapted:

This framework (presented in Chart 1.1) suggests that if project management concepts and strategies for undertaking projects are put through the filter of cultural values, and then compared to the project environments in Ghana, correct approaches to project management in Ghana can be proposed.

1.4. Research Plan

This research explored Ghana's cultural values, economic and political conditions, organizational environments, and evaluated project management effort and strategies. From analyses, conclusions were drawn concerning modifications or extensions required for existing project management standards and guides in order to increase their relevance and applicability for projects in Ghana.

Issues identified include the need to cope with political and community demands on project resources, real tools and techniques that do not run counter to cultural and work values but would rather enhance project success; and any other assumptions that have been imported from western economies in the management of projects that do not reflect local realities. The study was

conducted based on findings from an analysis of secondary data and case studies application in projects in Ghana from the private and public sectors.

1.5. Objectives of the Study

The main purpose of the study was to identify the real project failures/success factors and the effect of culture on project management in Ghana. The specific objectives to this purpose include:

- Exploring Ghana’s cultural values, organizational environments etc.
- Evaluating project management efforts and strategies in Ghana
- Identifying tools and techniques of project management that work best in the Ghanaian context

1.6. Scope of Research

The concept underpinning the scope of this research is the project management framework around which most projects are planned. This framework embodies the nine knowledge areas of scope, time, communication, quality, human resources, risk, integration, cost and procurement managements (PMI, PMBOK, 2004). It is around some of these nine areas that the research revolves:

Integration Management

- Discovering gender sensitivity in project management
- Discovering the level of knowledge of project managers on their project
- Discovering how experienced project managers are in their work with reference to years of work
- The effect of culture
- How sympathetic are organizations to the vulnerable among them
- The level of tribalism within organizations

Cost Management

- Amount of money that goes into projects

Human Resource Management

- The relationship between superiors and subordinates
- The effectiveness of labour laws within organizations
- The impact of job security on workers
- The extent to which delayed benefits affect workers
- The impact of emotions on project management

- The level of appreciation of little achievements among organizations
- The effectiveness of synchronizations within organizations
- The level of loyalty and commitment of team members

Communication Management

- The effectiveness of information flow in organizations
- The level of tolerance within organizations
- The impact of community involvement in project management

Risk Management

- The impact of nature on environment and organizations

Procurement Management

- The effective ways of procurement
- How to make use of resources

1.7. General Methodology

A participatory approach was adopted to conduct the research. This approach involved the participation of key players in industry such as project managers and business persons of all classes as well as ordinary traders and lower rank personnel from the various public and private institutions throughout the research, right from entry and development of research instruments and tools, to the actual research and report preparation. Data collection techniques employed in the research included interviews and administration of semi-structured questionnaires.

The study used the purposive and convenience sampling techniques to select respondents.

The first phase of the study involved meetings and discussions with key personnel in project management areas on reasons why projects fail in Ghana. The purpose of the meetings and discussions was to gain first-hand information from persons with practical knowledge in project management so as to compile a comprehensive data to undertake the research. This helped in preparing the research tools and instruments. A total of 55 individuals were involved in these discussions.

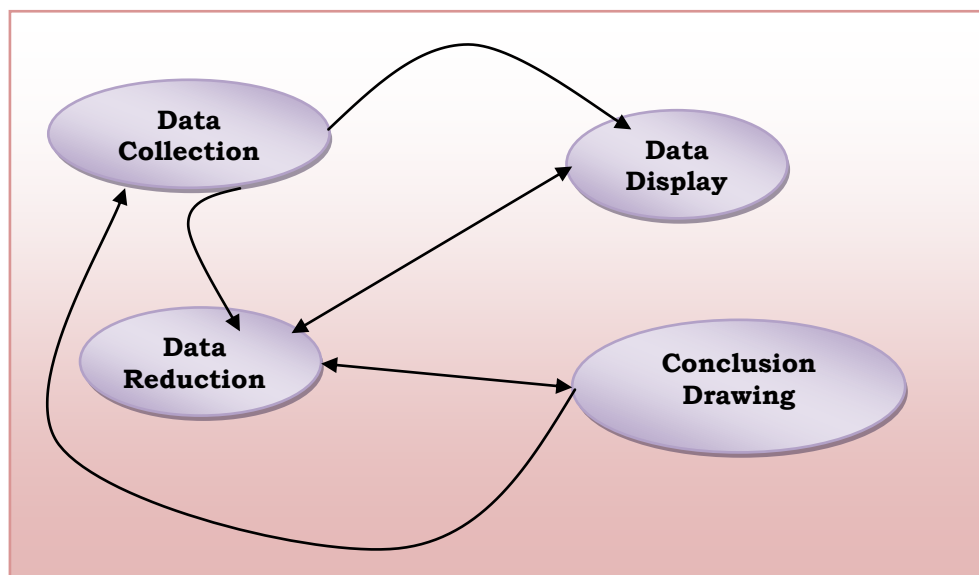
The second phase involved administration of research instruments to both junior and senior staff of various organizations on the effect of culture on their daily work and subsequent impact on project failure. A total of 176 individuals were involved at this stage of data collection.

This research was carried out in the two biggest commercial cities in Ghana; Accra and Kumasi. In Accra, the research was carried out within the industrial parts of the Greater Accra Region which happens to have the highest number of Ghana's work force. In Kumasi, it was carried out within Adum, one of the biggest towns in Kumasi with a very large workforce.

Data and information collected from the field were analysed to bring out consistencies between different sets of data in order to draw meaningful conclusions. Both the Statistical Package for Social Sciences (SPSS) and the Pivot Table of Excel were used to analyse the data collected. The first task of the data analysis was to 'display' the data i.e. put them in an organised form in order to facilitate cross-referencing of findings and aggregation of data. This made it possible for quantification of key responses to the questions asked.

Some initial data cleaning, information gathering and analysis were carried out at various stages of the data collection exercise to fill in gaps that emerged during the initial analysis to allow cycling forth between thinking about the existing data and generation of new strategies for collecting new data. The components of the data analysis using the interactive model are outlined in Chart 1.2.

Chart 1-2: Data Analysis Model



Source: Miles and Huberman (1994: 23)

2. The Research

2.1. Profile of Sectors

The study covered the Civil/Public, Private, and NGOs. The major project management groups studied include:

- Building and Construction

- Agriculture
- Banking
- Product and Service Development
- Social Service
- Trading and Commerce

2.1.1. Public/Civil Organisations

During the last two decades, most African countries have embarked on comprehensive public sector reform programmes which in many cases have received assistance from international organizations. Public Sector Management Reforms (PSMR) have therefore been a central feature of Economic Policy Reform Programmes (EPRP). However, despite the tremendous efforts and resources that have been allocated to these initiatives, progress remains scant. The performance of such reforms in Africa remains hindered by a myriad of factors including lack of efficiency, lack of accountability, ineffective management practices, and corruption. In response to the need to promote better public sector performance, the Development Policy Management Division (DPMD) of the Economic Commission for Africa (ECA) held an ad-hoc Expert Group Meeting (AEGM) on Public Sector Management Reforms (PSMR) in Africa from 28 to 29 May 2003.

The purpose of the meeting was to bring together officials and experts from public service institutions and knowledge networks to review the status of public sector reforms being undertaken. This initiative was also to identify successful experiences and best practices in African PSMR's. The main aim was to finalize a paper on PSMR's in Africa based on the recommendations and contributions made at the AEGM. The intent was for the results to serve as an advisory mechanism for the governments of member states that were undertaking Public Sector Reform (PSR) initiatives. Best practices were identified and recommendations subsequently provided based on issues of efficiency, representation, participation and accountability in order to create a market-friendly, liberalized, lean, decentralized, customer-oriented, managerial and democratic state of an improved or efficient economy.

The Public Sector in a developing economy like Ghana as compared to the Private Sector has the larger initiated annual projects expenditure budget. This is as a result of the onus on Government to undertake most of the developmental-oriented projects such as the constructions of schools, hospitals, roads and social centres which are very important for economic stability, growth and development of the country. It is very important that comprehensive research be carried out on the activities of the sector in order to draw a substantiated conclusion on whether or not these projects are achieving their desired objectives. It is also to help in analysing whether there could be other

ways to make the work even more efficient. In recent times, several public industries have gone on divestiture as a result of mismanagement and misconduct on the part of persons in charge of these projects.

2.1.2. Private Sector

Recently, the Private Sector was described by the government as the engine of growth for Ghana's economy. The sector is doing very well with respect to its efficiency and ability to lead in project management and development. The sector has been able to revamp an appreciable number of the rundown State Owned Enterprises (SOE's) and projects through divestiture. It is for this reason that its importance in stabilising an economy cannot be over emphasised. Their contribution in terms of finance is also very visible as they constitute the largest contributor of corporate tax payers. This accounts for their dominance in the list of the top performing one hundred companies in Ghana (Ghana Club 100).

The reality of this stems from the fact that, the Private Sector has taken over industries such as the Banking, Construction and Agriculture etc., and has proven very credible in management.

2.1.3. Non-Governmental Organizations (NGOs)

Over the years, NGOs in Ghana have adopted several measures aimed at addressing the socio-economic conditions of the people as a means to redressing the imbalances between rural and urban areas in terms of development. Many NGOs in this regard have and continue to implement varied initiatives in Agriculture, Health, Education, Science, Technological Research and more importantly, Women Development advocacies.

The programmes of some of the local and foreign-based NGOs operating in Ghana have transformed whole communities, especially those in the rural areas. Some NGOs by the virtue of their activities have brought smiles to poverty-stricken and almost forgotten groups of rural folk. For instance, health posts mounted in some of these rural communities and villages have saved many pregnant women who otherwise might have died during child bearing. Similarly, the numerous boreholes in some of these communities have drastically reduced the incidence of guinea worm infestations among a considerable number of rural dwellers. Through their activities also, a lot of women are now enlightened on their rights.

Despite the critical role played by these NGOs, concerns have been raised over their increasing numbers in recent times. A section of Ghanaians have, therefore, questioned their activities due to the fact that many of them have failed to live up to expectation. This had led to the conclusion by many that the motive for their formation is anything but charity work. This is due to the fact that

most of these NGOs take advantage of the disenfranchised Ghanaians they claim to be supporting or advocating for.

Notwithstanding the concerns raised, the benefits that are derived from their activities cannot be downplayed. It is due to this that this sector was considered important for the study.

2.2. Culture and Project Management

2.2.1. Culture

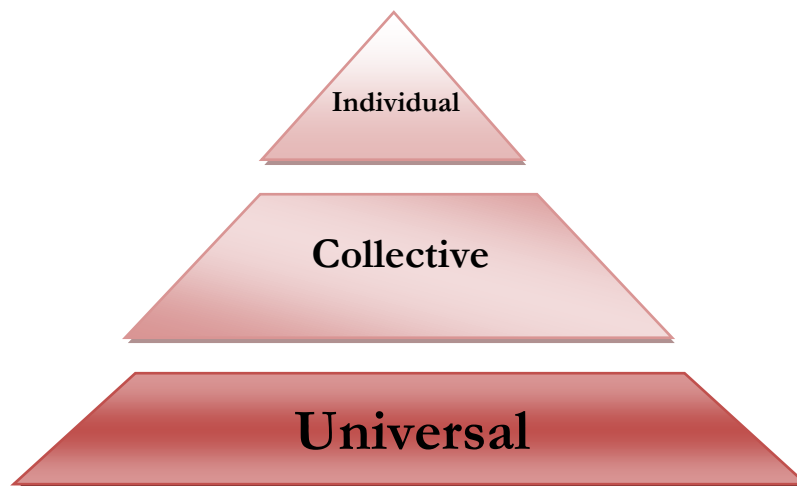
The word culture originates from the Latin word “colere” which means to inhabit or to cultivate. It is defined as: “The collective programming (thinking, feeling and acting) of the mind which distinguishes the members of one group or category of people from another.” (Hofstede, 2005: page no.).

The term, culture, was introduced to business life in the late 1980’s, to refer to the attitudes and behaviour of members of an organization or business unit. The term became more and more popular over the last twenty years as businesses tended to be more active internationally. This is the reason why understanding different cultures has become a business necessity.

Hofstede identified culture to be the mental programming of the mind: every person carries within him or herself patterns of thinking; feeling; and potential acting which are learned throughout their lifetime (Hofstede, 2005). He identified 3 layers of mental programming which are: individual, collective and universal. Based on these 3 layers, he constructed his culture triangle (Chart 2.1).

The Individual level (personality) focuses on mental programming exclusive to each person. Hofstede suggests that this level is at least partly inherited. The Collective Level (culture) on the other hand focuses on the mental programming that is learned from others (that is specific to a group of people) while the Universal level (human nature) focuses on all humans, and is also likely inherited: instincts for survival et cetera.

Chart 2-1: Hofstede's Theory on Levels of Mental Programming



Source:

These three levels of mental programming are encountered by managers in their day to activities as they come together to interfere with the successful implementation of project within the global business community these managers operate.

a) Geert Hofstede

Geert Hofstede is described by many as the most popular theorist on national culture. His research was based on employees of IBM (the Information Technology Company). He performed an initial study of IBM employees in the 1960s and continued the study for thirty years. Presently, his survey covers over 72 countries and includes over 116,000 respondents from IBM. Hofstede's study consisted of the Values Survey Model (VSM), a collection of 33 questions designed to classify members of national groups into cultural dimensions. He initially found that four distinct dimensions could be ascertained from survey results (Sage Publication Inc, 2001).

The first dimension dealt with is "**individualism versus collectivism**". In an individualist society, ties between individuals are loose and people look after their own self-interest. A collectivist society on the other hand is one in which ties between individuals are a stronger. It appeared that an individualist country is wealthier than a collectivist country. (Hofstede, 1983)

The second dimension is "**power distance**", which shows the degree of inequality in a country. Within an organization the term "power distance" is referred to as the reverence of the degree of centralization of authority. Nevertheless, it does not imply that an individualist country automatically has a low degree of power distance. (Hofstede, 1983).

The third dimension researched is the “**Uncertainty avoidance**”, which measures the degree of uncertainty and anxiety among people in a society about the future. This means that in a “weak uncertainty avoidance” society, people have a natural tendency to feel relatively secure, while in a “strong uncertainty avoidance” society, people try to avoid risk and create security. Such societies have for example, religions established, and are looking for the absolute truth. (Hofstede, 1983)

“**Masculinity versus femininity**” is the fourth dimension which deals with the issue of the degree of social sex role division in society. A society in which there is a sharp division in the roles man and woman need to perform is “masculine” whereas, a society where there is a relatively small sex role division is “feminine”. In a masculine society, it is more or less about “big is beautiful”, performance and achievement. A feminine society on the other hand, values caring about others and being service-oriented. (Hofstede, 1983)

The fifth dimension is “**Long-Term Orientation**”. This deals with a society or company exhibiting a realistic future oriented perspective rather than a conventional historic or short term point of view.

Many people questioned Hofstede’s theory due to the fact that his research was only based on one company namely IBM. Many believe that IBM’s American corporate culture had biased the clarity of the results. Most participants were fairly educated and prosperous, which may represent a minority in many countries. (Hofstede, 2005).

b) Fons Trompenaar

Fons Trompenaars studied under Geert Hofstede’s supervision at the Wharton School of Business. This was the beginning of his career as a cultural researcher. Instead of focusing on one international company, Trompenaars based his research on thirty thousand people from over more than forty countries. The sample size was composed of 75% participants from management positions and 25% covered secretarial positions. Instead of Hofstede’s 5 dimensions, Trompenaars in collaboration with Charles Hampden Turner, created 7 dimensions of culture. These dimensions have been discussed below.

Universalism vs. Particularism: “What is more important - rules or relationships?” Universalism is defined as the application of rules to everybody: no exceptions. People in universalistic countries share the belief that general rules, codes, values and standards take priority over particular needs and claims of friends and relations. Universalism looks for similarities in all members of a group and attempts to apply common rules to them. Particularism, on the other hand, searches for

differences and assumes that there will be exceptions to every rule. Rules are more replaced by human friendships, achievements and certain situations within a relationship.

Individualism vs. Communitarianism: “Do we function in a group or as an individual?” This dimension is based on Hofstede’s cultural dimension, individualism versus collectivism. Trompenaars defines it as orientation to oneself or to a group which shares common goals and objectives. He used a case study of a defect in a factory to demonstrate that individualist cultures (Canada, Denmark, USA, Australia, Nigeria, Russia) would consider the defect to be the fault of an individual, whereas communitarian cultures (Indonesia, Singapore, Italy, Japan, Germany) would consider the defect to be the fault of the group. (Trompenaars, Fons and Hampden-Turner, Charles, 1997)

Specificity vs. Diffusion: “How far do we get involved?” This dimension refers to the extent to which an individual engages others in specific areas of his life, as opposed to all areas. For example, in a specific culture, a manager has power over his employees only in the workplace. In a more diffused culture, if the employee and the manager meet on the golf course, the employee *defers* to the manager. Trompenaars demonstrates the difficulty in a team environment when specific cultures, such as American rub up against diffuse cultures such as Chinese.

The specific American team members are immediately friendly and welcoming to the Chinese team members, but do not expect that the Chinese team members will be a part of their lives outside work. The Chinese team members, on the other hand, are cautious and proceed carefully in making friends in the workplace, as these friends will be invited not only into a working relationship, but into a relationship with the person as a whole. (Trompenaars, Fons and Hampden-Turner, Charles, 1997).

Affective vs. Neutral: “Do we display our emotions?” Trompenaars defines this dimension by the belief of participants in the appropriateness of showing emotion in public. In neutral cultures such as Sweden, Austria, Japan and India, it is highly inappropriate to show one’s feelings in public, whereas in affective cultures, such as Spain, Russia, and France, it is entirely acceptable. He used the case study of an emotionally charged situation in the workplace to demonstrate this difference. He also made a distinction between cultures that show emotion but separate it from reason such as Americans as well as cultures that show emotion but do not separate from reason, such as Italians and other southern Europeans. (Trompenaars, Fons and Hampden-Turner, Charles, 1997).

Achieved status vs. Ascribed status: “Do we have to prove ourselves to receive a status or is it just accorded us?” This dimension describes how a culture determines the status of an individual.

A culture rating highly on “achieved status” believes that individuals are judged according to what they do, whereas cultures rating highly on “ascribed status” believes that individuals are given status based on who they are: their age, class, gender, education, et cetera.

Trompenaars used the example of family background, and found that in Austria, India, Hong Kong and Thailand, respect depends heavily on one’s family background, whereas participants in the USA, Canada, the UK, and the Scandinavian countries believed that family background was immaterial in a business environment. (Trompenaars, Fons and Hampden-Turner, Charles, 1997)

Internal vs. External control: “Do we control our environment or work with it?” This dimension refers to an individual’s orientation toward nature. Cultures that believe they control their environment are described as “internal orientated”, whereas cultures that believe that their fate is pre-determined are described as “external orientated”. Using a case study that asked participants whether they believed they controlled their own fate, he found that participants from the UK, Canada, Australia, and the USA were strongly inner-directed, whereas participants from China, Russia, Egypt and Japan were outer-directed (Trompenaars, Fons and Hampden-Turner, Charles, 1997)

Sequential time vs. Synchronous time “Do we do things one at a time or several things at once?” Trompenaars defined this dimension as the culture’s view of time: sequential cultures view time as a series of passing events, whereas synchronous cultures view it as interrelated, with the past, present and future working together to shape actions. In sequential cultures, time is tightly scheduled with specific time slots available for activities so that a late appointment will throw out the entire day’s schedule. Conversely, in a synchronous culture, it is considered rude not to interrupt an activity to make time for an unexpected visitor. Tied in to the view of time as sequential vs. synchronous is one’s view of the past, present and future. This is similar to Hofstede’s dimension of Long Term Orientation. Trompenaars used a circle test, in which participants drew circles representing the past, present, and future, to show the perceived link between them. (Trompenaars, Fons and Hampden-Turner, Charles, 1997)

The theories by Hofstede and Trompenaars have been employed in the execution of the research since cultural differences and cross-cultural contexts play an essential role and significantly influence global knowledge creation and management.

2.2.2. Gender Considerations

There is widespread evidence that hiring women staff members at the field level is probably the single most important approach to determining the ability to inculcate women contributions to

projects in Ghana. Sometimes, quotas that clearly spell out provisions for recruiting women as staff members are contained in the project charters. Such designs are limited to women-specific components in countries where women staff members are most needed, because of social and cultural norms. Extra-familial contact between men and women also create the most difficult environments in which to recruit women. The general sentiments shared include restrictions on overnight stays and difficulties in communicating with men colleagues.

Projects have occasionally overcome this difficulty by hiring women as field staff members, extension workers, counselors, group promoters or loan officers. Although this may address the short-term needs for women staff, it does not address the issue of post-project sustainability. There are indications that ensuring more gender-balanced staffing at the field level may be easier when working with NGOs.

Experience has shown that including a competent social scientist and/or a gender adviser on a Project Management Team (PMT) can be crucial to ensuring gender-sensitivity of the project during implementation.

In recognition of the importance of including women in project management, this requirement is sometimes included in the loan agreement. However in a country like Ghana where socio-cultural conditions make it difficult to recruit women, the lack of qualified women in management positions creates unfavorable conditions for implementing gender-mainstreamed programmes. There is, therefore, a need for a continued effort towards the achievement of this goal.

A suggestion from some quarters is that in order to improve gender mainstreaming in the implementation of projects, a gender specialist may not be sufficient. The team leader and all team members need to have a mandate reflected in their Terms of Reference (TOR) to mainstream gender concerns within their sectors and in the overall project design. There are also indications that having women consultants on the team increases the likelihood that rural women will be consulted and that the priorities and/or constraints of both women and men will be reflected in the design and planning of the project. This may be particularly important in the production sectors where women play a major role (e.g. agricultural and livestock production).

Barbara Phillip, speaking on Knowledge for Development, in her presentation in the World Bank Gender and the Digital Divide Seminar Series (September 12, 2002) stated that her review of the literature pointed to fundamental differences between men and women and how they view distance education. Men, she points out tend to view the convenience of accessing resources across vast distances whereas women focus on connecting people and work towards a common agenda.

However, she cautions that much of the research is carried out in the developed world and thus will not represent the entire picture.

2.3. Analysis of the Study

2.3.1. Sectors Researched

At the end of the data collection and analysis, it came out that, of the 156 valid respondents, 76 persons (48.7%) of the them belonged to the private sector, 56 persons (35.9%) belonged the Public/Civil sector, 20 persons (12.8%) belonged to the NGOs, 2 persons (1.3%) belonged to semi-quasi and 2 persons (1.3%) belonged to an unclassified sector. This result constituted people in the Agriculture, Banking, Construction, Service Provision, Social Works and General Merchants. A total of 156 individuals were interviewed for this section of the work

Table 2-1: Sectors Researched

Sectors	Percentage
Private	48.7%
Public	35.9%
NGOs	12.8%
Semi-quasi	1.3%
Others	1.3%

2.3.2. Gender

In the management of projects in a developing country such as Ghana, issues of gender are very important because of the increasing campaigns for gender equality. Data collected indicated that 87 persons (55.8%) in project management positions were males and 69 persons (44.2%) females. Although this looks impressive, yet there would the need for more work to be done to balance the scales in order to have more women on projects. This would in part offer women the opportunity to play more meaningful roles on project and also to erode the perception towards them in a cultural society like Ghana.

2.3.3. Rank/Position of Persons Interviewed

Persons who were interviewed for the assignment were categorized into two groups - senior and junior staff. It was found that 72 percent of persons interviewed were senior staff members while 28 percent of them were junior staff.

2.3.4. Number of Years in Organization

One's depth of experience is important in project management. This therefore was considered as a major factor in the research. The years of experience of respondents ranged from one to thirty-three years. It was ascertained that the majority of these persons had experience in project management

and had been involved in several projects. The least experienced project manager had been involved in about two projects and the highest had been involved in about two hundred projects.

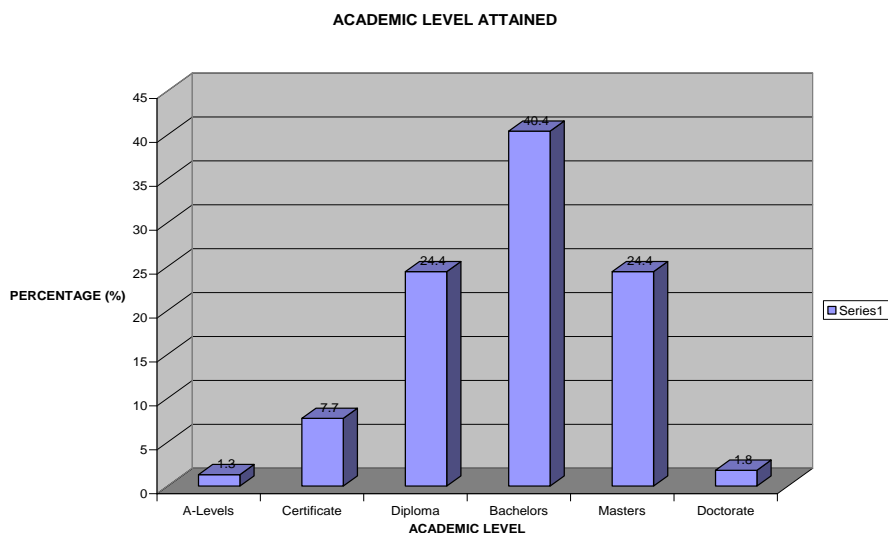
2.3.5. Level of Academic Achievement

Certification is the recognition of one's competence and ability to effectively manage significant projects or programmes of change. Participation in the certification process enables individuals to improve their self-awareness, reflect upon and learn from their experience. Certification assesses an individual's competence in managing projects. Competence is the ability to acquire and apply one's knowledge and skills in an appropriate context. Certification at this level is a demonstration of competence and not a test of academic achievement or of knowledge, which would be examined at a lower level.

In order to ascertain the validity of the information that was being provided by an interviewee, a critical assessment of their educational background was of great importance to the assignment. This helped to evaluate the ability of the individual to provide adequate information in relation to the information that was needed with respect to the work.

The academic backgrounds of the respondents were categorized into A-level, Certificate, Bachelor Degree, Masters Degree, and Doctorate Degree holders. The results are presented in Chart 2.2

Chart 2-2: Academic Level Attained by Respondents



After the analysis, it was ascertained that majority of 63 persons (40.4%) were bachelor degree holder whereas 38 persons (24.4%) were diploma holders and another 38 persons (24.4%) had their masters. Only 12 persons (7.7%) were certificate holders. Similarly, 3 persons (1.9%) percent had their doctorates and the remaining 2 (1.3%) persons were advanced level certificate holders. The

implication of this result is that a higher percentage of project managers considered for this research have the educational background and the qualification to provide quite a reasonable response to the questions asked.

2.3.6. Academic Background of Interviewees in Relation to Project Management

Analysis on their academic knowledge in relation to project management was also a subject matter in the research. It was ascertained that 54 percent of respondents had no academic knowledge in project management. However, 46 percent had some form of academic knowledge in project management.

2.3.7. Level of Academic Background of Interviewees in Relation to Project Management

The analysis reveals that only 4 percent of the respondents have had some form of training (short course) in project management. The remaining 96 percent were practicing project management but without any certification.

2.4. Analysis of Project

2.4.1. What is a successful project?

One of the questions that was asked during the interview was to find out respondents' view about what a successful project is. There were a plethora of responses that characterised the divergent views of answers. Some described a successful project as one that had the following parts:

- When task is up to the satisfaction of customer or there is little or no complaints from the customer or client.
- When quality is guaranteed.
- When the project objectives has been achieved within the specified timeframe.
- When the project objectives were achieved with the stipulated budget.
- Others also said when there is adequate funding to meet the task ahead.

A careful analysis of the responses brought to the fore three basic words that run through the project management book of knowledge. These are customer satisfaction, quality and time. According to them, these were the most important ingredients for a project to be considered a success. A follow-up question to find out the necessary ingredients for a project to be successful elicited several responses as outlined:

- Availability of funds,
- Good team spirit, and

- Availability of quality raw materials.

In responding to project failures, respondents who had encountered such indicated the outlined factors as reasons:

- Lack of funds
- Lack of effective planning
- Lack of Project Management Know-how
- Delay in the release of funds
- Bad Weather Condition
- Demand on project resource
- Cost of Tendering
- Lack of Management Support
- Inadequate team
- Lack of commitment
- Lack of technical know how
- Use of low quality materials
- Bureaucratic Procurement Processes
- Inability to do due diligence.

2.4.2. Example(s) of Challenged Projects

a) Micro-finance Scheme: Women Development Fund

The Government of Ghana established the Ministry of Women and Children's Affairs (MOWAC) to develop appropriate strategies and programmes to reduce poverty and to improve the living standard of women and children in the country. The Government also set as its vision, the idea of wealth creation among the Ghanaian populace especially women. In a bid to achieve the above objectives, the Women Development Fund was set up in the year 2001 with the Government of Ghana providing seed funding of GHc2,625,000(US\$2,625,000). The specific objectives of the Fund were to help in development of women-owned enterprises that enables them to meet their current needs; augment their earnings from agricultural, processing, and marketing actions; and acquire resources for future investments. The Women Development Fund was, therefore, to make available credit facilities to women especially those in the rural and deprived areas in Ghana.

To sustain the Women Development Fund, the Government of Ghana sourced support funding from her Development Partners and Agencies. The Japanese Government approved an amount of Ghc3,312,500 (US\$3,312,500) to support the MOWAC's Women Development Fund Initiative.

The Ministry of Women and Children's Affairs with the concurrence of Ministry of Finance and Economic Planning further approved a list of members of the Steering Committee co-chaired by Honorable Minister for Women and Children's Affairs and Honorable Minister of Finance and Economic Planning. The steering committee established a team that developed a detailed Operational Guidelines for the fund, which spelt out the procedure for accessing and repaying loans.

The fund was disbursed through Participating Financial Institutions (PFIs), namely National Investment Bank, Agricultural Development Bank and Apex ARB Bank (The central bank for all the Rural and Community Banks) country wide. The disbursement of the 1st phase of the Fund commenced in September 2003 and ended in May 2004. During the First Phase, the seed fund was Ghc625,000 (US\$625,000), which was leveraged as per the following by the PFIs deposited funds:

a) Seed fund	
NIB	US\$250,000
ADB	US\$250,000
APEX-ARB	US\$250,000
	US\$625,000
b) Leverage	
NIB	US\$375,000
ADB	US\$375,000
APEX-ARB	US\$187,500
	US\$937,500

During the disbursement of the funds, the operational guidelines were thrown overboard and Members of Parliament, Ministers, Leaders of the Ruling Party, Chiefs and Elders of villages, District Chief Executives and family members of the steering committee from all over the country, thronged the Fund Secretariat in groups. Some of them eventually received loans. The disbursement of the rest of the funds was carried out in similar pattern in terms of leverage by the banks and disbursement procedure. It is not surprising to indicate that the regions where the MOWAC Ministers came from (hometowns) received the biggest chunk of disbursements. It is important to indicate also that the highest group size was supposed to be 20 women as per the operational guidelines. Women group leaders with over 800-2800 women were provided with funds. One particular women leader in the Central Region was provided with over GH¢750,000. Some of the rural and community banks were instructed by MOWAC to release the funds to women leaders for onward disbursement. By January 2006, there were no reasonable records in MOWAC on the disbursement of the Ghana Government Fund. With regard to the Japanese Fund in addition to the leverage from the PFIs, as at 31st December 2006, US\$3,285,536.25 had been disbursed to 39,020 women. The amount repaid (interest + principal) was US\$1,616,472. The

cumulative due was US\$ 3,113,676 with an outstanding amount of US\$1,49,204. Thus, the recovery rate was 52%.

It is important to indicate here that the Rural and Community Banks in Ghana thrive on microfinance and that their recovery on small and micro loans is 96.5-100%. Unfortunately, the PFIs including the Rural and Community Banks were not given free hands by politicians to function as per the operational guidelines of the funds. This project therefore *failed*. The funds have dried up, the PFIs appear reluctant to leverage and the important issue of sustainability has evaporated. There was no monitoring and evaluation of the project as well as an assessment of the impact on beneficiaries.

b) Achimota-Ofankor Highway

Objective

The 5.7km road was to ease traffic congestion on the main entry point to Accra from the northern part of the country and to enhance driving on the corridor at the initial cost of US\$ 37.0 million to be completed in 3 years.

Table 2-2: Scope/Variation of Mallam-Ofankor Road

The Original Scope	The Completion Scope	Observed Variations
i. 3 Lane Dual Carriage	i. 3 Lane Dual Carriage	i. Redesigning of the foundation of a footbridge
ii. 3 Interchange Service	ii. 3 Interchange Service	ii. Construction of a storm drain
iii. Service road	iii. Service road	iii. Bicycle lanes
iv. Weight Bridge Station	iv. Weight Bridge Station	iv. Pedestrian walkway
v. Street Light	v. Street Light	v. Several lay-bys
vi. Bicycle Lanes	vi. Bicycle Lanes	vi. Cost variations of over US\$75 million
vii. Pedestrian Walkway	vii. Pedestrian Walkway	vii. Schedule variation of 2 years 6 months on the assumption that the project is completed May, 2012.
viii. Lay-by	viii. Lay-by	viii. Redesigning of the foundation of a footbridge
	ix. Storm drain at Taifa	
	x. Completed footbridge foundation redesigned	

Source:

A huge variation like what is observed on the project is not normal, regardless of the initial assumptions made. In project management, some degree of variations are allowable but a variation that results in 100 per cent cost increase, 2 years and 6 months schedule slip cannot be treated as normal. It is clear that something was not done right.

First, the scope variation of a whole redesigning of the foundation of a footbridge for example, was improper. It clearly shows that the scope planning and definition at the beginning of the project was not properly done. Ashley et. al. (1987) indicate that a poorly defined scope is the most frequently mentioned barrier to project success. The new additional deliverables which were quite huge should

have been considered from the onset of the project. Unfortunately, it was not done. Since scope variations or changes have adverse effect on cost and schedule, the project cost was increased by over 300 per cent and the time by 50 per cent. These translated into variations of over US\$75 million and 2 and half years of cost and schedule respectively. These were obvious challenges on the project. For a Government of Ghana funded project, a cost variation of over US\$75 million is certainly a huge constraint on the coffers of Government. As a result, the release of the project funds from Government for the project was indeed very slow, affecting the project overall performance. These project management failures could have been avoided by undertaking high-quality design and scoping of the project at the beginning of the project. A poor project design and scoping will certainly not give an accurate estimation of project cost. The Government could not know from the onset the exact amount that would be needed to complete the project so it could budget for it. The Government perhaps accepted the responsibility of fully funding the project based on the initial cost understanding of US\$37 million. The Government was constrained to match the release of funds with the project schedule affecting the overall project performance. Although the project is about 85 per cent complete, it has been realized that the overall design is a bit faulty. The constructed road is very dangerous to both motorists and pedestrians. The accident rate is very high on some portions of the road. This is attributed to the project design.

Similarly, the environmental management plan was poorly executed on the project. Many businesses on the stretch of the road have been collapsed by the activities of the project which should not have been the case. Proper environmental impact assessment was not conducted before the start of the project. A comprehensive environmental impact report would have outlined the environmental mitigation measure that could have been undertaken during the project implementation.

i. Duration of Project

This is the duration of the projects that respondents were engaged in. It was important to know the duration of projects to ascertain any likely linkage or relationship between project failures and duration of projects undertaken. The results are presented in Table 2.3.

Table 2-3: Duration of Project

Duration of Project	Percentage
Up to 6 months	12.9%
6-12 months	25.8%
1 – 5 yrs	57.8%
More than 6 yrs	3.5%

The results from Table 2.3 indicates that the duration of projects for majority of respondents (57.8%) took 1 – 5 years to complete, 25.8 percent took 6 - 12 months to complete while 12.8 percent took up to six months to complete. However, 3.5 percent took more than six years to complete their jobs. This means that most of the project undertaken or managed by respondents are long-term in nature.

ii. Project Planning and Design

Project management requires careful planning, innovation and creativity. Some analysts have said that a project management team’s success depends more on their artistic design capability rather than their technical expertise. Every project is unique, so it requires a unique management approach and the ability to adapt to the ever-changing direction from customers, functional managers, and executives. As such, key management plans and methods must be created to ensure control during project execution.

Respondents were asked how efficient the planning and design of the project was. This was important in providing a better understanding of why projects fail or succeeded. They were also asked to indicate the extent of involvement of beneficiaries in the planning and design of the project. This was to help ascertain the professionalism of the planning and design of the project.

On the issue of the level of participation in the planning in the design of the project, 77 percent of respondents answered that their participation was in the form of assisting, with 13 percent indicating their involvement being in the form of participation whereas 10 percent played key roles in the planning and designing of the project.

Sixty-four (64) percent of respondents answered positively to the fact that beneficiaries participated in the planning and design of the project while 36 percent indicated beneficiaries were not involved in the planning and design of the project at any level or form. They gave reasons for non-involvement as company policy and that the planning and design of the project had nothing to do with the beneficiaries. Others also expressed the view that they could not involve beneficiaries due to time constraint in the implementation of the project. Despite these, the level of planning and design was considered as effective. This is presented in Table 2.4.

Table 2-4: The Level of effectiveness of Planning and Design of the Project

Level of Effectiveness	Percentage
Very Effective	68%
Effective	28%
Not effective	2%
Poor	2%

Those that were part of the planning and design of the project were also asked about the effectiveness of the project. Sixty-eight (68) percent of the interviewees said the planning and design was very effective. 28 percent said it was effective. However, two (2) percent said it was not effective and the remaining 2 percent said it was rather poor.

Lack of effective involvement of stakeholders (beneficiaries) has been found to be causes of project failures.

iii. Achieving the Objective of the Project

Respondents were also asked whether their project was required to deliver tangible or intangible products and whether the project objective was implemented and achieved.

After analysing the data, 96 percent of respondents said their project objectives were achieved with 4 percent indicating that although the project was implemented, the objectives were not achieved.

The 4 percent who said the objectives were not achieved cited the following as reasons:

- Lack of commitment.
- Inadequate funds.
- Inadequate documentations on the part of owners of projects.
- Lack of professionalism.
- Miscommunication between team members and customers.

iv. Project Team

One of the most important steps of a project is to carefully choose the team. Choosing a team means relegating sympathies and friendship to the core in order to make the right choices for the sake of the project. This is one of the most difficult aspect to deal with, especially in a multi-cultural society like Ghana. Team building means talking, discussing, asking and answering, being ready for brainstorming or working harder than usual, listening and asking for suggestions, respecting and following the indications received, keeping the morale as high as possible and motivating people when necessary. The success of a project does not only depend on the project manager but also on the whole team.

With regards to the project team, emphasis was laid on the following; Composition of the team, their Professional competence, the Level of responsibility of the team members, challenges encountered by the team, the factors that accounts for the success or failure of the project, the level of involvement of team members in the planning and design of the project and the level of monitoring of the project.

Composition of Project Team Members

This section provides an opportunity for the assessment on whether or not team members were competent and qualified for the various projects they participated in and whether the number and composition of the team conformed to the dictates of the project. The composition of team members ranged from:

- two to ten members
- twelve to eighteen members
- twenty to thirty-two
- forty to fifty members

Competence of the Leadership of the Project

Issues about the leadership of the project were also a matter of concern to the research thus the professional competence of the project leadership, who is mostly the project manager, was assessed. Respondents were asked about how competent the team leader was. 78 percent of interviewees maintained that their leaders were very competent, 18 percent said their leaders were competent and 4 percent said their leadership were not competent.

Degree of Responsibility

In other to assess the degree of responsibility of the team, respondents were asked if the team bore ultimate responsibility for the failure or successes of the project. Given that the team bore ultimate responsibility, then the level of commitment on the part of the team would be very high because more effort would be put into it to make it work. With regards to this, 94 percent of respondents affirmed that their teams bore ultimate responsibility for the success or failure of the project and 6 percent said they bore no responsibility.

Degree of Influence

A consideration was also made on the level of influence by the head of the various companies managing the project. Fifty-one (51) percent of respondents said that the influence of the head e.g. Managing Director or Chief Executive Officer was high, 44 percent said the level of influence of their heads was very high, 2 percent said their influence was low and 2 percent said they had no influence at all on the project. The implications are two sided. The first is that top management shows interest in projects which is certainly helpful for the success of every project. The second is that management could be exerting undue influence on the project which makes the substantive project manager less authoritative to take decisions on his own. This is often associated with the functional type of organizational structure where the project manager is always “weak” in terms authority.

Challenges Encountered

Respondents were asked about some of the challenges they encountered during the implementation phase of the project. This was to provide an idea about some of the major obstacles that project managers face in the course of their work, which could lead to project failure. They cited reasons such as lack of funds, weather conditions, improper documentation, and government policies as the main the views factors. This represented the view of 22 percent of interviewees. Majority (88%) of respondents maintained that their projects were successful. Those factors mentioned by interviewees were typically project failure factors.

Level of Team Control over Factors Leading to Project Failure

Interviewees were asked if the factors that led to project failure were within the control of the team or not. 82 percent of the interviewees maintained that failure of the project were as a result of factors beyond their control while 10 percent said failure of the project was due to their own mistakes. The remaining 8 percent said they weren't sure if the factors that led to failure were within their control.

Factors Accounting for the Success of Projects

When asked about what accounted for the success of their projects, 22 percent of the interviewees mentioned that the success of their project was due to availability of quality materials while 24 percent indicated the competence of the team. Eighteen (18) percent pointed out availability of funds, 16 percent commitment of the team and 14 percent good communication between the major stake holders in the project such as the financiers and beneficiaries. The remaining 6 percent said their project succeeded due to their compliance to the law. These factors mentioned by interviewees are project success criteria.

Mode of selection of the Project Managers

During the discussion on the composition and membership of the team interviewees respondents were asked about the mode of selection of the Project Manager. They were asked if the project manager was selected based on competence, favouritism, rank/position, qualification or on length of service. The majority (64%) of respondents said the project managers were selected based on competence. Sixteen (16) percent pointed out they were selected based on qualification. Another 16 percent of interviewees indicated they were selected based on their position and rank in the organization. Only 4 percent of them said they were selected based on favouritism. Respondents from the Public Sector believed strongly that selection of Project Managers was based on favouritism instead of competence whereas respondents from the Private Sector believed selection was based solely on merit and competence.

Table 2-5: Mode of selection of the Project Managers

Mode of Selection	Percentage
Based on Competence	64 %
Based on Qualification	16 %
Based on Position and Rank	16%
Based on Favouritism	4%

Type of Management of Project

With regards to team management of the project, respondents were asked if the project was managed by a team. Here, 98 percent of the people answered in the affirmative that their projects were managed by a team and 2 percent said their project was managed individually.

2.5. Selection of Team Members

Concerning the issue on mode of selecting team members, the results from the analysis are found in Table 2.6 below.

Table 2-6: Selection of Team Members

Mode of Selection	Percentage
Based on Competence	60 %
Based on Qualification	12 %
Based on Position and Rank	16%
Based on Favouritism	10%
Based on Competence & Qualification	2%

It was observed that all projects within the Public Sector were managed by a team. This applied to projects in the Private Sector as well except for a few isolated specialised initiatives. The responses were not as different as those given on selection of project managers, although marginally. Majority (60%) of respondents indicated teams were selected based on competence, 16 percent on position and rank while 12 percent on qualification. Ten (10) percent pointed out it was based on favouritism. Only 2 percent said selection was based on competence and qualification.

2.5.1. Level of Competence of the Team

On competence, 52 percent of respondents indicated that their teams were very competent while 38 percent said the teams were competent. Six (6) were of the opinion their teams were not competent and 4 percent were not sure of the competence of the teams.

It was observed that a majority of respondents from the Public Sector felt just a handful of team members were competent due to the interference of government in appointment of team members. However, the Private Sector respondents believed that since appointment within the sector was strictly merit based, the team members in this sector were totally competent.

2.5.2. Definition of Tasks for Team Members

Defining tasks for project team members ensures efficiency and effective use of resources to attain organisational goals. In lieu of this, respondents were asked to state whether tasks were clearly defined in their project organisations. To this end, 82 percent of interviewees strongly agreed that task for team members were clearly and unambiguously defined with 10 percent stating the tasks were more or less clearly defined. Only 8 percent said the tasks were not clearly defined.

Tasks in the Private Sector were clearly and unambiguously defined as compared to the Public Sector.

2.5.3. Level of Support from Top Management

One of the critical success factors of projects is support given by top management to project processes. In this regard, 65 percent of the interviewees indicated that they received support and 35 percent said that they did not receive much support.

Respondents further indicated that support from top management within the Private sector was higher than that of the Public Sector. This is attributed to the ownership of actions that exist strongly within the Private Sector. However, within the Public Sector where all tasks were tied in with the ruling government's policies, it was evident that non-sympathisers of government demonstrated very little interest and support when certain policies were being implemented within their Ministries, Department or Agencies (MDA's).

2.5.4. Relevance of Set Goals and Objectives to Project

On the issue of relevance of set goals and objectives to the successful implementation of the project, 72 percent of the interviewees said the set goals were very relevant, 26 percent said they were relevant and 2 percent said they were irrelevant.

It was observed that set goals and objectives were relevant to the successful implementation of the project within the Private Sector due to the structures in place that support the longevity of businesses within that sector. However, within the Public Sector, since objectives change or are likely to change with a change of government, the set goals and objectives were only relevant as far as the tenure of the sitting Government.

2.5.5. Application of Project Management Techniques

The application of project management techniques to project helps to achieve better outcomes. Thus, when asked whether project management techniques were adequately used in the execution of the projects, 52 percent of respondents indicated that project management techniques were

adequately used in the execution of the projects. Twenty-four percent said they were not sure while 22 percent pointed out project management techniques were not properly applied. Some of the respondents (2%) did not even have knowledge of what project management techniques were.

Respondents from both sectors to the fact that applying project management techniques (PMI Project Management and PRINCE2 Methodologies) helped in achieving a better outcome for their project.

2.5.6. Commitment to the Project

One of the key aspects of project management that is mostly overlooked by project implementers is commitment. It is mostly believed that once people are being paid for the work they are doing, they are bound to be committed to the work. Interviewees were asked of the level of commitment of the project manager and team members in relation to project execution.

Eighty (80) percent of respondents indicated that project managers were very committed to the project and 18 percent said their managers were committed. Two (2) percent said they were not sure. Particularly, for public sector projects, commitment is usually very low due to the absence of motivation. Interviewees on public sector projects undertook projects as part of their routine work and so incentives were often lacking. This automatically affected level of motivation to work.

On commitment of team members to projects, majority (80%) of respondents said their team was very committed while the 20 per cent indicated they were just committed.

80 percent of the interviewees were of the opinion that their team were very committed to the project and 20 percent were of the opinion that their team were committed.

It came to light that Private Sector commitment to projects was higher due to the fact that investors within that sector demanded a high return on investment. However, in the public sector, commitment to projects that had timeframes less than the number of months likely for a ruling government to be in power attracted higher commitment since such projects were likely to outlive the government term in office. The main reason is to complete the project within schedule lest a new government scrap policies that support the implementation of the project and pursue new ones.

2.5.7. Procurement

Issues of procurement make up some of the most challenging aspects of project management. It is believed that corruption and misappropriation of funds take place during procurement. For this reason, the government has put in place the Public Procurement Board (PPB) to see to it that all goods and services are procured in accordance with laid down rules and regulations.

Methods Employed in Procurement

In Ghana, a number of methods such as Competitive Bidding (ICB), National Competitive Bidding (NCB), Restricted Tendering and Price Quotation or Single Sourcing are some of the laid down alternative procurement procedures for acquisition of goods and services. With regards to methods used, 78 percent of respondents indicated that the procurement in their projects was made by price quotation, 9 percent said it was carried out by way of single sourcing, 9 percent said it was through national competitive bidding procedures, and 4 percent said it was done through restricted tendering.

However, 84 percent of respondents in the private sector could not answer this question due to the fact that they did not have laid down procedures for procurement. They maintained that the issue of procurement was the prerogative of the Managing Director or Chief Executive Officer or Company owners. Procurement of goods and services laid at the doorsteps of the project manager and his team. They ensured that the right goods and services are procured at the right place at the right time for the successful execution of the project. This included being directly involved in the type of tendering procedure used. The findings here suggest that majority of the project practitioners were not involved in this exercise and that it was consigned to the head of the performing organization. The net effect is that the project manager and his team will not own the process and might lack a sense of ownership throughout the project life cycle. This can greatly affect projects.

On the whole, 92 percent of respondents indicated team involvement in the process while 8% said otherwise. It was observed that Team involvement in the Procurement Process was high within both sectors. With the passage of the Public Procurement Act (663) by the Ghanaian Parliament, team involvement within the procurement process for the Public Sector had increased tremendously as compared to the past.

Respondents who indicated team involvement in the procurement were further asked to indicate the degree to which teams were involved. The majority (74%) percent said their role in procurement was of key responsibility which is a very good ingredient for effective implementation of projects. Twenty-two (22) percent said their role was of assisting and 4 percent also said their involvement could best be described as participatory.

It is worth noting that the participatory process of procurement activities had a great impact on the successful execution of the entire process. Ninety-three (93) percent acknowledged a successful execution of the procurement process. This inadvertently influenced the successful completion of projects by the majority of respondents (86%). The remaining 14 percent who had their projects

delayed in one way or the other blamed it on the parts of project financiers and external forces outside their control such as bad weather and failure of compliance with the law.

2.6. Project Funding

2.6.1. Total Budget of the Project

Project budget undertaken by respondents ranged from GH¢500 to GH¢200,000. Some of the projects included building of modern drainage systems (Odaw River), installation of computerised systems (Cocoa Marketing Board of Ghana), branding and promotion (Nestlé Ghana Limited) and the building of two, three and four storey office buildings but to mention a few.

Competitiveness of Bidding Process

With regards to the Competitiveness of Bidding Process, the majority of 91 persons (58.3%) said their projects were not competitively bid for while 62 persons (39.7%) said their projects were competitively bid.

2.6.2. Mode of Funding for Projects

It is an established fact that the mode of funding of a project determines to a large extent its success rate. Thus, it was of interest to the researcher to find out this. The results are presented in Table 2.7 below.

From Table 2.7, it can be observed the majority (30.1%) of respondents indicated that their projects were donor funded while 23.7% said their projects were funded by the government. Similarly, 21.8% self-funded their projects and 19.9% indicated funding from the banks. Government funded and even some donor funded projects could be problematic. The challenge has to do with the delay in the release of funds. The bureaucratic challenges that exist at the Ministries, Departments and Agencies (MDAs) stall projects. Donor funded projects also have their challenges in the area of cumbersome procedures and processes which one would have to go through before funds are released. Certain conditions precedent to release of funds by donors such as the compensation of all stakeholders before funds are released also hinder effective project implementation.

Table 2-7: Mode of Funding for Projects

Mode of Funding for Projects	Percentage
Self-funded	21.8%
Donor Funded	30.1%
Bank Funded	19.9%
Family/Friends loan	3.2%
Government Funded	23.7%
Other	1.3%

a) Pre-financing of Projects

Pre-financing of projects basically has to do with the ease and fluidity funds are made available for project implementation and success. Lack of financing can go a long way to delay an entire project. With regards to pre-financing, 59 percent of the interviewees indicated that their projects were not pre-financed whereas the remaining 31 percent said their projects were pre-financed. In Ghana, in order to forestall project financing difficulties, the concept of the Public-Private Partnership which is intended to resolve these challenges has been adopted and being used as a measure to address difficulties likely to crop up with regards to financing.

b) Upfront and Staggered Payment for Projects

Respondents who indicated their projects were not pre-financed were further asked to state whether the payments were made upfront or staggered. Sixty-eight (68) percent of the respondents maintained that their projects were funded in a staggered-phase department whereas 21 percent said their project were funded in a staggered-phase based on time. The remaining 11 percent indicated that funding was upfront. Staggering payments of project phases comes with associated benefits and challenges. The completion of a phase assumes a completion of a major deliverable. If payments are done at the beginning of the phase so as to get funds for the activities of the phase then it good, but if the payment for deliverables undertaken is made at the end of the phase then there would be the need for pre-financing by the contractor. If the funds are not available for the activities then the project runs into trouble. Staggering payment by phase could be very good provided there are funds to carry on with the activities until the end of the phase.

Effectiveness of Planning of Project Funds

Projects funds need to be effectively planned to ensure success. With reference to planning of project funds, 57 percent of the said planning was very effective, 28 percent said planning was effective and 15 percent said project funds were averagely planned.

c) Adequate Resources for Project

The type and availability of resources for project is necessary for the achievement of the project objectives. Results on adequacy are presented in Table 2.8.

Table 2-8: Adequate Resources for Project

Adequate Resources for Project	Percentage
Agreed	57%
Strongly agreed	29 %
Neither agreed nor disagreed	19%
Disagreed	6%
Strongly disagreed	2%

In an effort to determine how resourced the projects were, 57 percent of the interviewees agreed that their projects were adequately resourced with 29 percent saying they strongly agreed. Nineteen (19) percent said they neither agreed nor disagreed, 6 percent said they disagreed and 2 percent said they strongly disagreed with the opinion. A high percentage of participants indicated the availability of resources is good for project implementation. The interviewees further cited inadequate funds, lack of professionalism and government policies as some of the resources, which were lacking during project implementation.

d) Preparation and Adequacy of Feasibility Study Prior to Project Execution

Feasibility studies help project investors to decide whether a project needs to be undertaken or not. The inability to conduct these studies has often led to project failure. With reference to the preparation of feasibility studies prior to the execution of the projects, 71 percent of the respondents said feasibility studies were prepared for their projects prior to their implementation whereas 29 percent of interviewees indicated otherwise. The implication of this is that the likelihood of projects undertaken by these groups of respondents facing challenges is very high.

On adequacy of feasibility, while 38 percent of respondents indicated the feasibility studies conducted before the start of the project were very adequate, 33 percent of respondents pointed out the feasibility studies were adequate to the project. Again, the remaining 29 percent indicated that no feasibility study was done.

e) Delay of Project due to Procurement Process

Delays in the procurement process affect project scheduling. Delays in scheduling also affects cost and so on. For instance delays in a donor or bank funded project can culminate in the failure of an entire project. On this issue, 54 percent of respondents indicated that their projects were substantially delayed in whole or part ostensibly to delay in the procurement process and 46 percent said there were no delays at all.

2.6.3. Implementation/Contract Management

Implementation and contract management has been one of the major reasons for many project failures. The inability of project teams to maintain their ground on issues of personal interest and interference from higher authorities have caused headaches to many project management teams. Respondents were therefore asked if they were directly involved in contract administration or not. The majority (75%) indicated they were not involved at all while 25 percent said they were involved. The likelihood of projects failing under this condition is very high.

2.6.4. Responsibilities for Project Execution

On the issue of having well defined responsibilities for the execution of the project, 78 percent of respondents said the project activities were well defined with responsibilities for execution in order to meet time frame and 22 percent indicated that the responsibilities for project execution were not well defined. When project activities as well as management responsibilities are not clear, the project might risk suffering improper monitoring and control since unclear project management responsibilities are also a recipe for failure.

It is worth mentioning however that majority (78%) of respondents indicated the implementation of project was based on a detailed implementation plan. This means a high success rate. Twenty-two (22) indicated otherwise. The likelihood of projects implemented by these encountering delays or challenges is high.

Projects that followed implementation plan started on time as stated by 65 percent of respondents as against 35 percent whose projects did not start on time and as such resulted in delays. The reasons provided by these group of people whose projects started late as per their implementation plans include:

- lack of adequate planning
- delays in the release of funds and
- interference by policy makers

i. Completing Projects on Time

There is always an interest in knowing if a project was executed within the specified time and in accordance with the specification set in the action plan by the project team. Based on this, respondents were asked if the project activities were completed on time and according to specification. 65 percent of the respondents answered in the affirmative while 35 percent said no.

In providing explanation for the various reasons, those who answered in the affirmative indicated that availability of adequate resources both, human and financial enabled them to complete their projects on time and according to specification. On the other hand, respondents who indicated their projects were not executed within the specified time, mentioned obstacles such as delays, bureaucracy, improper documentation and inability of clients to afford the cost of quality raw materials for their projects as reasons.

ii. Application of M&E Methods

Monitoring and evaluation ensures projects are not only implemented according to specified plan but also defects are identified for corrective action to be taken. Conducting an effective M&E

means the development of comprehensive tools for the purpose. Thus, with regard to the issue of developing and using project management tools that allow for continued Monitoring and Evaluation (M&E) of the project implementation processes, 60 percent of the interviewees said they did not apply M&E methods while 40 percent indicated that they did use M&E methods. The inability to use M&E instruments may have been caused by unclear objectives as well as unclear assignment of roles to project team members.

iii. Prompt Implementation of Corrective Decisions

Promptness to correcting defects is very important in the implementation of projects to ensure that the project stays within its schedule baseline. The issue of prompt implementation of corrective decisions was discussed. Eighty-four (84) percent of the interviewees indicated that corrective decisions were very promptly executed whereas 10 percent mentioned that the corrective decisions were not promptly implemented. This means that projects are likely to risk delays in schedule. Six (6) percent said they were promptly implemented.

iv. Effectiveness of Supervision

Lack of supervision has been one of the key factors in project failures over the years. This also has a direct impact on the ability to do effective monitoring that can go a long way to ensure smooth implementation of projects. Thirty-nine (39) percent of interviewees said supervision was very effective, 37 percent said it was effective and 24 percent said it was not effective. The implication of supervision not being effective is likely to result in quality problems and dissatisfaction by stakeholders that can ultimately affect the success of the entire projects.

v. Applications of Sanctions/Penalties to non-performing contractors

On the application of sanctions or penalties to non-performing contractors, 73 percent of the interviewees said they have never applied any sanction or penalty to non-performing contractors. This was as a result of the fact that clients often default in terms of payment of contractors. There is lack of moral rights in the implementation of sanctions to non-performing contractors in respect of non-performance. Fifteen (15) percent of the interviewees said on few occasions, they have had to apply sanctions and penalties to non-performing contractors. Some of them indicated that they had the contract with the help of the sub-contractors and continue to depend on them for other contracts thus their inability to apply sanctions. The third group, making up 12 percent of the interviewees, said they had applied relevant sections in many cases. Interestingly, these were powerful companies, which do not rely on contractors and sub-contractors for jobs. The lesson here is that clients and contractors must ensure that the contract agreement captures sanctions for non-

performance. Sanctions must be applied. This protects the interest of both parties in the execution of the contract and ultimately helps in the success of the project.

Table 2-9: Applications of Sanctions/Penalties to non performing contractors

Sanctions to non performing contractors	Percentage
Not at all	73%
Few cases	15%
Many cases	12%

vi. Project Performance

Rating of Performance

Rating of performance in relation to their achievements and challenges is important to evaluate whether or not there was complacency on the part of the project team in terms of their ability to increase their level of performance. Discussions of rating of the achievement of the project goals i.e. results, change, costs, time, etc. were carried out with interviewees. They were asked to rate the performance on scales of 1, 2, 3, 4 and 5 points, with 1 being the lowest rate and 5 the highest.

Forty-three (43) percent of respondents rated performance at 4 points, 29 percent rated performance at 3 points, 27 percent also rated it at 2 points and 2 percent rated their performance at 1 point.

Benefit to the Customer/Beneficiary

With reference to the rating of project benefit to the customer or beneficiary (satisfaction, impact & loyalty) on a scale of 1, 2, 3, 4 and 5 points, with 1 being the lowest rate while 5 the highest, sixty-three (63) percent of the interviewees rated project benefit to the customer or beneficiary at 5 points, 27 percent rated it at 4 points and 8 percent at 3 points. Two (2) percent rated it at 2. Project success is about customer satisfaction. For majority of the projects, participants indicated that customers were satisfied. This is good for project management success.

2.7 Analysis of Cross-Cultural Impact on Projects

The second part of the research presents a comprehensive analysis of information and data gathered from the administration of instruments on the impact of culture on project management in Ghana.

2.7.1 Power Distance

This is the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally. The basic problem involved is the degree of human inequality that underlies the functioning of each particular society.

a) Relationship between Interviewees and Superiors

Respondents were asked to describe the relationship between them and their superiors based on the scale - excellent, very good, good, average, low, very low, and bad. This is shown in Table 2.9.

Table 2-10: Relationship between Interviewees and Superiors

Relationship between interviewees and superior	Percentage
Good	61.5%
Average	28.2%
Very good	9%
Poor	1.3%

In the analysis, 96 persons (61.5%) described the relationship between them and their bosses as good, 44 persons (28.2%) said it was average, 14 persons (9%) said it was very good and the remaining 2 persons (1.3%) claimed it was poor.

It was observed that the relationship that existed between respondents and superiors within the Public and Private Sector was different. The employees within the Private Sector were much closer to their superiors because of the environment in which the sector operates. As such, they were more adept to innovation and sharing of ideas than those in the Public Sector. The Public Sector being the implementing machinery of the government did not provide a platform whereby innovative ideas would be implemented as expected since governmental policy formulation took months and sometimes years to progress from conception to reality. The relationship thus was not as strong as the Private Sector where superiors always wanted supporting staff to come up with innovative ideas. As such, while the Private Sector superiors drew and developed a much closer working relationship with their subordinates, the Public Sector environment promoted otherwise.

b) Relationship between Interviewees and Subordinates

On relationship between respondents and subordinates, 62 percent of the interviewees described the relationship as very good, 24 percent said it was good, 10 percent said it was average and the remaining 4 percent said it was effective. The relationship between interviewees and subordinates was a mirror image of the relationship between them and their superiors. Here, too, the environment for fostering a much closer relationship in the Private Sector as opposed to the Public Sector was clear. The private sector subordinate needed a closer relationship with the superior in order to develop the individual through contribution of winning ideas for management. The Public Sector environment was such that, policies passed were being implemented and as such the respondents never deemed it necessary to develop a strengthened relationship at work.

Table 2-11: Relationship between Staff (Interviewees) and Subordinates

Relationship between Interviewees & Subordinates	Percentage
Very good	62%
Good	24%
Average	10%
Effective	4%

c) Involvement of subordinates in decision making

In every human institution, the extent of involvement in decision making determines the extent of ownership as indicated in Table 2.12.

Table 2-12: Involvement of subordinates in decision making

	Percentage
Very high extent	2%
High extent	34%
Good extent	14%
Average	10%
Low extent	22%
Very low extent	10%

On the issue of the extent to which subordinates were involved in decision making in their various organizations, 2 percent described their involvement as very high, 34 percent said their involvement was high, 14 percent described their involvement as good, 10 percent said their involvement was on the average, 22 percent described their involvement as low, and 10 percent said their involvement was very low.

The involvement of subordinates in decision making varied greatly between the two sectors. Within the Private Sector where accountability and value for money is of topmost priority, management at every step of decision making involved staff in decision making. This approach gave staff ownership of the decision and as such using the decision as a rule of measure became easy. However, within the Public Sector where policies implemented are policies of the ruling government, even though successive governments had proclaimed their interest in soliciting a consensus before most decisions are taken, in reality it was rare for a subordinate to be involved in a decision making.

d) Extent to which low level staff are allowed to take initiatives

The extent to which low level staffs are allowed to take initiatives was described by 78 persons (50%) as somehow, 77 persons (49.4%) as good and 1 person (0.65) as high.

Within the Private Sector, successful companies thrive on innovation and ingenuity. As such, each employee was allowed to take controlled initiatives once there was the potential to contribute to

financial gains. Controlled initiatives because they would not violate company policies. However, within the Public Sector, staff taking initiatives was almost non-existent. This was due to high bureaucratic levels that existed within the sector and the fact that initiative were propelled by financing. Within the Public Sector echelons, financing was only made available for items enlisted in budgets. As such, it was almost impossible for low level staff to take initiatives when there is no guarantee of financing to support them.

e) Effectiveness of the Rate of Information Flow

Finally, on the rate of information flow and its effectiveness, 74 persons (47.4%) said it was quite efficient, while 71 persons (45.5%) said information was inefficient. Only 8 persons (5.1%) said it was very efficient. The remaining 3 persons (1.9%) indicate information flow was poor.

The Private Sector thrives on timely information flow and this is evident in the fact that 80% of private sector (12 of 15 organizations) organograms studied were flat. As such, information flow was quick, timely and easily updated. However, within the Public Sector where 100% of their organograms are tall and bedeviled with bureaucratic procedures, information flow was almost next to being stagnated.

Table 2-13: The efficiency of information flow

Efficiency of Information flow	Percentage
Efficient	5.1%
Quite Efficient	47.4%
Inefficient	45.5%
Very Poor	3%

2.7.2 Masculinity vs. femininity

This refers to the distribution of emotional roles between the genders, which is another fundamental problem for any society. This distinction opposes “tough” masculine and “tender” feminine societies. The duality of the sexes is a fundamental fact with which different societies cope in different ways.

Surveys on the importance of work goals show that, universally, women attach more importance to social goals such as relationships, helping others, and the physical environment while men attach more importance to ego goals such as careers and money.

However, Hofstede’s research revealed that the importance respondents attached to such “feminine” versus “masculine” work, varied across countries as well as across occupations. Masculinity stands for a society in which gender roles are clearly distinct. Men are supposed to be assertive, tough, and focused on material success. Women, on the other hand, are supposed to be

more modest, tender, and concerned with the quality of life. Femininity stands for a society in which gender roles overlap. Both men and women are supposed to be modest, tender, and concerned with the quality of life. A situation of this kind is likely to affect project management positively or negatively in a multi-cultural society like Ghana where gender equality leaves much to be desired.

a) Gender Sensitivity of Organisations in Ghana

To assess the real information on the ground and its impact on project management in Ghana, respondents were asked the extent to which their organizations were gender sensitive.

Here, 20 percent said it was very high while 22 percent described it as high. Twenty (26) percent pointed out their organization’s sensitivity to gender could be described as good, 16 percent described theirs as average, 12 percent said theirs was low with the remaining 4 percent indicating it as very low.

Table 2-14: Gender Sensitivity of Organisations

Gender sensitivity	Percentage
Very high extent	20%
High extent	22%
Good extent	26%
Average	16%
Low extent	12%
Very low extent	4%

It became obvious that gender sensitivity was relatively low. For instance promotion was by merit within the Private Sector while in the Public Sector promotion was based on recommendation. This made it a little difficult for a majority of women to rise to positions within the governmental project management enclaves as compared to their male counterparts. However, the numbers were not that discouraging as shown by the results in table 2.33.

b) Gender Sensitivity and Decision making

Respondents were asked the extent to which decision making was gender sensitive in their organizations. The results are presents in Table 2.15.

Table 2-15: Gender Sensitivity and Decision Making

Gender sensitivity on decision making	Percentage
Very high extent	2%
High extent	28%
Good extent	24%
Average	16%
Low extent	12%
Very low extent	18%

The result show twenty-eight (28) percent indicating gender sensitivity and decision making as high while 24 percent said it was good. Sixteen (16) percent indicated average. However, 18 percent described theirs as very low with 12 percent describing it as low.

c) Sympathy for the Disabled

The level of sympathy for the disabled in organizations were as follows; 18 percent said it was high, 26 percents said it was good, 38 percent described it average, 8 percent side it was low and 10 percent said it was very low.

The Public Sector (65%) appeared more sympathetic to the disabled because their source or revenue was just about as guaranteed in taxes. However, within the Private Sector (35%) where it is so competitive, the sympathy approach in dealing with the disabled was almost non-existent. The approach was more along the lines of if a person is disabling; they best stay away from the highly demanding Private Sector business.

d) Level of Bias against women for promotion

On the issue of the level of bias against the promotion of females in their various organizations, 20 percents of interviewees said it was high, 38 percent of them also described it as good, 12 percent said it was on the average, 20 percent said it was on a low level and the remaining 10 percent said it was at a very low level.

Table 2-16: Level of Bias against women for promotion

Level of Bias against women for promotion	Percentage
High level	20%
Good level	38%
Average	12%
Low level	20%
Very low level	10%
Very low extent	18%

The level of bias against women for promotion within both the Public and Private Sectors affected the distribution ratio of key positions. Positions in both sectors were skewed in favour of males (Private 72%/28%; Public 66%/34%) who dominated key positions as opposed to females. The rate of distribution of key positions is presented in Table 2.17.

Bias existed both within the Private and Public Sectors. Reasons provided by respondents was that woman in both top and middle level management due to child birth and subsequent maternity leave disrupts operational processes. To avoid this, promotions are skewed in favour of male team members.

Table 2-17: Distribution of key positions (Male Vs Female)

Promotion on merit between male and female	Percentage
Very high extent	4%
High	26%
Good	20%
Average	16%
Low	16%
Very low	18%

Table 2.17 shows that the extent to which key positions in organization are distributed among men and women in their various organizations is not very encouraging. Only 4 percent of respondents maintained distribution of key positions among males and females was very high although 26 percent described it as high with 20 percent of the interviewees indicating it was good. Cumulatively, almost fifty percent of responses shows that distribution of key positions among males and females is somewhat low as indicated by 16 percent as average, another 16 percent low and the remaining 18 percent, very low.

2.7.3 Individualism vs. collectivism

This is the degree to which individuals are supposed to cater after themselves or remain integrated into groups, usually around the family. Positioning one's self between these poles is a basic problem all societies face. Individualism connotes a society in which the ties between individuals are loose. Everyone is expected to look after him/herself and his/her immediate family only. Collectivism on the other hand stands for a society in which people from birth onward are integrated into strong, cohesive in-groups, which protects the person throughout the person's in exchange for unquestioning loyalty.

e) Help from colleagues in an organization

On the issue of the extent to which interviewees expect to receive help from their colleagues in their organization, 2 percent said their expectation was very high, 14 percent stated that on the average they expect to receive help from their colleagues, 18 percent said to a high extent they also expected to receive help from their colleagues, 66 percent of the interviewees said to a good extent they expect to receive help from their colleagues.

Table 2-18: Extent to which interviewees expect help from colleagues

	Percentage
Very high extent	2%
High extent	18%
Good extent	66%
Average extent	14%

The Public Sector has an environment where colleagues are quick to help one another. This seemed so since performance within that sector is not measured by targets and deadlines. As such the majority of employees are not under pressure to deliver. This gave them the leeway to help others. However, within the Private Sector where performance was measured with deadline and targets, employees are always seen busy developing and/or strengthening their core advantages that it left them with little room to help others at work.

f) Frequency to adopt own approach to task at work

Concerning the frequency with which respondents adopted their own approach to tasks at work, 46 percent said they often adopted their own approach to task with 28 percent saying they were able to adopt their own approach to work quite often. However, 16 percent said they did not adopt their own approach at any level of task performance at work because they had no right to do so. Only 10 percent said they were able to adopt their own approach very often.

Table 2-19: Extent to which own approach to task at work is adopted

	Percentage
Very Often	10%
Quite often	28%
Often	46%
No right to own approach	16%

The frequency to adopt owns approach to work was prevalent within the Public sector even though it was saddled with bureaucracies. This was because the system of checks and balance is non-existent. However, the Private Sector hindered employee frequency to adopt own approach to task at work because the structures within the sector were such that procedures must be complied with at all times.

g) Helping persons outside social network

Interviewees were questioned on the extent to which they helped persons other than those in their social network. The results are presented in Table 2.20.

Table 2-20: The extent to which interviewees would help persons other than those in their social network

	Percentage
High extent	46%
Good extent	36%
Average extent	4%
Low extent	14%

The result shows that 46 percent of interviewees would to a high extent help persons other than those in their social network, while another 36 percent said they would help people other than those in their social network to a good extent. Fourteen (14) percent however indicated they would help to a low extent and the remaining 4 percent said on the average, they would help.

It was discovered that the employees in the Private Sector were much likely to help people outside their social network because of the adaptation of Corporate Social Responsibility Policies. This approach of giving back to the community in which they operate in had silently translated into the actions of individuals employed in that sector. However, the poor remuneration within the Public Sector had forced its employees to have no other choice than to concentrate on helping their extended families only. Although they indicated that they would have loved to be of assistance to persons outside their social network, yet financial constraint acted as a barrier that made it quite impossible.

h) Individual interest prevail over collective interest

On the issue of the extent to which individual interest prevailed over collective interest; 66 percent of the interviewees answered yes to the opinion that individual interest prevailed over collective interest, 24 percent of them said they weren't sure as to whether or not individual interest prevailed over collective interest and the remaining, 10 percent where of the view that collective interest did not prevail over individual interest.

It came out that even though the Private Sector was saddled with individual performance target as a basis of measure; it was also obvious that the collective interest of the sector prevailed over individual interest. This was obvious due to the high level participation of the Private Sector in programmes initiated by the Association of Industries (the governing institution of Private Sector in Ghana). However, poor remuneration in the Public Sector has made its staff advance individual aspirations over the collective interest. It had silently created an “each man for himself, God for us all” environment.

i) Level of Tribalism in Organizations and its Effect on Project Management

In a multi-culture society like Ghana, tribalism plays a leading role in job security and employment. The extent to which tribalism plays a role in project management may affect projects carried out. The results are presented in Table 2.21.

Table 2-21: Level of Tribalism

The level of tribalism	Percentage
Very high level	0.6%
High level	7.7%
Average	39.1%
Low level	47.4%
Very low level	5.1%

The analysis revealed majority (47.4%) of respondents describing the level of tribalism in their organization as low although 39.1 percent said it was on the average. It is however encouraging to know that only 7.7 percent considered it as high. This suggests that tribalism, to some extent may not adversely influence project management.

The level of tribalism within the Private Sector was almost non-existent. This was because appointment is based solely on merit. However, tribalism within the Public Sector was noted to be very high due to polarization which is deeply rooted in Ghana's democratic dispensation. Ruling governments in an attempt to appoint members of their party to critical positions invariably created a tribalistic environment.

2.7.4 Uncertainty avoidance

This refers to the extent to which culture prepares its members to feel either comfortable or uncomfortable in unstructured situations. Unstructured situations are situations that are novel, unknown, surprising, and different from the usual. The basic problem here is the degree to which a society tries to control the uncontrollable.

Project management must therefore reconcile two conflicting aspects of projects; the increasingly important need for speed in project delivery and the equally important need for reliability in delivering the project as promised. Project management must deal with uncertainty in an attempt to deliver project outcomes with certainty. In Parkinson's approach on how to deal effectively with this conflict, he suggests the need to develop strategies to avoid expansion of project lead-time while protecting against Murphy's Law "Whatever can go wrong, will".

a) Protection of workers by the country's labour law

Majority (80%) of respondents were divided as to whether the country's labour law protected indeed. While 40 percent of the interviewees said the country's labour law protects them quite well, 40 percent said the country's labour law did not protect them at all. Sixteen (16) percent noted that protection offered by the law was very poor. Only 4 percent said the country's labour law protects them very well.

b) Unforeseen Natural Disasters

How well prepared organizations are against unforeseen natural disasters is also key to the success or failure of projects. In terms of undertaking risk plans and having some reserves allocated to respond to risk in case it occurs, 60 percent of interviewees were of the opinion that their organizations were not at all prepared against unforeseen natural disasters, 32 percent said their preparation was poor and 8 percent said they were quite prepared against unforeseen natural disasters.

The Public Sector seemed more prepared toward unforeseen natural disasters. The National Disaster Management Organization (NADMO) was put in place to deal with any disaster, foreseen or unforeseen and due to its nationalistic approach, the services it renders covered the Private Sector as well. With the Private Sector, it was observed that even though some disasters were classified as unforeseen, contingency funds were in place to help stabilize business operations should such an occurrence take place.

c) Job security impact and performance of employees

On the issue of the extent to which uncertainty or otherwise of their job security could have an impact on performance of employees, 38 percent said uncertainty about job security averagely impacts their performance, 26 percent described the impact of job security as of low extent while the remaining 36 percent described the impact as very low.

Within the Public Sector, job security is guaranteed because of its non-competitive nature. As a result, the performance of employees within that sector was comparatively lower than that of the Private Sector. Within the Private Sector, since appointment is based solely on merit, there is no job security. This propelled the employees within that sector to constantly be innovative and strive for on the job excellence (meeting and exceeding quarter and annual target all the time).

d) Standard Operating Procedures

Interviewees were asked if activities in their organization were based on standard operating procedures as presented in Table 2.22.

Table 2-22: Standard Operating Procedures

Standard Operating Procedures	Percentage
High Extent	3.2%
Good Extent	20.5%
Somehow Extent	38.5%
Low Extent	37.8%

The results revealed 37.8 percent of respondents opinioned that standard operating procedures were followed to a low extent whereas 38.5 percent were of the opinion that standard operating procedures were followed to a somehow extent. Similarly, 20.5 percent indicated that standard operating procedures were followed to a good extent while the 3.2 percent were of the opinion that standard operating procedures were followed to a high extent.

It was discovered that the bureaucratic nature of the Public Sector made it an amalgamation of Standard Operating Procedures (SOP's). However, since the Private Sector thrived on dynamism and innovativeness, there were fewer SOP's. Rather, compliances guidelines to guide staff in order to prevent violation of the ethics each Private Sector institution stands for.

e) Reaction of People to Uncertain Situations

On the issue of employee's reaction to uncertain situations within their organizations, 18 percent said employees reacted very well to uncertain situations, 56 percent said employees reacted quite well and 26 percent said employees reacted poorly.

It was observed that both sectors reacted differently to uncertain situations. The Public Sector takes a more reactive approach by dealing with it when it happens. The Private Sector takes a more proactive approach by putting contingencies in place to help it maximize the potential gains should such uncertain situation occur.

2.7.5 Long-term vs. Short-term Orientation

This refers to the extent to which culture prepares its members to accept delayed gratification of their material, social, and emotional needs. It enables employees to learn how business people in both the long-term and short-term oriented cultures are accustomed to working toward building strong positions in their markets and what their expectations are.

In their report on the effects of construction delays on project delivery in a Nigerian construction industry, A. Aibinu and G. O. Jagboro (2001) maintained that construction delay has become endemic in Nigeria. Thus, it is imperative to create awareness of the extent to which delays can adversely affect project delivery.

The findings showed that time and cost overruns were frequent effects of delays. It mentioned that delay had a significant effect on completion cost and time of 61 building projects studied. It also stated that client-related delay is significant in Nigeria. Acceleration of site activities coupled with improved clients' project management procedure and inclusion of appropriate contingency

allowance in pre-contract estimate were measures deemed necessary to assuage the adverse effect of construction delays.

f) The Effects of Delays in Project Management

Respondents were asked the extent to which people reacted to delayed benefits in their organizations. Thirty (30) percent mentioned that to a good extent people reacted to delayed benefits and 28 percent indicated reaction as average. Eighteen (18) percent said to a high extent people reacted to delayed benefits. Twelve (12) percent said to a very high extent people reacted to delayed benefits with another 12 percent indicating peoples reaction as low.

It was observed that the effects of delays within the Private Sector were more pronounced than within the Public Sector. The reason being that invested funds emanating from private sector coffers were expected to bring value for money to shareholders. As such, the effects of delays in project management which could be translated into losses were not acceptable within the private Sector. However, in the Public Sector where invested funds were drawn from government consolidated funds (these funds are replenished yearly by taxes from the private Sector), it was observed that the expected value for money returns was not as pronounced as within the Private Sector. As such, about 97% percent of all Government of Ghana (GOG) projects have overruns with some as many as 40yrs (e.g. the Job 600 project which was aimed at building offices for Parliamentarians, etc).

g) Investment in the Long term against Short term Activities

The expectations of respondents of their organization to invest in long-term activities as compared to short-term activities revealed that 28 percent of respondents would to a good extent, expect their organizations to invest in long-term activities rather than short term activities while 20 percent said to a high extent, they expect their organizations to invest in long-term activities. The expectation of 16 percent of respondents was however a very high one. However, 12 percent said on the average they expected their organizations to invest in long term activities and 14 percent said to a very low extent they expect their organizations to invest in the long-term.

Table 2-23: Expectation of Interviewee’s Organization to Invest in Long-term or Short-term activities

	Percentage
Very high extent	16%
High extent	20%
Good extent	28%
Average	12%
Very low extent	14%

It was found that the Private Sector invested in long-term activities with the Public Sector focusing on short-term activities. The reason is simple; the Private Sector looked for value for money investments that can continue producing a positive Return on Investment (ROI) on a long-term basis due to their generational approach to investing. The Public Sector on the other hand implemented policies of the ruling government which were tenable for as long as it remained in power for a 4 year cycle. Invariably its focus had to be short-term.

h) Investments and aspiration of organizations

Respondents were asked the extent to which their organizations believed in investments and aspiration for the future. 10 percent said to a very high extent, their organizations believed in investments and aspiration for the future, 18 percent said to a high extent, 22 percent said to a good extent, 32 percent said on an the average, 12 percent said to a low extent, and 6 percent said to a very low extent.

The investments and aspirations of the Private Sector are much higher than that of the Public Sector. This is because within the Private sector, policies outlived management while within the Public Sector, government outlived policies. As such, while the private sector would make initiatives such that successive management teams can continue implementing them, the Public Sector policies lasted as long as the policy-creating government remained in power. Once they lose an election, their policies, however well versed, is scrapped.

2.7.6 Universalism vs. Particularism

This is the extent to which people apply self-consciousness to issues and situations around them. This helps them make good judgment of situations around them in order to derive the maximum benefit from those situations. It provides people with the right frame of mind on issues such as time management, breaking of rules, belief in human friendship and the extent to which rules are applied differently to people in the same organization.

Rules and norms in organisations

The researcher sought to find out reaction of respondents on breaking of rules or norms in their various organizations. Table 2.24 shows the result. It came to light that 42 percent reacted to the breaking of rules to a low extent and 40 on the average. Sixteen (16) percent said to a good extent, people reacted to breaking of rules and norms.

Table 2-24: Extent to which interviewees react to the breaking of rules

	Percentage
High extent	4%
Good extent	14%
Average	40%
Low extent	42%

It was observed that even though both sectors had rules and norms instituted, the lack of checks and balances that exist within the Public Sector made it possible for employees within the sector to violate them and get away with it. However, the strictness existing within the Private Sector was such that, rules and norms had to be adhered to and any violation of them meant the necessary disciplinary measures as spelt out in the employee work contracts being enforced.

Law making and implementation

As to whether or not making laws is more important than implementing them, 90 percent of interviewees said no to this. The remaining 10 percent said they were not sure if the making laws were more important than implementing them.

It came to light that the Public Sector being an arm of Government, always made laws. However, the implementation of the law was almost non-existent. A typical example is the law on causing financial loss to the state. Although the law exists, when the Office of Public Accountability (OPA) submitted its reports of misappropriation of the state's funds to parliament almost 2 years ago, nothing has been done about it. However, if an audited report had shown embezzlement of funds within a private Sector organization, a legal action would have been taken. This demonstrates that even though the Private Sector did not submit itself to always creating laws, their implementation rate could be rated as 97:1 for implemented laws as compared to the Public Sector as was discovered in the studies.

Bending of Rules to Satisfy Friends and Self

Considering how difficult it is for most people to follow laid down procedures and norms at work, interviewees were asked the extent to which they perceived bending rules to satisfy their friends or themselves as acceptable. The results are presented in Table 2.2.

The majority (48%) of responses showed their acceptance level of people bending rules to satisfy their friends or themselves to a low extent while 22 percent described their acceptance as an average and very low respectively. Only 8 percent said, to a good extent, they would accept bending of rules to satisfy their friends or themselves.

Table 2-25: Bending of rules to satisfy friends and self

Bending of rules to satisfy friends and self	Percentage
Good extent	8%
Average	22%
Low extent	48%
Very low extent	22%

It is interesting to note that 20 percent of the respondents said they will condone this act if management did not pay heed to their agitations since that was the only way by which they could get what they needed or wanted.

It was observed within the public Sector that rules were constantly bent to satisfy friends and themselves. The reason was poor remuneration and the absence of checks & balances. Also, laws are not being implemented either. However, with the private Sector, laws are hardly passed but well implemented. Also, the remuneration packages are in some instances good and the adherence to compliance is not undermined at all. The Private Sector approach is simple, violate and you are fired and that controls largely the incidences of staff bending rules to satisfy friends and themselves.

Equal application of rules to staff

Concerning equal level of application of rules to staff, interviewees were asked the extent to which rules were applied equally to members of the organization. Results are shown in Table 2.26.

At the end of the analysis, 28 percent of the interviewees said to a high extent rules applied equally to members of their organization, 28 percent responded that equal application of rules was to a good extent, 30 percent said it was on the average, while 14 percent said it was to a very low extent.

It was observed that within the Public sector due to governmental influences, the application of rules to staff was variated. That means certain rules of measure were relaxed whilst others were stringently applied. A good example being the law on causing financial loss to the State which has seen people sentenced to prison for misappropriation of funds. However, much more grievous offences unearthed by the Office of public Accountability (OPA) report to parliament 2yrs ago is yet to register its first casualty.

However, within the Private Sector, all persons are subject to company compliance policy and as such violating it meant suffering the consequences irrespective of one's position in the company. For the private Sector, the company comes first with everything coming second. In the public

Sector, the situation is the exact opposite. Satisfying a member of a political was of topmost priority and thus preceded any other thing.

Table 2-26: Equal application of rules to staff

Equal application of rules to staff	Percentage
High extent	28%
Good extent	28%
Average extent	30%
Very low extent	14%

Friendship, Achievement and Situations

Respondents were asked about the extent to which belief in human friendship affected achievement and situations as presented in Table 2.27.

The analysis indicates 24 percent of respondents stating to a high extent friendship affected achievement whereas 40 percent said to a good extent it did. Fourteen (14) percent said to a low extent, 12 percent said to an average extent and the remaining 10 percent said to a very low extent.

It was observed that employees of both sectors had a strong belief that friendship affected achievement and situation. Within the Public Sector, being a friend to a high ranking member of party in government had humongous benefits. With such a relationship with government high level officials, contractors had a high chance of being placed on a preferred suppliers list of major government companies. Within the Private Sector especially for consultancies, this meant recommendation for jobs all the time.

Table 2-27: Friendship, achievement and situations

Friendship, achievement and situations	Percentage
High extent	24%
Good extent	40%
Average extent	12%
Very low extent	10%

2.7.7 Individualism vs. Communitarianism

This refers to the extent to which culture prepares its members to get involved in issues relating to the development of the society and the role of members of the community towards the realization of a favourable environment (One that promotes healthy co- existence between leaders and subordinates).

a) Community Involvement in their Work (activities)

Community involvement in project delivery promotes ownership after handing over. Based on this, respondents were asked to state the level of importance they place on community involvement in

their work With regards to this, while 36 percent said they considered the community’s involvement in their work as very important, another 36 percent described the community’s involvement as not very important. The implication of this is that the likelihood of community owning projects is low. However, 28 percent said community’s involvement is important.

b) Rating of the Services Provided by Organizations to other Individuals

The ability of a producer to appreciate and evaluate his/her own work is of great importance. This gives the end user confidence in the product. Respondents were asked how they rated the services of their organization to other individuals. Forty (40) percent of them answered that it was very good; 26 percent said it was good; 24 percent said it was average with the remaining 10 percent describing it as quite satisfactory.

Table 2-28: Rating of services of their organization to other individuals Public

Rating of services provided	Percentage
Very good	40%
Good	26%
Average	24%
Quite satisfactory	10%

Sector employees rated the services they provided lower than that of the Private Sector. This was attributed to the fact that Public Sector employees did not have a sense of ownership and as such did not value the services provided entirely as theirs and worth going the extra mile to execute. The Private Sector, however, had a strong sense of ownership and as such place a high rating on the services they provide as compared to others.

c) Employees’ Interest to Organizational Interest

Respondents were asked to describe how important they valued employee’s interest to organizational interest. The breakdown of the results is as follows; 68 percent valued employees’ interest so high and said it was very important; 12 percent of them said employees’ interest in the organization could be rated as important and the remaining 20 percent said their interest is of no importance to the organization.

It was observed employees of the Public Sector had little interest tied to the organizational interest. The employees feel alienated from the organizational interest due to the fact that the service offered are tied to governmental policies which exist as long as the government was in power. With regard to the Private Sector, the employee’s interest was tied to the organizational interest because the implemented programmes are designed and implemented by the employees. This increased the rate of such programmes.

d) Helping Colleagues when in Trouble

On the issue of the amount of help given to colleagues when in need, 86 percent of respondents said it was very important that colleagues help one another while 14 percent said it was important. The responses indicate that both sectors share the same sentiments. However, the willingness to assist a colleague in trouble was a little higher within the Public sector where checks and balances were not strongly defined. However, in the Public Sector, the willingness was stated as long as it did not violate compliance measures.

2.7.8 Active and Neutral

This refers to the extent to which culture prepares its members to react emotionally or stay neutral in matters of personal or external interest. In their study on Effective Multi- Cultural Project Management: Sjors van Lieshout and Jochen Steurethaler (2006) identified the competencies needed by a multi-cultural project manager and the potential link between conflict management styles and national culture. The research was based on the assumption that cultural differences are demonstrated during conflict and may in fact be the cause of the conflict. As a result, the manager of a multi-cultural project team must be able to manage conflict constructively in order to realise the full potential of the team. The survey was performed over 60 individuals from various cultural backgrounds to analyze patterns in their methods of handling conflict. The study showed that there is, in fact, a link between different cultures and different management styles. Areas understudied include, Conflict Management, Emotional Intelligence, Project Management, Cultural Awareness, Management Training, and Effective Management.

a) Emotions and its Power over People

In an attempt to find out the impact of emotions on project management in Ghana, respondents were asked the extent to which emotions eroded their power over people. The majority (46%) of respondents indicated that to a good extent, emotions erode one's power over people while 42 percent said on the average, emotions erode one's power over others. However, 12 percent were of the opinions that to high extent emotions does erode one's power over people.

The researcher observed that the issue of emotions and its resultant inter-play with power administration over people was higher within the Public Sector compared to the private sector. The perceived reason is that the Private Sector operated strictly on merit. As such, decision were taken strictly according to compliance regulations. The Public Sector is ridden with governmental interventions which had eroded the checks and balances put in place to ensure efficiency.

b) Control of Emotions

On how best people are able to control their emotions, 56 percent of respondents answered that people are able to control their emotions quite well while 42 percent of them said people’s ability to control their emotions is poor. Only 2 percent said people are able to control their emotions very well.

It came to light that control of emotions were much higher within the Private Sectors than the Public Sector due to the stressful and target-setting environments in which it operated. As such, while Public Sector employees could “lose their cool” and get away with it, the Private Sector staff are employed based on merit and as such each associate was appointment based on merit. In situations, a staff or management member “losing their cool” will not be taken lightly by staff and management.

Also, interviewees were asked the extent to which they accepted people exhibiting emotions. To this, 54 percent said on the average, they accepted people showing their emotions and the remaining 46 percent said they accepted people showing their emotions to a good extent.

Data collected indicated that neither of the sectors welcomed a showing of emotions. Both sectors preferred employees who controlled their emotions since it was seen as a sign of weakness. The Private Sector resented a showing of emotions and regarded it as unacceptable since the environment it operates in is a cut-throat one that required maintaining a cutting-edge that facilitated a demonstration of toughness each minute of the day.

c) Appreciation of little achievements

Showing appreciation for work done serves as a means of influencing a workforce to perform set targets. The results are presented in Table 2.29.

Table 2-29: Appreciation of little achievement

Appreciation of little achievement	Percentage
Very high extent	20%
High extent	26%
Good extent	42%
Average	12%

From Table 2.28, majority (42%) percent said to a good extent they appreciated little achievement while 26 percent said to a high extent they appreciated little achievement. On the other hand, 20 percent said on a very high extent they appreciated little achievement. The remaining 12 percent said on the average they appreciate little achievement.

It was observed that the Private Sector appreciated the little achievement by employees. This was due to the fact that within the Private Sector where, innovation and ingenuity was key and as such a little achievement could be translated into potential profits leading to high value. In the Public sector, appreciation of achievement is low due to its dominant role of implementing governmental policies. Often, what is to be achieved with its level of performance is decided on for implementation.

d) Achieved Status vs. Ascribed Status

This refers to the extent to which culture prepares members to prove to receive status or give status as reflected in Trompenaars' (193. pp.....) statement: We need a certain amount of humility and a sense of humour to discover cultures other than our own; a readiness to enter a room in the dark and stumble over unfamiliar furniture until the pain in our shins reminds us where things are.

A culture rating highly on “achieved status” believes that individuals are judged according to what they do, whereas cultures rating highly on “ascribed status” believes that individuals are given status based on who they are: their age, class, gender, education, et cetera. In Trompenaars' (1993) study on global project management in which he used the family background, he found that in Austria, India, Hong Kong, and Thailand, respect depended heavily on one’s family background, whereas participants in the USA, Canada, the UK, and the Scandinavian countries believed that family background was immaterial in a business environment (Trompenaars et al, 1997).

e) Status and Action

On the issue of status and action, interviewees were asked if they agree that status is accorded individuals based on action. The results are presented in Table 2.30.

Table 2-30: Status and Action

Status and Action	Percentage
Not at all	17.9%
Somehow agree	49.4%
Agree	27.6%
More Agreeable	5.1%

From Table 2.60, the majority of respondents (49.4%) somehow agreed that status was accorded individuals based on action while 27.6% agreed with the assertion. However, 17.9 percent did not agree at all that status influences action.

It was observed that within the Public Sector, status was accorded a person regardless of action since most high level appointment are not merit-based but ruling government party affiliation-

based. However, within the private sector, status was accorded based on actions taken since appointment and/or promotion was entirely merit based.

f) Tribalism

One question that registered a hundred percent response tribalism. When respondents were asked if people were placed based on their place of birth, they all answered no to the question. This means tribalism is not a factor considered during postings.

It was, however, discovered that the issue of tribalism is more pronounced within the Public Sector. The perceived reasons were twofold. The first is that the Public Sector is the largest employer of Ghanaians. Secondly, Ghana practices a polarized tribalistic party system. Even though most persons hate to admit it openly, the truth of the matter is the ruling government is constitutes largely a particular tribe while the largest and most dominant opposition party is made of a different tribal orientation. Since most African governments practice a “winner takes and keeps all” type of democratic government machinery, a party that wins an election appoints its sympathizers for key positions whether they are qualified or not. This act has led to the institutionalization of tribalism in governance in Ghana. On the other hand, since the Private Sector appoints based on merit only, the presence of tribalism is almost non-existent.

g) Status in Organisations

Respondents were asked to indicate the extent to which people derived their status - from their age, gender or wealth in their various organizations. The results are presented in 2.31.

Table 2-31: Status in Organisations

Status in Organisations	Percentage
Very high extent	4%
High extent	30%
Good	36%
Average	28%
Low extent	2%

According to the results, 36 percent said to a good extent and 30 percent said to a high extent people derived their status from the variables indicated. Twenty-eight (28) percent said it is on the average. However, only 4 percent alluded that to a high extent, status were derived based on the variables of age, gender and wealth in their organisation.

It was observed that most persons within the Public Sector derived their status as a result of party/government in power affiliation. However, status within the Private Sector was based on

merit and that can only be measured and validated as a result of outstanding employee/staff/associate performance in the job.

h) Status vs. Individual Achievement

On the issue of derivation of individual status from achievements, 54 percent of respondents indicated they were not sure about the assertion while 22 percent affirmed people derived their status from their achievements. Twenty-four (24) percent said no to the view.

It was observed that individual status achievement within the Public Sector was as a result of successfully implemented government projects. However, within the Private Sector this was a result of direct individual contribution to achieving organisations target or goals within a fiscal year.

i) Sequencing of Organizational Functions

Respondents were asked how well organizational functions performed in terms of sequence as presented in Table 2.32.

Table 2-32: Sequencing of Organizational Functions

Sequencing of organizational functions	Percentage
Very good	7.7%
Good	50%
Average	33.3%
Poor	9%

From the table, 50 percent indicated organisation functioning in sequence was good, 33 percent said average, and 9 percent, poor. Only 7.7 percent said it was very good. It was observed that sequencing organizational functions enhanced performance very well within the Public Sector because of stringent approaches to innovation and bureaucratic tendencies. However, since most Private Sector organisations run on a flat structure with innovation and ingenuity being key to developing a core competency to serve as an added advantage within a “time critical” environment, the incidence of organizational functions performing in sequence was not as predominant as compared to the Public Sector.

j) Maximising Returns through Synchronization

Respondents were again asked if activities in their organization were synchronized to produce maximum returns. Forty-four (44) percent said there was no synchronization of their activities and 36 percent of them said their activities were synchronized. The remaining 20 percent indicated they were not sure if activities in their organisations were synchronized or not.

The Public Sector has its processes synchronized because the whole sector existed to implement government policies. The Private Sector however contains several entities belonging to different industrial groupings. As such, synchronization existed within the sector's internal departmental functions while externally, similar functions were handled as competitors instead of allies.

k) Synchronisation in Performance of Functions

On the issue of the effectiveness of synchronisation, respondents were asked to indicate how effectively synchronization applied in the performance of functions with other colleagues.

Table 2-33: Synchronisation in performance of functions

Synchronisation in performance of functions	Percentage
Very good extent	8%
Good extent	24%
Average extent	32%
Low extent	32%
Very low	4%

The results shows an equal number of respondents (32%) stating synchronization in performance of function as average and low respectively. However, 24 percent of them described it as good while 8 percent said the use was very good. Only 4 percent said synchronization was very low in terms of performance of functions at their organization. It came to light that within the Public Sector, effective application of synchronization for performance of other functions was much lower than within the Private sector. The reason accounting for this is that within the private sector, the sense of teamwork, ownership, accountability and remuneration were much better and as such compelled employees within the sector to effortlessly synchronize to achieve the best results.

l) Sequencing Activities

On the issues of adherence to sequencing in respondents' organizations, they were asked to show the response of their colleagues in adhering to sequencing of activities in their various organizations. Thirty-four (34) percent indicated it was average, 24 percent said it was good and 16 percent, low. Similarly, 14 percent said it was very low. However, only 12 percent said it was very good.

It was found that adherence to sequencing activities were more pronounced within the Public Sector than the Private Sector. This was due to the fact that the Public Sector was buried in bureaucracies and as such each process had a defined predecessor and successor activity. However, since the Private Sector was saddled with time related profitability constraints, the processes were not so defined as long as the activity did not violate company compliance codes.

2.7.9 Internal vs. External control

This refers to the way in which culture prepares its members to control their environment or work with it. It also refers to an individual's orientation toward nature. Cultures, in which members believe they control their environment are known as "internal orientated" whereas cultures that believe that their fate is pre-determined are referred to as "external orientated". In a study to determine if people believed they controlled their own fate, Trompenaars et al (1997), found out that participants from the UK, Canada, Australia, and the USA were strongly inner-directed, whereas participants from China, Russia, Egypt and Japan were outer-directed.

Role of Nature

On the issue of the role of nature, interviewees were asked if people see nature as a complex machine that can be controlled given that they have the right expertise. Forty (40%) percent of interviewees affirmed people see nature as a complex machine that can be controlled given that they have the right expertise whereas 38 percent said they did not believe that nature could be controlled even with the right expertise. Twenty-two (22) percent said they weren't sure if nature could be controlled given that they have the expertise.

It was observed that respondents from the Public and Private Sectors agreed that in as much as people are complex machines, the environment and/or platforms that the sectors present for persons to excel or contribute effectively to their country and companies in itself was a means of presenting the right platform, supervised by expertise and subsequently controlling the output of people.

a) Nature's Opportunities

Considering the opportunities that nature sometimes offers, interviewees were questioned on the extent to which they took advantage of nature's opportunities.

Table 2-34: Nature's Opportunities

Nature's Opportunities	Percentage
Very high extent	8%
High extent	16%
Good extent	58%
Average	8%
Low extent	4%
Very low extent	6%

The results indicate a majority (58%) of respondents expressing the view that people took advantage of nature's opportunities to a good extent whereas 16 percent said people did this to a high extent. However, an equal number (8%) of respondents stated people took advantage of

nature's opportunities to a very high extent and averagely respectively. Ten (10) percent said people did this to a low extent.

It was discovered that respondents from the private Sector were more adept in exploiting opportunities that nature presented due to the environment it operates in. However, due to the bureaucracies and interference by government within the Public sector, although respondents within that sector wanted to take advantage of opportunities presented, it was rather difficult to do so.

b) Effects of Human Activities on the Natural Environment

On the issue of the impact humans have on natural environment, interviewees were asked to state the extent to which their activities affected the natural environment as shown in Table 2.35.

Table 2-35: Effects of Human activities on the Natural Environment

	Percentage
High extent	8%
Good extent	26%
Average	18%
Low extent	22%
Very low extent	26%

From the table, an equal number (26%) of respondents believed to a good extent humans' activity impacted the environment on the one hand and on the other, a very low extent that their activities does not affect the natural environment. 22 percent believed to a low extent that activities of humans affect the environment.

It was observed that since the Public Sector was instituted to implement governmental policies, the respondents from that sector projected a stronger sense of person's activity having a strong effect on the natural environment. The Private Sector shared the same sentiments.

c) Reliance on Nature for Accomplishment

Concerning the role of nature in the smooth performance of task, respondents were asked if their organizational activities require nature for accomplishment. Seventy-six (76) percent indicated their tasks did not depend on nature while 20 percent said affirmed their activities required nature for accomplishment. The remaining 4 percent said they weren't sure if their activities required nature for accomplishment or not.

Thus, respondents from both sectors projected the role of nature in the smooth performance of their work.

d) Belief in mankind as nature's force

On the issue of belief in mankind as nature's forces, interviewees were asked if they believed in mankind as nature's force. Ninety-six (96%) said yes whereas the remaining 4 percent said they weren't sure. It was observed that both respondents from sectors projected the belief in mankind as nature's force. This is because interactions between such that defines the Ghanaian economy and society.

2.8 Conclusion

This study sheds light on several reasons why projects fail. The reasons advanced are as varied as the backgrounds and perspectives of respondents although many of the responses are intertwined. For example 59% of the respondents cited the lack of project pre-financing as cause of project failure. This would likely have an impact on the ability of the project to be completed on time. With the stakes so high for project success especially in a developing country like Ghana and very mindful of the role knowledge of project management plays in the success of projects, only 46% of interviewees had some form of knowledge of project management techniques whilst a whopping 54% had no knowledge in project management. On this backdrop, it does not seem entirely surprising that 60% of respondents did not apply any form of monitoring and evaluation methods on their projects which contribute significantly to project failure. It is widely accepted that timely completion of projects is a key factor in the overall success of a project. Project delays, therefore, contribute to the failure of projects. Fifty-four (54%) of respondents believe that cumbersome procurement processes is a major cause of project delays and hence project failure. Delayed commencement of project implementation as per their implementation plans also contributes to project failure and this is reinforced by 35% of the respondents. These respondents cited lack of adequate planning, delays in the release of funds and frequent interference by policy makers as the causes of the delays. This does not end there, because once the project has started issues of proper implementation and contract management account for some of the major reasons why projects fail. Particularly, the inability of project teams to maintain their ground on issues of personal interests and interference from higher authorities have caused considerable headaches to many project management teams.

Competitive bidding on projects helps ensure that those with the requisite expertise, resources and demonstrable track record of achievements in the particular project are given the nod, thus contributing immensely to the possible success of the project. However, a staggering 70% of interviewees indicated that their projects were not competitively bid for. Without indicting the capabilities of those given the mandate to execute and manage the project, the near absence of a

process designed to evaluate the competences of interested parties in order to select the best contributors to the failure of projects.

Successful projects have a track record of intense stakeholder engagements and management on all fronts especially during the project planning and design. On the level of participation, 77% of respondents indicated that their participation was in the form of assistance whilst only 10% played key roles in the planning and design stage of the project.

The reasons for project failure are many but as indicated above they cannot be insulated, one from the other due to the fact that they are interdependent and intertwined. A deep and careful analysis of these factors exposes a layer of thread that runs through almost all the reasons tabled by the respondents as been the cause of project failure. This layer of thread could be referred to as the collective programming (thinking, feeling and acting) of the mind (Hofstede, 2005), which informs the attitudes and behaviours of members of an organization or business unit. This layer of thread is called culture.

The impact of cross cultural differences on project management in Ghana is varied. In respect of “power distance”, it can be gleaned from the research that Ghana’s culture is largely one with a high power distance profile where employees believe that the boss is right and is supposed to give orders and they do not, therefore, have any significant role in decision making. For example only 16% of the respondents believed the relationship between them and their superiors was excellent and 2% indicated that their involvement in decision making was very high. Again only 2% of the respondents indicated that the ability of low level staff to take initiative is very high. In terms of efficiency of information flow, only 12% believe it is effective. For examples, in Ghana a project leader would be reluctant to accept his/her faults. He would prefer the project to suffer than to agree that he/she is wrong. This is an issue of power distance. It is also from a commonly esteemed high context attitude that the “leader is either an expert or always right”.

Projects thrive well when team dynamics are such that team members can question decisions and seek clarifications and as stakeholders, are consulted on key decisions making processes. However, the findings of the study indicate that such dynamics are non-existent hence effective project management is hampered.

For projects to be successful, therefore, team members must act as a collective unit and place the interest of the team and the project above their individual parochial interests. It is quite surprising that although 66% of the respondents expect to receive help from their team members, only 10% believe that in the Ghanaian cultural setting, individual interest prevail collective over individual

interest. This shows a high sense of individualism which is detrimental to the success of any project team and hence project success. Whilst decision making in an individualist culture may be more rapid, which is desirable in project management, the implementation of any change in policy or project management best practice will be much slower because the individual would not subscribe to it until he/she is able to find out how that change would be beneficial to him/her as an individual. In a collective team, it may take a while to arrive at a decision due to concerns and contributions from members, but once it is made, its implementation is rapid.

Project management must reconcile two conflicting aspects of projects, the increasingly important need for speed in project delivery and the equally important need for reliability in delivering the project as promised. Project management must deal with uncertainty in an attempt to deliver project outcomes with certainty. However, 60% of interviewees were of the opinion that their organizations were not at all prepared against unforeseen natural disasters. Projects are time bound with clear targets to achieve, hence all manner of disruptions emanating from unplanned visits are frowned upon by a higher proportion of organizations. However, a paltry 8% of respondents believed their organizations tolerated them to a very low extent. A greater proportion of respondents would prefer the labour laws to protect them, thus favouring security over risks. This is symptomatic of a high uncertainty avoidance culture which does not augur well for effective project management.

It is quite clear that cultural differences can interfere with the successful completion of projects in today's multicultural global business community. To achieve project goals and avoid cultural misunderstandings, project managers should be culturally sensitive and promote creativity and motivation through flexible leadership.

Finally, an example of a belief that informs behavior and a commonly esteemed attitude in Ghana and most of Africa is that the "leader is either an expert or always right". For instance in Ghana, the values of non-confrontation and harmony with nature would usually cause a project participant to withdraw from a conflict or avoid it altogether. This is generally a shared inherent attribute of most Ghanaians. These values are widely held beliefs and are deemed important and therefore worth upholding. They are things people cherish and would act to uphold, defend or protect. They can help project actors find meaning in their work and link their individual efforts to those of the project organization.

2.9 Policy Implications

The findings of this study have a lot of implications for policy formulation. In view of the sheer number of projects undertaken by the government sector and private organizations, it is important for both to focus on addressing the general problems of project management.

Education and Training in Project Management in Ghana

Government Agencies will continue to deliver projects. In other words projects will continue to be used in the delivery of Government's policy agenda. Officials particularly implementing government projects merit particular consideration in education and training. As a means of confronting and correcting the skills and knowledge deficit apparent in Project Management, this study argues for investment in PM education and training and inclusion of education and training into normal academic training throughout tertiary Institutions. There are specific training needs like those that have emerged from this study. These could be seen as gaps that ought to be filled through intervention by appropriate stakeholders.

Such education and training must also target public officials and private business. The benefits of such education and training will be realised if perceptions of Project Management Practitioners are recognised as current challenges for PM education and training which must be overcome in order to increase opportunities in project management.

In order to increase training and education opportunities in Project Management therefore:

1. The content of PM training courses, as well as methods of delivery must suit industry player (vendors) to facilitate the development of a general a general training process.
2. Pertinent PM education policies already in existent in tertiary institutions in Ghana are disparate. For example, Polytechnics and Universities PM curricula differ from Institution to Institution. There is a need for harmonization of these policies so that PM can be introduced more broadly at all levels so that students can use skills (hands-on design of monitoring and evaluation systems, conducting stakeholder analysis studies and reporting, writing comprehensive feasibility studies and reporting, using software to develop schedule development etc.) acquired after graduating from school.
3. Lastly, owing to the huge disparities in male-female project management practitioners in Ghana, a recommendation to the Government of Ghana would be to encourage female participation in science and particularly project management professions by increasing the number of scholarships for females offering reading science.

Private Sector Projects

In today's global and competitive world, where many organizations are realizing the importance of project management and its role in organization's and nations development, it is also important that the private sector adopts a concentrated and formal training programme to prepare and equip project participants with the requisite skills to plan and manage projects more efficiently and effectively.

Projects must have a systematic approach in identifying, analyzing and involving stakeholders in the planning, implementation and closing of projects to gain stakeholders confidence and improve their sense of commitment and ownership.

Industry & Commerce

In Ghana, the industry must set high ethical standards in the management of projects which will require that:

4. Projects of relatively larger magnitudes, the project team composition must always be done in a way not to limit expertise available to the project. The PMBOK® Guide suggests five areas of expertise for selecting any project management team. This must be followed for public sector projects of such magnitude. Additionally, the selection of a project manager for any project must be professionally done on merit. People who are selected to manage major projects should be made to demonstrate sound knowledge and qualification in Project Management.
5. Realistic and meaningful implementation plans including cost performance plans must be drawn up for all projects and approved before budgetary allocations are made.
6. Project organizations must be made to demonstrate the existence of a project management information system for tracking project performance. Project monitoring units in organizations should be strengthened through training. They should be empowered to enforce corrective actions on implementation issues arising out of their monitoring activities. Project organizations' strategy to address this is to design and construct performance-based monitoring and evaluation (M&E) systems to be able to track the results produced (or not produced) by governments and other entities.

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