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PERCEIVED POST-PROJECT SUSTAINABILITY OF THE

SUSTAINABLE TOURISM ELIMINATING POVERTY (STEP) PROJECT
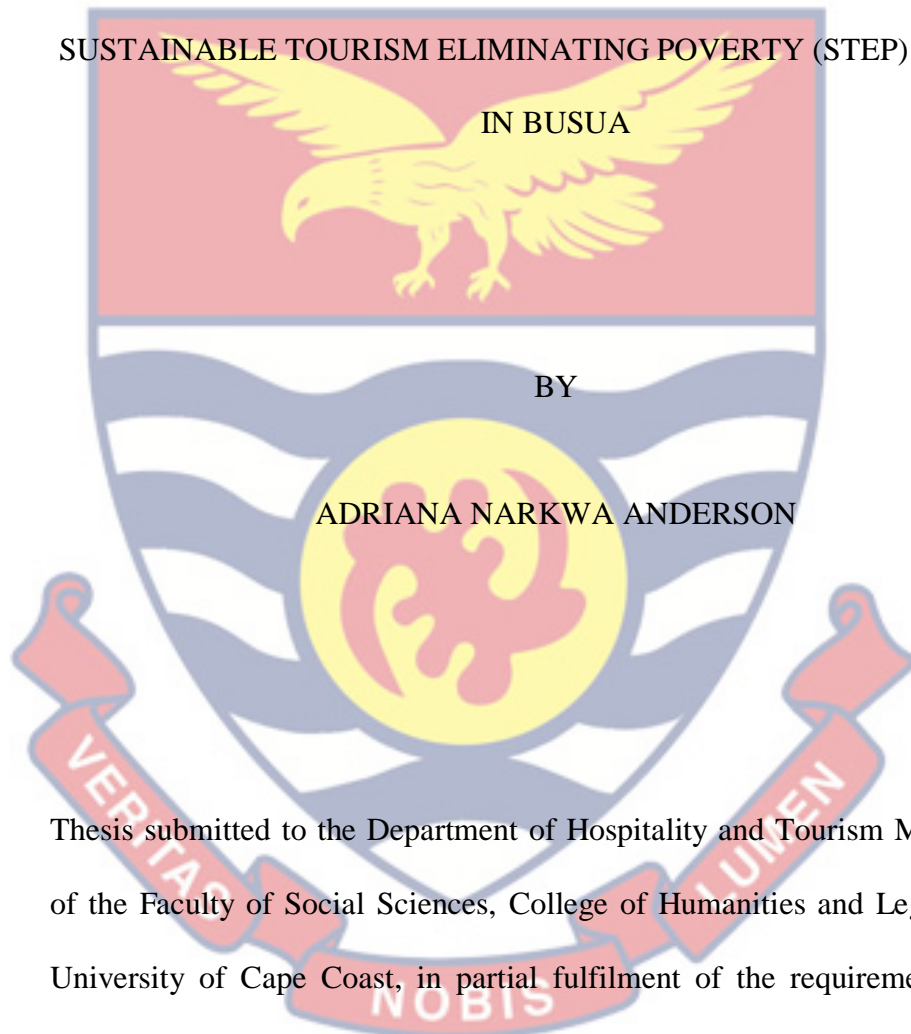
IN BUSUA

ADRIANA NARKWA ANDERSON

2022

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PERCEIVED POST-PROJECT SUSTAINABILITY OF THE

SUSTAINABLE TOURISM ELIMINATING POVERTY (STEP) PROJECT

IN BUSUA

BY

ADRIANA NARKWA ANDERSON

Thesis submitted to the Department of Hospitality and Tourism Management

of the Faculty of Social Sciences, College of Humanities and Legal Studies,

University of Cape Coast, in partial fulfilment of the requirements for the

award of Doctor of Philosophy degree in Tourism Management

JANUARY 2022

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original research and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: ………………………   Date: ……………………….

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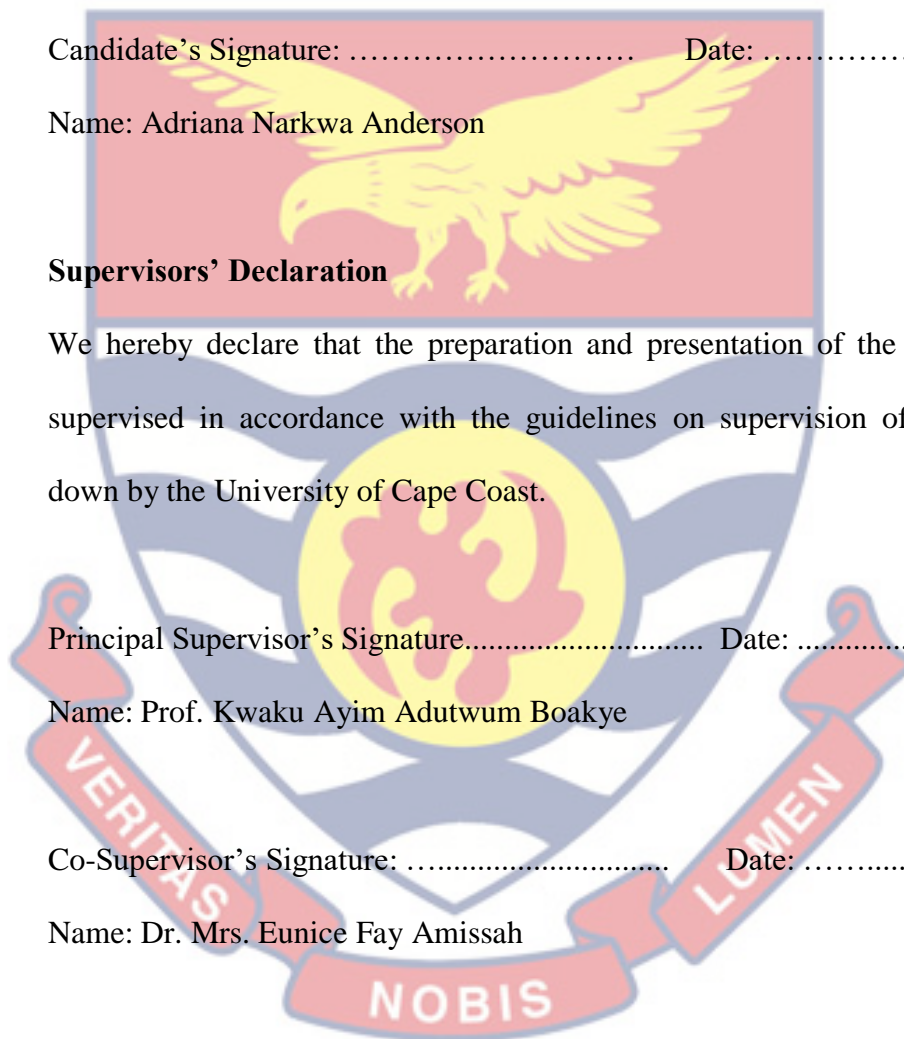

Supervisors' Declaration

We hereby declare that the preparation and presentation of the thesis were supervised in accordance with the guidelines on supervision of thesis laid down by the University of Cape Coast.

Principal Supervisor's Signature............................. Date: ....

Name: Prof. Kwaku Ayim Adutwum Boakye

Co-Supervisor's Signature: …........................... Date: ……...............

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ABSTRACT

The literature has proven that most implemented projects by governments, non-governmental organisations, international agencies and project developers in Africa underperform and are unsustainable after the exit of external supports. The study assesses the sustainability of a Sustainable Tourism Eliminating Poverty (STEP) project implemented in Busua. A descriptive research design based on pragmatism was adopted with mixed method data collection approach. Interview schedule was used for the household heads (176 respondents) and interview guide were used to collect data from the focus group discussion and key informants. IBM Statistical Package for Social Sciences (SPSS) version 21 and content analysis were used to analyse the data. Findings from the study showed that the project was generally not sustainable, yet it was effective by implementing the planned activities of the project: capacity building, socio-economic interventions, direct tourism interventions and the environmental activities. Residents benefitted from the project in economic, social and environmental terms, but the activities that generated the benefits are presently not functioning. Furthermore, the contingency approach of governance was adopted by the local management with limited structures, which generated managerial, structural, financial and social barriers that affected the governance and the sustainability of the project. It is therefore recommended that GTA, Ahanta West District Assembly, NGOs and project developers institute governance and institutional structures in the planning of projects, and also ensure that documentation is well established and deposited at the requisite institutions for reference for academia and tourism practitioners.

KEY WORDS

Barriers

Governance system

Performance

Project

Sustainability

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To my husband Frederick Narkwa Anderson and my lovely children, Maame Efua and Nana Kow, my mother and siblings, thank you for the support, encouragement and love throughout this study. I really appreciate you. Finally, I express my gratitude to Prof. and Mrs Joseph Amuzu for their concern on my achieving this feat. I am thankful.

DEDICATION

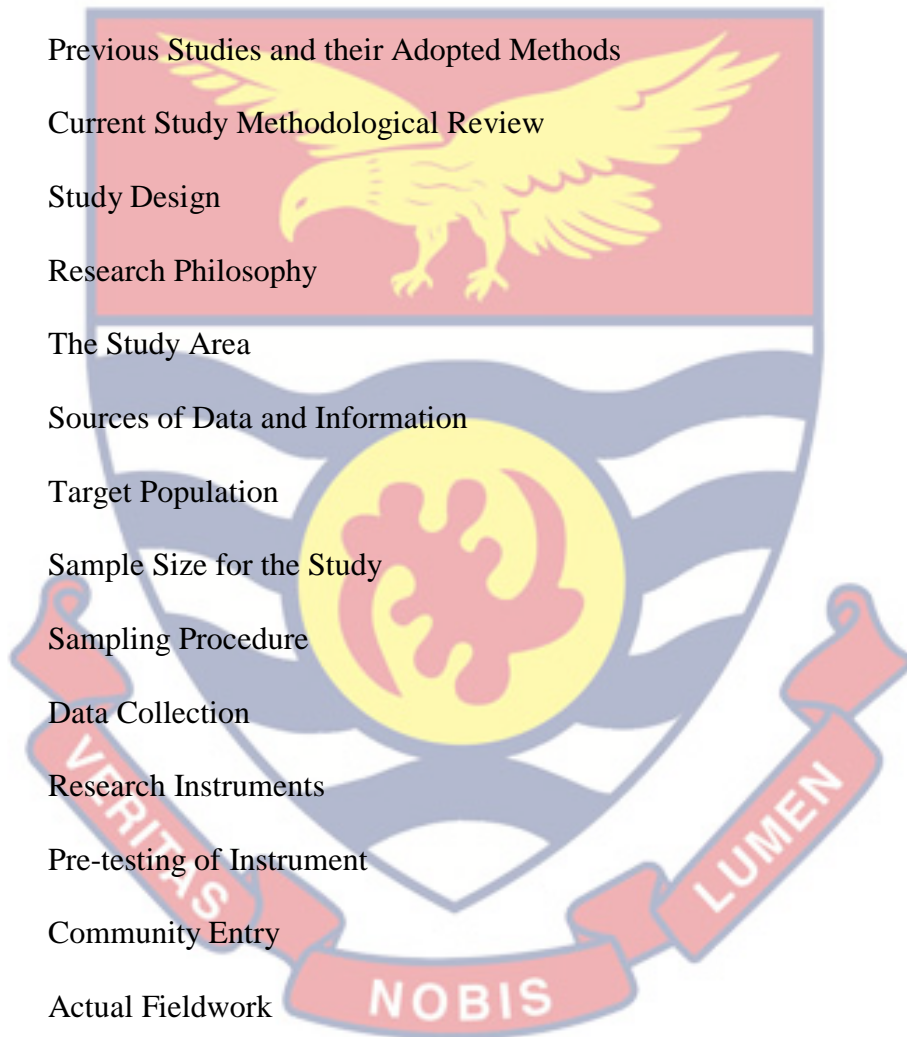To my lovely husband Fred, and children, Maame Efua and Nana Kow

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LIST OF ACRONYMS

COAST	Collaborative Actions for Sustainable Tourism
DDO	District Development Officer
DFID	Department for International Development
GSS	Ghana Statistical Service
GTA	Ghana Tourism Authority
MoT	Ministry of Tourism
OECD	Organization for Economic Cooperation and Development
RC	Ricerca e Cooperazione
SDGs	Sustainable Development Goals
SET	Social Exchange Theory
STEP	Sustainable Tourism Eliminating Poverty
TTDC	Town Tourism Development Committee
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNIDO	United National Industrial Development Organization
UNWTO	United Nations World Tourism Organization
USAID	US Agency for International Development
WCED	World Commission on Environmental and Development
WTTC	World Travel & Tourism Council

CHAPTER ONE

INTRODUCTION

Background to the Study

The availability of natural resources in a country is necessary for the sustained growth of the economy (Shabbir, Kousar & Kousar, 2020). Africa is endowed with both renewable and non-renewable resources such as forests, lands, minerals, coal, gas and oil. The continent can also boast of warm climate and rich environment (Africa Natural Resources Centre, 2016). Relatively, these resources form the basis of many economic activities in Africa, such as agriculture, mining, manufacturing and nature-based tourism, all of which have attracted international receipts to some low-income countries (Africa Natural Resources Centre, 2016; Kumeh, 2017). Regrettably, several African countries including Ghana, with all these resources, have experienced little growth in development (Hanson, 2017). In effect, poverty is stubbornly high in the continent, generating efforts to ensure economic growth and to support poverty reduction in Africa (Cilliers, Turner & Hughes, 2014; Seery, Okanda & Lawson, 2019).

Poverty has become one of the societal problems which challenge development worldwide (Holden, 2013; Orliange, 2020). Poverty can be experienced everywhere, though it differs among countries (Domfeh & Bawole, 2009). While poverty can be conceptualised from different perspectives, the common denominator is that it affects the wellbeing of humans (Mchombu & Mchombu, 2014). Poverty reduction is a key subject in social development agenda, yet it continues to exist despite the efforts by governments and international bodies to alleviate it (Cobbinah, Black &

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Thwaites, 2013). Christiaensen and Hill (2019) argued that poverty in African countries is immense, prevalent and chronic, consuming a larger number of people. Poverty in Africa, according to Cobbinah (2014) and Bjarnadóttir (2017), is attributable to economic, social, political, cultural, sociological, psychological and environmental factors. This phenomenon of poverty in Africa has attracted the attention of the international community, governmental and non-governmental agencies, as well as African scholars (Taiwo & Agwu, 2016).

Consequently, various strategies and policies have been instituted, both nationally and internationally to reduce poverty (Kehinde, 2010; Singh & Chudasama, 2020). Poverty alleviation strategies have progressed over time till date (Liu, Liu & Zhou, 2017). In the 1980's, the focus to reduce poverty was on improving economic management through market forces (Cobbinah, 2014). World Bank's Poverty Reduction Strategy Papers (PRSPs) in 1990's also emphasized governance structure, social institutional frameworks and community participation (World Bank, 2003). Currently, the Sustainable Development Goals have poverty reduction as the number one goal, focusing on those living in deplorable conditions by ensuring access to basic resources and services, and helping conflict affected societies by the end of 2030.

According to Domfeh and Bawole (2009), Ghana has initiated and implemented various development plans and strategies aimed at alleviating poverty, including Seven-Year Development Plan (1963/1964-1969/1970), the Economic Recovery Programme (1983-1987), Ghana's Vision 2020 (1996) and Ghana Poverty Reduction Strategies I and II (2003 – 2005 and 2006 – 2009). Again, Ghana has joined many international bodies in implementing

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some poverty reduction plans such as Millennium Development Goals and Sustainable Development Goals. These goals identified some sectors for the implementation of these plans. These sectors include agriculture, energy, education, health and environment which are well related to tourism (Ghana Millennium Development Goals Report 2015; UNDP, 2018).

Tourism as a Means of Poverty Reduction

Tourism has also been recognized as a major instrument for reducing poverty and for economic growth especially in developing countries (Folarin & Adeniyi, 2020). The growth rate of tourism receipts can contribute to developing economies. The contributions of tourism have been buttressed by the World Travel and Tourism Council estimates in 2018 that some emerging and developing countries have the fastest growth rates in travel and tourism (WTTC, 2019). According to Njoya and Nikitas (2019), tourism has the capacity to create various backward and forward linkages with other sectors of the economy. This underscores the ability of the tourism sector to generate a wide-based economic activity that may reduce poverty.

In Ghana, tourism has been recognized as a potential strategy that deals with the poor and encourages local development (Adu-Ampong, 2018; Akyeampong, 2011). It is one of the fastest growing sectors of the country, which protects the environment, supports economic growth and promotes poverty alleviation (Khan, Bibi, Lorenzo, Lyu, & Babar, 2020; Adu-Ampong, 2018). It is argued that poverty in Ghana mostly characterizes rural areas (Cobbinah, 2014). Though, Ghana is blessed with natural resources for tourism development which are mostly in the rural areas, about 2.4 million Ghanaians are living in extreme poverty as at 2017 (Ghana Statistical Service,

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2018). The significance of tourism has been acknowledged in the Ghana National Tourism Development Plan for 2013-2027, where the sector was recognized as a major contributor of foreign exchange, a good source of employment due to its extensive use of labour, as well as a conduit for poverty alleviation (Addison, 2019; MoT, 2013).

The recognition of tourism development as a tool of poverty reduction has become the main focus of many development agencies, such as the Department for International Development (DFID), the United Nations World Tourism Organization (UNWTO), USAID and the World Bank (Manu & Kuuder, 2012; Spenceley & Meyer, 2012; UNDP, 2011). Tourism, as a poverty eliminating tool, is especially important to developing countries (WTTC, 2019). With poverty eradication as the main focus of the international community, large assistances have been made to African countries which are in abject poverty (Bjarnadóttir, 2017).

International assistances by governments and NGOs in developing countries are project-based. Projects have been widely used as a developmental and poverty reduction tool (Diallo & Thuiller, 2005; Ofori, 2014). Development projects come in many forms such as capacity building, creation of awareness and education, health, human development, market access, local enterprise and business development, product development, equipment and infrastructural facilities (Font, Goodwin & Walton, 2012). Many of these projects are characterized by fixed life span, implemented within a time frame (short to medium term) and designed within a framework (Makuwira, 2016). According to Font et al. (2012), donors prefer to fund short-term projects. More so, projects are often directed towards particular

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objectives and outcomes, which become the basis for assessment (Golini, Kalchschmidt & Landonil, 2015; Ika & Hodgson, 2014). Notably, donors believe projects must be maintained by beneficiaries after completion or closure (Bjarnadóttir, 2017). Hence, Lungo, Mavole and Martin (2017) assert that a project must be able to reinvest itself after external funding and supports, to be more successful and sustainable.

It is however argued that the post project sustainability cannot be achieved if poverty prevails in a community, especially the rural society. This is because poor people are viewed as compelled to exploit their resources for short-term existence and exposed to natural resources degradation (Asadi, Akbari, Fami, Iravani, Rostami, & Sadati, (2008). Therefore, creating to need to interrelate and cooperate the concerns of poverty and project development in ensuring sustainability (Schleicher et al., 2018). Likewise, projects must promote opportunities, facilitate empowerment and provide security for the vulnerable

Post-Project Sustainability of Interventions

Kwatiwada (2017) argued that the issue of post-project sustainability is prevailing because notable amount of money is spent on community-based projects in developing countries by the private sector, international organizations and governments, aimed at improving the living conditions of the society. These projects involved planning, implementation and evaluation of projects, but less efforts are exerted in understanding how the activities and the outcomes are sustained. According to Khatiwada (2017), post project sustainability involves 'how project components and results are evolved, sustained, and adopted after the conclusion of a project' Therefore, post

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project sustainability should not only concentrate on assessing the sustainability of activities 'but also the issues responsible for sustaining the results'.

Consequently, contemporary assessment of the successes of internationally assisted projects is directed towards post project sustainability or changes beyond immediate and intermediate effects, with less emphasis on the outcomes (Agol, Latawiec, Strassburg, 2014; Makuwira, 2016; Martens, Carvalho & Martens, 2016). This is because many projects fail to achieve their stated outputs, and even if such outputs are achieved, they are not sustained (Damoah & Kumi, 2018). Similarly, poor implementation and performance of international development projects are common in Africa, which affects development in the continent (Eja & Ramegowda, 2020; Akande, Olagunju, Aremu & Ogundepo, 2018). Therefore, the unsustainable nature of projects after the exit of external support has attracted attention in recent literature (Eja & Ramegowda, 2020).

One major concern that comes up after the exit of external support is the issue of governance which affects the performance and sustainability of most projects (Wabwoba & Wakhungu, 2013). Likewise, Ullah et al. (2017) are of the view that the role of good governance system cannot be replaced in post-project sustainability. Ametepey, Aigbavboa and Ansah (2015), on the other hand, argued that some political, leadership, technical and socio-cultural barriers or factors oppose project sustainability. Therefore, these factors require attention in the implementation and evaluation of projects' success and sustainability. The evaluation of projects' implementation and success gives credence to the theory of change (Weiss, 1995), which proposes the

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assessment of a project's inputs, activities and the mechanism that are used in the achievement of the project's outputs since all these elements relate to the success of a project.

Ghana has benefitted severally from internationally assisted projects for tourism. For instance, the US Agency for International Development and Conservation International provided financial support as well as technical know-how for the construction of Kakum National Park (Eagles & McCool, 2002, Monney & Dakwa, 2014), and UNDP also provided financial support for Wechiau-Community-Hippo-Sanctuary in the Northern Region and the Sustainable Tourism Eliminating Poverty (STEP) project in the Western Region of Ghana. The STEP project came into existence with the involvement of SNV Netherland, the Italian Ministry of Foreign Affairs, Ricerca e Cooperazione (RC) and Ghana Tourism Authority (GTA), in collaboration with UNWTO-STEP, to support the development of tourism in the Western Region of Ghana, and RC was the key implementer of the project. The STEP project was to reduce poverty by adopting pro-poor tourism. The project was implemented in four (4) districts comprising Ahanta West, Nzema East, Jomoro and Elembele and the communities included Akwidaa, Miamia, Busua, Butre, Cape Three Points, Dixcove and Axim.

The project was to adopt a community-based approach which is more preferred in tourism projects, where the local people are highly esteemed as stakeholders (Matiku, Zuwarimwe & Tshipala, 2020; Yamashita, 2011). In the same vein, Lawton and Weaver (2015) support the involvement of beneficiaries in the management and decision-making of a project. Without it, the actions of the beneficiaries can affect the sustainability of the project,

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especially for tourism. Based on the importance of stakeholders in project development that the stakeholder theory proposes for the involvement of all stakeholders whose actions can affect or be affected by the implementation of a project (Matiku et al., 2020; Lawton & Weaver, 2020). The development and sustainability of a project is dependent on residents' attitude towards it, which is based on the perceived benefits they expect from the project, as argued in the social exchange theory (Segato, Mihalic & Kuscer, 2017). The social exchange theory (Ap, 1992) reasons that people consider the costs and benefits of exchanges or a transaction before the acceptance of any deal. In most cases, where the benefit of a project is expected to outweigh the cost, the project is deemed good and attracts residents' support. Hence, collaboration among the stakeholders has become essential for the sustainability of any implemented program (Mihalic, 2015).

Despite the benefits that are accrued or expected to be accrued from projects, Amponsah (2014) noted that over the years, projects in Africa have performed poorly to the disappointment of project stakeholders and beneficiaries. In Ghana, an average of US$1 billion is spent implementing projects in a year, but the management and sustainability of these projects and programs have been poor and challenging (Ofori, 2006, 2014). Damoah, Akwei and Mouzughi (2015) also pointed to the issues of governance systems and structures as the major causes of project failures in Ghana. In the same vein, Iyad (2019) posits that good governance is the bedrock for sustainable development that can generate social and economic growth, and alleviate poverty. These arguments on projects failures create concern to donors, academia, project developers and government. Therefore, this study considers

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assessing the post-project sustainability of the STEP project implemented in Busua in the Western Region of Ghana.

Statement of the Problem

Various development interventions have been implemented in Ghana by governments, NGOs, the private sector and other international bodies in the areas of health, banking, education, information technology, transport and tourism. Consequently, studies on projects have been done on areas such as construction (Adu, 2009; Ahadzie & Amoa-Mensah, 2010), agriculture, banking and information technology (Amponsah, 2014; Ansah, Sorooshian & Mustafa, 2016; Aziz, 2013; Damoah, Akwei & Mouzughi, 2015; Ofori, 2014; Ofori & Deffor, 2013), with relatively little research on the aftermath of tourism-related interventions, especially in Ghana. This is undeserving, given that Ghana and other international organisations have instituted many projects for the growth of tourism, such as the support from the Japanese government for the construction of an ultra-modern visitor information centre (VIC) in Accra to provide coordinated tourism information on Ghana. Again, UNWTO, UNEP, UNIDO and Ghana implemented the Collaborative Actions for Sustainable Tourism (COAST) Project in Ada Estuary (Omedo & Rodrigues, 2013). This highlights the need for research in the aftermath of tourism-related interventions.

The implementation of many development projects in Africa are mostly geared towards poverty alleviation, this is due to the growing rate of poverty in developing countries (Tanga & Mundau, 2014; Kabanda, 2011). One of such development projects is the STEP project implemented in the

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West Coast of Ghana including Busua, which has the main objective of alleviating poverty through sustainable growth of tourism activities and adopting public and private partnership, thus multi-stakeholder approach (RC, 2011). Most of these assisted projects are seen as non-performing or unsustainable after project implementation and handed over to the beneficiary communities (Eja & Ramegowda, 2020; Damoah & Kumi, 2018). Busua, having enjoyed the STEP project from 2011 has become a case to be studied. Therefore, this study seeks to assess the post-project sustainability of the project in Busua.

The concept of sustainability has been severally adopted by many people, including politicians, academicians and developers. Theoretically, researchers have studied the concept in various dimensions, and this has characterized the different definitions of the concept (Maria, 2015). From the area of tourism, the concept of sustainability has been explored along different scopes such as evaluation of the impacts of conservation projects, tourism development and the impacts on the local community (Agol et al., 2014; Lee, 2013; Marfo, 2014; Omedo & Rodrigues, 2013; Schianetz, Kavanagh & Lockington, 2009). In contrast to several studies on tourism sustainability, in the area of project management, sustainability is a fairly new topic (Silvius & Tharp, 2013). There are various studies on project management and sustainability issues, but only a few studies merge these two major components (Martens & Carvalho, 2013). Such studies have focused on the impact of sustainability management on project success (Carlvaho & Rabechini, 2017) as well as information systems project sustainability and capability levels (Marnewick, 2017). These studies suggest that sustainability

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is a concept that has been explored. Consequently, checklists for the assessment of sustainability have been developed. However, the issue of sustainability still pertains in post-project development, especially in developing economies like Ghana. Therefore, the pursuit for sustainability must be explored further and broader checklists that may help in the assessment of project sustainability must be developed.

Methodologically, most studies of tourism and project sustainability assessments are done along the three pillars of sustainability: economic, socio-cultural and environmental (WCED, 1987). In other cases, studies in project management explored other tenets such as financial sustainability (Greenberg, Feinberg & Johnson, 2015; Monson, Sheldon, Ivey, Kinman & Beacham, 2012) and technical sustainability (Dobrovolskienė, Tvaronavičienė & Tamošiūnienė, 2017). However, these dimensions have not been considered together in a project evaluation for comprehensive results. Confirming this lacuna, Marcelino-Sadaba, González-Jaen and Pérez- Ezcurdia (2015), and Dobrovolskienė et al. (2017) assert that there are many pending issues and lack of empirical assessment on sustainability and project management to be considered. In the same vein, a request for broader, diverse and critical viewpoints on the study of tourism sustainability has also been made by Bramwell and Lane (2010). On the basis for broader exploitation of the concept of sustainability, the present study explores the economic, social, environmental, technical and operational aspects of sustainability, using the STEP project in Busua as a case study.

The issue of poor governance has been identified as a major problem in Africa's sustainable development among others and a cause of projects failure

in Ghana (Damoah, Akwei & Mouzughi, 2015 Poncian & Mgaya, 2015; Damoah & Akwei, 2017). Likewise, the performance and sustainability of externally supported projects are affected by governance after the exit of support (Eja & Ramegowda, 2020). Internationally assisted tourism projects are also faced with the non- performance after completion (Mishral, 2016); this has become one of the major concerns for practitioners as well as academicians (Irfan & Hassan, 2019). The issue of governance system has therefore become a condition for aids or assistance by international donors and financial institutions (Srivastava, 2009). However, the issue of governance in sustainable tourism development is a least explored area in literature, though the complicated nature of tourism which considers multiple stakeholders requires cooperation to ensure the benefits accrued to development (Anjos & Kennell, 2019; Islam, Ruhanen & Ritchie, 2018; Pulido-Fernandez & Pulido-Fernandez, 2018; Keyim, 2018). Based on the concern for good governance of projects for tourism development, the study seeks to explore the governance of the STEP project implemented in Busua, Western Region of Ghana, and the extent to which the project remains sustainable and performing after the withdrawal of external assistance.

Objectives of the Study

The main objective of the study is to assess the sustainability of the STEP project in Busua. Specifically, the study seeks to:

1. Assess the performance of the project in relation to the expected outcomes.

2. Analyse the governance systems instituted in the management of the project.

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3. Explore the barriers in the governance of the project.

4. Propose a sustainability checklist for tourism related projects from the assessment of the STEP project in Busua.

Research Questions

1. What is the performance of the STEP project in Busua?

2. What governance systems were instituted in the management of the STEP project?

3. What barriers were faced in the governance of the project?

4. What sustainability checklist can be deduced for tourism projects?

Significance of the Study

The study will contribute to the existing knowledge of sustainability especially for tourism projects, as the study explores broader dimensions of sustainability, including economic, social, environmental, technical and operational issues. The study adds to knowledge by highlighting other relevant issues of sustainability which may not be identified by the general three pillars of sustainability (economic, social and environmental). Likewise, the study will bring to the fore contextual issues that pertain to tourism's post-project sustainability. Furthermore, the checklist that will be proposed from the study is based on the assessment of broader dimensions of sustainability. This will provide wider assessment criteria which may inform further discourse in the assessment of tourism projects.

In addition, the study will provide information to NGOs, policy makers, destination developers and other stakeholders on the development and management of tourism projects. It will also highlight the contextual issues

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and the necessary structures to be instituted in any national and/or international collaboration for tourism development. The information will help in the planning, implementation and management of future sustainable tourism projects. This is because, despite the fact that the success of projects is dependent on well laid down institutional structures, literature on project management and sustainability is skewed towards other sectors such as construction, information technology, banking and agriculture but not directly to tourism project management.

Governance has been identified as a challenge in project performance in Ghana. As such, information from the assessment of the governance system employed for the STEP project may bring some understanding of the non-performance of projects in Ghana. Again, the study is envisaged to highlight some factors that serve as barriers to governance and sustainability of tourism interventions. Hence, information provided by this study will inform policy and decision makers, business developers, investors, donors and sponsors of the tourism industry on the governance structures and the institutions to involve in the planning, implementation and governance of future tourism-related projects.

Definition of the Terms

Project: It is the series of related activities, interventions and provisions implemented in Busua with a goal set to be achieved within a specified period and specifications.

Performance: Considers the preconditions of the project – activities and inputs, the ability of the project to achieve its objectives, generates expected benefits and functionality of the activities yielding the benefits.

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Sustainability: Continuous existence of benefits from the project, the activities and the interventions.

Governance system: It considers the procedures and processes adopted in the management of the project after the withdrawal of external support.

Barriers: Factors that affected the governance, performance and sustainability of the project.

Organization of the Study

This study was organised into eight chapters. Chapter One consists of the background to the study, statement of the problem, objectives and research questions. It also includes significance of the study and the chapter organisation of the study. The theoretical overview of the study was captured in Chapter Two. Theories such as the stakeholder theory, social exchange theory, program theory of change, contingency theory and the theory of sustainability, as well as other concepts related to the study were reviewed. Chapter Three reviewed literature related to the study, focusing on issues such as performance, good governance and sustainability. Again, issues on the barriers that affected the governance of the project as well as its sustainability were discussed. Furthermore, Chapter Three captured the conceptual framework of the study. The methodology of the study is described in Chapter Four. Chapter Four, therefore, covers sub-topics such as study design, research philosophy, study area, data sources, target population, sample size determination and sampling procedures. The data collection instruments and procedures, challenges faced during data collection, ethical issues and data analysis were also discussed.

Chapters Five to Seven discuss the findings from the study based on the objectives. Specifically, Chapter Five explored the performance of the project in terms of the perceived activities implemented from the residents' perspectives. The perceived benefits accrued from the project and the functionality of activities that generated the benefits were also examined. Chapter Six described the adopted governance system in the management of the project. More so, issues relating to the barriers in the governance of the project and its sustainability were discussed in Chapter Seven. Finally, Chapter Eight discussed the summary, conclusion and recommendations of the study. It considers sustainability checklist for projects in terms of social, economic, environmental, technical and operational dimensions.

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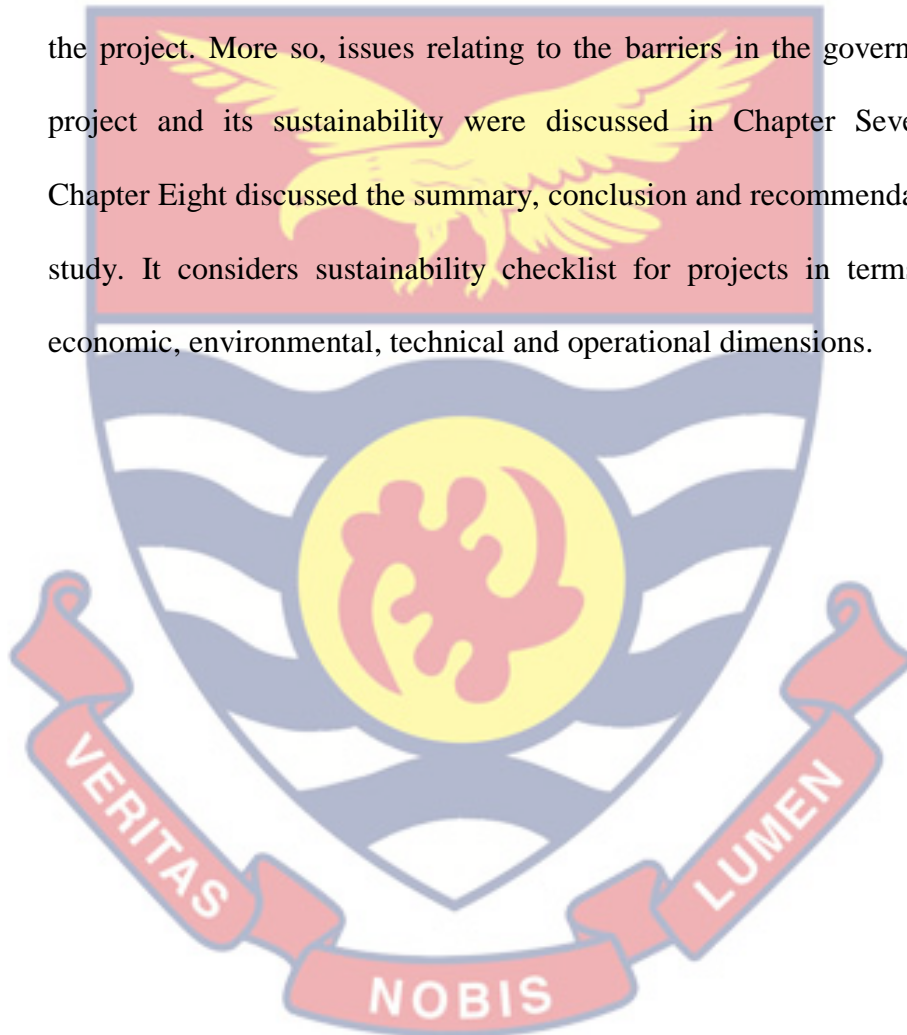
CHAPTER TWO

TOURISM SUSTAINABILITY: THEORETICAL OVERVIEW

Introduction

This chapter discusses the various concepts used in the study. They include the concept of performance, governance, barriers associated with governance and the discourse on sustainability. The chapter further deliberates on the various theories cited for the evaluation of tourism-related projects' sustainability. They include the social exchange theory by Ap (1992), the program theory of change (Weiss, 1995) and stakeholder theory by Freeman (1984). Again, collaboration and sustainability theories adapted for the study are discussed.

The Concept of Performance

Performance has been defined across many areas of the society, such as education, economics, finance, government, employee, as well as organisational and project management. This suggests that the concept is often seen from a subjective perspective (Ion & Criveanu, 2016). The complexity in its definition could be traced back to 1990s, where performance was described as "an ambiguous term, with no simple definition" (Bates & Holton, 1995; Otley, 1999).

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Samsonowa (2012) defined performance as the extent to which an enterprise achieves its goals. Kitivi (2014) also defined performance as the extent to which a planned development project functions in relation to its objectives. Otieno and Waiganjo (2015), in their assessment of donor funded projects, explained performance as the continuous ability of a project to produce the results expected throughout its existence. Otieno and Waiganjo's definition associates performance to sustainability where they posited that a project can be said to be performing when it continues to create results for which it was implemented. Likewise, Pintea and Achim (2010), in assessing employees' performance, described performance as the aptitude of an individual to continue to achieve/overachieve stated goals. In the same vein, Farlex (2012) defined performance as the result achieved by an organization in relation to its intended goal. From all the various definitions, performance can be defined as the ability of a project, an organization or an individual to achieve intended results and ensure the continuous yield of those results. It is conceptualized in this study as the ability of the project to achieve its objectives, generate expected benefits and ensure the functioning of the activities yielding the benefits.

Performance of Development Interventions

The concept of performance has evolved over time due to the dynamic activities of the global economy and organisations (Abdullah, Khan & Shah, 2012; Pulakos, Mueller-Hanson & Arad, 2019; Taticchi, Tonelli & Cagnazzo 2010). Performance is perceived differently by different people (Ghalem, Chafik, Chroqui & Alami, 2016). According to Cheboi (2014), performance can be categorized in two ways: (a) one that measures the performance of the

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results or outcomes, and (b) the other measures the determinants of the results such as innovations. However, Bourne, Neely, Mills and Platts (2003) argue that performance assessment is not only an issue of determining the performance of the organisation by the efficiency and effectiveness of its activities, but also the effects of its activities on its stakeholders.

Many interventions have been implemented to reduce poverty in Africa, though such interventions have not yielded desirable results. It is therefore critical to assess the performance of these projects (Omisore, 2011). Consequently, Waiganjo and Otieno (2015) opine that the intention of evaluating project performance is to know the ability of the project to yield results during its lifespan. The assessment of the performance of development projects, according to Adhiambo (2012), dates as far back to the 1950s, though it portrayed many projects implemented in Africa as failing to achieve their purposes. International Finance Corporation, which works under World Bank, judged over 50% of its projects in Africa as failed, until in the 2000s that the trends showed some improvement.

Debatably, the perception of adjudging a project as successful or performing is subjective among stakeholders (Davis, 2014; Yamin & Sim, 2016). Nevertheless, knowledge on the performance of assisted development projects has become essential, as it informs donor bodies on the contributions of their projects to the people of the recipient countries (Adhiambo, 2012). To Jhuthi (2015), it is worthwhile, since from time past, many issues raised on why internationally funded development projects are not performing in Africa go unanswered despite the cost of its implementation.

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The definition of project performance is argued differently by many scholars, attributing many subjective factors to it (Otieno & Waiganjo, 2015). Kilby (cited in Assefa, Rivera and Vencatachellum, 2014) defined project performance as "a measure of the project's net contribution to the economy" (p. 2). Thus, a project in a community can be said to perform based on the benefits that community will gain from the project. The description of performance is affected by some features of the projects as well as by some indicators (Yamin & Sim, 2016). This buttresses Chauvet, Collier and Fuster's (2017) assertion that project performance is dependent on the internal and external factors as well as those in charge of the management of the project. According to Green and Haines (2008), the internal influences are from the management team and the stakeholders of the project while the external factors include the "client (customer), consultants, contractors, suppliers, competitors, politicians, national and local government agencies, public utilities, pressure groups, the end users and the general public" (Lester, 2007, p.12). Green and Haines further emphasise that projects underperform due to bad management of the projects, insufficient participation in project identification and implementation by the recipients of the project, bad project linkages and objectives, and inadequate consideration of external environment during project decision-making.

Larsen, Lindhard, Brunoe and Jensen (2018) argued that the performance of a project is based on the pre-conditions of project implementation, therefore demanding a pre-detailed outline of the project. They consider issues such as funds, communication, personnel abilities, attitudes, objectives of the project, controls, external environment,

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organisation's activities and strategies, timelines, and management of resources in the project framework. However, Ika, Diallo and Thuillier (2012) are of the opinion that with the assurance of relevance, efficiency, effectiveness, impact and sustainability of any international development project will be successful. The relevance is explained as how the project meets the needs of the recipients, whereas efficiency is how good resources are used. The effectiveness concerns how the objectives of the project are met and the impact refers to the effects of the project. Again, the sustainability consists of the continuous existence of the benefits of the project after benefactor funding has been withdrawn. These assertions give credence to the relationship between the performance of a project, benefits of the project and sustainability. These arguments indicate that the perception of a project's performance is subjective and can be based on project or destination.

Measurement of Project Performance

Generally, measuring of project performance is centred on Atkinson's (1999) "iron triangle". The triangle consists of time, cost and requirement of a project, without which a project cannot be judged as successful. However, Toor and Ogunlana (2010) are of the view that evaluating the performance of a project performance on these pointers is not adequate. This is because these indicators assess just the strengths and weaknesses of the performance of development projects (Marteralla, 2007; Sanjuan-Quintero, 2018). On the other hand, Ogwueleka (2011) stresses that measuring the performance of projects on these technical pointers is not fully acceptable but focus should be on the delight of the recipient or the customer, as this will augment the performance of the project.

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According to Obiajunwa (2012), measuring performance involves identifying the success or failure of a project. The failure or success is determined by external or internal factors which must be appropriately identified and assessed. From the Project Management Body of Knowledge (PMBOK) guide, the performance of a project must be measured in relation to cost, time and quality (Rose, 2013). Cheboi (2014) asserts that performance can be measured according to results or outcomes of the project and the factors that determined the result such as "quality, flexibility, resource utilization, and innovation" (p. 5).

Samsonowa (2012) on the other hand, argues that basically, performance can be measured in line with the effectiveness and efficiency of the project. Samsonowa's assertion buttresses Neely, Gregory and Platts' (2005) views that performance is achieved if effectiveness and efficiency of activities are taken care of. Neely et al. expressed efficiency as the link between inputs and results, considering the usages of resources, while effectiveness relates to the suitable output of the development. These arguments portray that the efficiency and effectiveness of a project give it an impetus to perform.

Furthermore, Obiajunwa (2012) identified three areas that must be considered in assessing the performance of a project. He mentioned the competence of project management; the views of management, the implementers and the beneficiaries of the project; and benefits gathered from the results of the project. Ika, Diallo and Thuillier (2012), upon improving on the work of Diallo and Thuillier (2004) and Khang and Moe (2008), came to a conclusion that indicators for performance measurement for international

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development should comprise relevance, efficiency, effectiveness, impact and sustainability.

The measurement criteria of Ika et al (2012) were applied by Mansour (2018) in assessing the post-project performance of "Bytes without borders: for the defence, protection and promotion of the digital space in Morocco". He considered standards such as relevance, effectiveness, efficiency, sustainability and impact. Likewise, Yamin and Sim (2016), in assessing the critical factors for international development project in Maldives, adopted efficiency (time, cost,) effectiveness, relevance to country and beneficiaries, impacts, and sustainability as the basis of a successful and performing project. Project Management Institute (2013) expressed that a project can be said to be successful when it achieves the factors such as completion within its given scope, on time, within the cost range, quality, constraints, resources, and risks.

From the arguments on the criteria for performance measurement, factors such as effectiveness, efficiency, benefits to recipients of the project (impacts) and relevance are used. This makes these factors necessary to be assessed in terms of project performance. However, Abdulallah et al. (2010) and Frefer, Mahmoud, Haleema and Almamlook (2018) argued that due to differences in the criteria of assessing project performance and success and location specificity, there are no common factors to use. In this regard, for this study, project performance criteria comprise effectiveness (result against goals), efficiency (resource usage against budget), impacts (benefits), relevance (importance to beneficiaries) and the functionality of the project outcomes adopted. There is the perception that some factors influence the achievement of project objectives. These factors include trust, communication,

monitoring, training, coordination and institutional environment (Diallo &
Thuiller, 2005; Ika et al., 2012; Yamin & Sim, 2016). These factors relate to
the governance of the project and it is, therefore, suggestive that the
governance of a project affects its performance.

The Concept of Governance

The concept of governance has been perceived differently among
many disciplines, research area and the context in which it is used
(Katsamunska, 2016; Ysa, Forberger & Albareda, 2014). The concept had its
popularity from the new wave of public sector reforms in the 1980s and the
1990s, which led to a change in bureaucratic leadership (Bevir, 2011; Sharma,
2017). Tracing the understanding of governance by different researchers,
Kooiman (1993) defined governance as a form of administration where public
or private sectors jointly resolve problems affecting them. Similarly, Rosenau
(1995) expressed that governance is where the society directs its activities
through its established structures to communicate instructions and goals.
Rosenau (as cited in Asaduzzaman, 2016) gives credence to communication in
describing governance. On the other hand, Schillemans and Bovens (2011)
indicated that governance is about accountability. In the same vein, Srivastava
(2009) explained governance as "the process of decision-making and the
process by which decisions are implemented (or not implemented), also taking
into account the formal and informal structures that have been set in place to
arrive at and implement the decision." (p.6).

According to Keping (2018 p.3), governance is the use to power
rightly to satisfy the needs of the society. He further argued that governance
"is to guide, steer and regulate citizens' activities through the power of

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different systems and relations so as to maximize the public interest". From Keping's idea, governance is the use of the various levels of authority and relationships within a society to direct and control the activities of people to benefit all citizens.

The above definitions and descriptions of governance indicate that governance is all about administration of resources to achieve a set goal which brings satisfaction to the society or an organisation. Dhaoui (2019) argued that governance is a prelude to sustainable development. This gives the indication that effective management of resources will ensure sustainable development. In this regard, the study assessed how the activities implemented were governed to achieve the objectives of the STEP project in Busua and to bring benefits to the residents. Governance is therefore conceptualized in this study to mean the management of the project's activities with established structures to deliver the expected benefits and continuous existence of the project's activities.

The Measurement of Governance

According to Asongu (2017), the concept of governance has been perceived differently, making its definition and measurement not comprehensive. As such, various disciplines have adapted their measurement indicators in examining governance. The term "good governance" has increasingly been adopted by many disciplines which consider the blend of some commonly accepted societal principles of governance such as accountability, participation, transparency and human rights (Hood, 2010; Marks, 2014).

Good governance, rather than democracy, has gained pre-eminence in international assistance to recipient countries such that it has become a precondition for aids to developing countries like those in Africa (Asaduzzaman & Virtanen, 2016). Olukoshi (2011) counter argues that democracy is worth noting since good governance can only be achieved with the active participation of people. Good governance is seen as the best means to achieve poverty alleviation and sustainable development, to the extent that Millennium Development Goals acknowledge it as a target (Pillay, 2019) and it is also implied in Sustainable development Goals (goal 16). This is because governance is recognised as a good tool to alleviate poverty (Fosu, 2015).

Various institutions and researchers have come out with various dimensions on how good governance can be measured. Common among the indicators are transparency, accountability, responsiveness, participation, rule of law and effectiveness. The details are presented in Table1.

Transparency means information on activities and decisions of organisations and enterprises is made available to those who need them and the stakeholders who may be affected by the decisions. Keping (2018) is of the opinion that people must be allowed to have information about any activity that affect them especially in their resident nations. In this regard, information must be communicated to stakeholders so that their opinions will be heard. According to Pillay (2018), transparency is important for the attainment of sustainable development.

Table 1: Institutions and Researchers' Perceptions on the Indicators of Governance

Institution/ Researchers	Indicators
UNDP	Participation
	Power decentralization
	Rule of law
	Transparency
	Responsiveness
	Equity
	Effectiveness and efficiency
	Accountability
	Strategic vision
Overseas Development Institute/World Governance Assessment	Participation
	Fairness
	Decency
	Accountability
	Transparency
	Efficient
Ruhane et al. (2010)	Accountability
	Transparency
	Involvement
	Structure
	Effectiveness
	Power

Iyad (2011)	Participation
	Accountability
	Rule of law
	Transparency
	Responsiveness
	Equity and inclusiveness
	Effectiveness and efficiency
Asaduzzman & Virtanen (2016)	Transparency
	Participation
	Responsiveness
	Accountability
	Rule of law
Keping (2018)	Legitimacy
	Transparency
	Accountability
	Rule of law
	Responsiveness
	Effectiveness

Participation or involvement implies that all beneficiaries or citizens have the right to be involved either directly or indirectly in the decisions (Sheng, 2009). This dimension gives the poor and the voiceless attention in decision-making. The concern for participation is seen in many projects development which breed mistrust amongst people if not well managed, and that governance is about relationship and trust among stakeholders (Siakwah, Musavengane & Leonard, 2020).

Another commonly adopted dimension of governance is accountability. It is described as holding any person in position responsible for his/her actions especially in dealing with the public. It is therefore necessary for organisations and individuals to be accountable to those they represent. Biermann and Gupta (2011) assert that to ensure accountability, issues such as the calibre of people who hold positions, the behaviour of those in positions, the relationship between the leadership and the beneficiaries, and how they account for their actions must be assessed. Likewise, accountability cannot be

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achieved without transparency and the rules and standards for individuals and organisations. Keping (2018) asserts that accountability involves the performance of duties of people in positions or an organization, and negligence or non-performance of these duties is deemed as lack of accountability. Chohan (2017) intimated that accountability is relational. Thus, it dwells on transparency and monitoring, especially external supervision. Hence accountability will be actualized when monitoring by the legitimate authority is effective.

Responsiveness, as a principle of good governance, refers to the extent to which issues affecting people in the society are attended to promptly or within an appropriate time (Keping, 2018; Sheng, 2009). This principle suggests that misunderstanding and conflicts between individuals about an organisation or project and between people in leadership of an institution must be promptly resolved. Also, the interests and concerns of the society must be taken into consideration (OECD, 2012). This principle can however, work best with transparency, participation and accountability, without which problems are likely to develop due to non-communication of information.

With regard to the rule of law principle in good governance, it is explained that rules and regulations concerning any public administration, institution and society must be enforced. These rules must regulate the social behaviour of all citizens of a country (Kemping, 2018). Here, while the law is considered paramount, they must be fair and equitable to all to ensure effectiveness (Ekundayo, 2017). Sheng (2009) opines that the laws must be unbiased and must protect all people especially those in the minority. It is, therefore, argued that for rule of law to be ensured in any level of governance

(political, institutional or local community), there must be the establishment of fair and equitable rules based on which activities and actions will be measured.

According to OECD (2012), effectiveness and efficiency in governance requires that government, institutions and society operate at less cost to achieve objectives. Supporting this argument, Sheng (2009) opines that the activities of institutions and organisations must satisfy the wants of the society, considering also the good use of resources. Cole and Kelly (as cited in Ekundayo, 2017) also argued that effectiveness is about "doing the right thing" and the process of doing it right.

From all these expressions, Asaduzzaman (2011) contends that good governance principles or features cannot be fixedly defined but other issues, such as the societal values, economic structure and environmental issues, must be considered. In this regard, Iyad (2019) posited that there is no best fit governance structure or principle but commonly expressed features can be improved or conceptualized. To him, sustainable development can only be achieved through good governance.

The Concept of Sustainability

The term sustainability is commonly used by various sectors of the economy, disciplines and institutions from different perspectives (Bauler, 2012; Tafara, 2013). The discourse on sustainability has its grounding in the published document of the World Commission on Environment and Development through the Bruntland Commission, which defined sustainability as "meeting the needs of the present without compromising the ability of future generations to meet their own needs" (WCED, 1987). Similarly, Agol et

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al. (2014) explained sustainability as the continuous existence or production of outcomes of development intervention over time.

In another vein, the concept of sustainability has been explained by the dimensions it covers and expectations from resources use. From these dimensions, various indicators and checklists were derived. In relation to dimensions, Urquhart (2013) defined sustainability as the appropriate use of human and natural resources to achieve results in social, economic, technological and ecological perspectives. Gimenez, Sierra and Rodon (2012) also reasoned that sustainability in development involves optimal use of resources for the good of the present and future generations along economic, social and environmental concerns. In the same angle of argument, Emas (2015) stressed that sustainability involves considering economic, social and environmental issues in the decision-making of a country and its resource use. Similarly, Armenia, Dangelico, Nonino and Pompei (2019) defined sustainability as the rightful usage of resources to yield economic, social and environmental benefits.

Development activities and projects have been implemented by many governments, NGOs, donor agencies and other international bodies. The concern has always been with sustainability and how to achieve it (Bjarnadóttir, 2017), making it a great challenge recently (Silvius & Schipper, 2014). Hence, a broad interest in the assessment of sustainability of development projects has been created among developmental issues (Agol, Latawiec & Strassburg, 2014). Klarin (2018) generated a chronology of the definitions articulated by the various authors on sustainable development, which is presented in Table 2.

Table 2: Definitions of Sustainable Development

WCED, 1987	Meeting the needs of the present without compromising the ability of future generations to meet their own needs.
Pearce et al., 1989	Sustainable development implies a conceptual socio-economic system which ensures the sustainability of goals in the form of real income achievement and improvement of educational standards, health care and the overall quality of life.
Harwood, 1990	Sustainable development is unlimited developing system, where development is focused on achieving greater benefits for humans and more efficient resource use in balance with the environment required for all humans and all other species.
Lele, 1991	Sustainable development is a process of targeted changes that can be repeated forever
Vander-Merwe & Van-der-Merwe, 1999	Sustainable development is a programme that changes the economic development process to ensure the basic quality of life, protecting valuable ecosystems and other communities at the same time.
Vare & Scott, 2007	Sustainable development is a process of changes, where resources are raised, the direction of investments is determined, the development of technology is focused and the work of different institutions is harmonized, thus the potential for achieving human needs and desires is increased as well.

Table 2 continued

Sterling, 2010	Sustainable development is a reconciliation of the economy and the environment on a new path of development that will enable the long-term sustainable development of humankind.
Marin, Rubio & de Maya, 2012	Sustainable development gives a possibility of time unlimited interaction between society, ecosystems and other living systems without impoverishing the key resources.
Duran et al., 2015	Sustainable development is a development that protects the environment, because a sustainable environment enables sustainable development.

Source: Klarin (2018, p 77)

From the definitions, assertions and arguments, there are some similarities and contrasting issues. However, common among the definitions is the stress on the use of resources for human benefits. While Harwood (1990)

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and Duran et al. (2015) stress the environment, Vander-Merwe and Van-der-Merwe (1999), Sterling (2010) and Marin et al. (2012) describe sustainable development along economic benefits and environmental protection. They stressed that the resources must be used to ensure quality of life for the society without destroying the environment. In contrast, Vare and Scott (2007) call for the harmonisation of institutions as well as technology development in generating investments for the common good of the society. Therefore, sustainable development can be said to involve the optimal use of resources for the socio-economic benefits of people and the environment over a long of period of time.

However, there is also the contention of measuring sustainability of development. Hence, Moldan, Janouskova and Hak (2012) are of the opinion that there is no generally accepted singular definition for sustainability and its indicators across all disciplines, associations and researchers. Therefore, the concept is vague. In this regard, the conceptualisation of indicators to measure sustainability must be an "indicator-indicated fact". Here, it is advocated that relevant indicators must be used to communicate clearly to the user of that information, such as policy makers and the general public (Hak, Janouskova & Moldan, 2016). Hak et al.'s (2016) assertion buttresses the views of Dale et al. (2013) that the choice of criteria for the measurement of sustainability must be in the context of a given situation.

Dimensions of Sustainable Tourism Development

The idea of tourism sustainability generally connotes the wellbeing of people by ensuring the abilities of generations to satisfy their needs (Lee, 2013). The concept has been defined in various ways. These definitions

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highlight the three pillars of sustainable development, including social, economic and environmental objectives which must be achieved concurrently (Labuschagne & Brent 2005). According to Rukuižienė (2014), sustainable development of tourism means:

> The optimal use of social, natural, cultural and financial resources for national development on an equitable and self-sustaining basis to provide a unique visitor experience and an improved quality of life through partnerships among local government, private sector and communities. (p.170)

Similarly, WTO (as cited in Wickens, Bakir & Alvarez, 2015) explained the development of tourism sustainably as one which meets the needs of the present tourists and the host communities, while ensuring the protection and opportunities for the future, managing all resources to ensure economic, social and aesthetic desires, as well as maintaining the cultural integrity, ecological processes, biodiversity and other life-supporting systems.

From the definitions and assertions, it is clear that the main aim of sustainable tourism is to ensure continuous equilibrium between maintaining cultural authenticity, creating social justice, providing economic benefits and protecting the environment. Thus, it seeks to improve the living conditions of the host communities in both the immediate and long term (Liu et al., 2013; Nickerson, Jorgenson & Boley, 2016). However, in ensuring tourism sustainability, residents' support cannot be ignored, as they are crucial for the success of development (Lee, 2013; Rivera, Croes & Lee, 2016).

Most of the definitions consider economic, social and environmental benefits, yet in practice, decision or policies on sustainability focus more on

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economic benefits than the environmental and social aspects (Hall, 2011; Carvalho and Rabechini Jr. 2011; Silvius Schipper & Nedeski, 2013). Therefore, the deliberations on tourism sustainability are overburdened with a surplus of wishful thinking and a lack of pragmatism (Berno & Bricker, 2001; Swarbrooke, 1999). This is because many questions on what must be sustained, the duration, procedures and the issues of conceptualisation make it difficult to measure the implementation of sustainability (Sofield, as cited in Wickens et al., 2015). However, the common dimensions of tourism sustainability are along economic, social and environmental perspectives.

Economic Sustainability

One of the pillars of sustainable tourism development is economic viability. UNWTO (2005), therefore, detailed that economic sustainability must ensure that businesses in the host destination are viable for a long time. In addition, economic sustainability guarantees local richness, whereby greater proportion of generated revenue is retained in the local community. Furthermore, UNWTO hinted that sustainable tourism development should enhance existing jobs in terms of number and quality, as well as that of the tourism industry. Consideration should also be given to equitable remuneration.

Achieving economic sustainability could be readily done due to the potential of tourism to re-invent itself through the multiplier and spill-over effects (Berno & Bricker, 2001; World Tourism Organization & International Hotel and Restaurant Association [WTO & IHRA], 1999). However, Sharpley (2000) has questioned the potential of tourism in ensuring development and the practicality of achieving sustainability since many efforts have proved

futile. The over-concentration of profit is an economic contribution of tourism contrasts with the concern of socio-cultural and environmental protection which sustainability seeks to achieve (Berno & Bricker 2001). Consequently, tourism is destroying its own foundation, as it strives to utilise its economic potential (Berno & Bricker 2001).   In effect, understanding tourism sustainability under its principles makes it a subtle concept, difficult to achieve and practice it (Tosun, 2001).

Social Sustainability

Social sustainability according to World Tourism Organization (WTO, 2006) can be said to have been achieved when development has indicated avoidance of gender disparities, increase in the quality of life, and preserves the native knowledge and culture of the locals with respect to the various traditions. It should also encourage local involvement through participation in decision-making and improves the capabilities of the locals for responsibilities. To Yu, Cole and Chancellor (2016) social sustainability can be assessed based on the numerous and varied relationships of the local residents and visitors, these help in the avoidance of conflicts and unsuitable management issues. It is asserted that knowing the opinions of the local residents and visitors regarding tourism development in the community and the direction of businesses in the community through the proprietors is worthwhile (Herrera, Sasidharan, Hernándeza & Herrera, 2018; Montaño, Núñez, & Pérez, 2016). However, despite the importance of interactions in assessing social sustainability, it fails to detail the type of interactions to be assessed in the community (Orgaz-Agüera, Castellanos-Verdugo, Acosta Guzmán, Cobeña, & Oviedo-García, 2020)

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Sustainable development is an important measure that ensures community and social development (Amir, Ghapar, Jamal & Ahmad, 2015). The usage of resources for tourism can have negative and positive effects on the destination (Chang, Chien, Cheng, & Chen, 2018). Hence, the ability of the community to withstand any changes in their daily situations both negatively and positively is essential to be considered in tourism development. In this regard, knowledge on community resilience in sustainable tourism is important (Espiner, Orchiston & Higham, 2017). Amir Ghapar, Jamal and Ahmad, (2015) defined community resilience as "the capacity of individual or community to cope with stress, overcome adversity or adapt positively to change". The concern for resilience has been identified in some tourism studies as a conduit for sustainability (Orchiston, 2013), with adaptive approaches for communities and businesses to be functional in any eventuality, yet few of these have shown the ability to withstand threats to their continuous existence (McCool, 2015; Espiner et al., 2017).

Environmental Sustainability

The natural and physical environment is crucial for the survival of tourism destinations, protected areas and the tourism industry (Roe, Hrymaka & Dimanche, 2014). The struggle for the sustainability of natural resources incited by the World Tourism Organisation (2006) argues for development that does not destroy the environment but rather enables long-term existence of resources. The concept of environmental sustainability has been the concern of many governments and has been instituted in many public policies (Dias,

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2017). The activities of many sectors which are external to the sector also affect the environment. These activities include industrial pollution, agricultural waste disposal and domestic waste management (EPA, 2000). Investors therefore need to be assured of the environmental performances of companies before investing in the firms.

Roe, Hrymak and Dimanche (2014, p. 3) defined tourism environmental sustainability as the "extent to which the natural and physical environment influences the continued current and future viability, utility or popularity of a given tourism and recreation area". Therefore, in assessing the environmental risk and sustainability of tourism, Roe et al. (2014) stated that issues such as the quality of water, amenity value (littering, overcrowding), traffic and transport, boating activities, and noise are predominantly relevant. World Tourism Organisation (2006) emphasizes that in the definition and measurement of tourism sustainability, issues such as the judicious use of resources and the preservation of biodiversity and the life support structures of all-natural territories must be considered. Environmental concerns have become necessary because many people depend on natural resources to survive. The over-destruction of the environment has brought about the issue of climate change, which has currently attracted global concerns and considered as the cause of the disasters in many countries.

This study, which is directed at sustainable development of tourism through the STEP project in Busua, aligns to the assertion of Rukuiziene (2014) on sustainable tourism development as one that ensures the optimal use of social, natural, cultural and financial resources for development on an equitable and self-sustaining basis; to provide improved quality of life for the

community and unique visitor experience through partnerships among the local government, private sector and community. Rukuiziene's view about sustainability is suitable for the study, as it provides a basis for assessing the project in Busua to enquire about its self-sustaining ability and quality of life it provided for the residents. However, apart from the generally accepted dimensions of sustainability- social, economic and environmental, other dimensions of sustainability will be explored in the study such as the technical and operational sustainability.

Technical Sustainability

Concerns under technical sustainability have popularly been discussed in literature especially for the infrastructure/construction sector where the technical issues of projects are important, and it is mostly towards management or governance concerns. According to Marnewick, Silvius and Schipper (2019), governance of a project plays an important role in the sustainability of every project. Therefore, consideration must be given to good governance which ensures sufficient resources and capacity to operate which encourage the continuous existence of project after exit (Wood, 2004). Under this dimension of sustainability, the ability of the project to be maintained, its continuous existence based on the governance of the project and the competency of management to operate with are probed (IFAD, 2009; Kuria & Wanyoike, 2016; Salla, 2014).

According to Aghaegbuna, Tasmiyah, Zanoxolo, and Nikiwe (2020), issues that affect poor implementation and post-project sustainability is in competent project managers and stakeholders, which lead to project delays, increase in project cost, quality concerns and poor working relationships.

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Inadequate management competencies associate with the technical dimension of project's sustainability. Therefore, this study explores the competencies of managers of the project and the governance systems of operation of the STEP project in Busua.

Operational Sustainability

Though, the term operational sustainability has not been directly explored in tourism literature, challenges associated with the sustainability of tourism related ventures which reflects in operational concerns require investigation. OECD (2006) acknowledged that institutional support and structures, staffing, local support system, financial sufficiency and structures, if sustainability is to be achieved. Likewise, Mearns and Lukhele (2015) asserted that the operations of community-based tourism are faced with challenge after projects are handed over to the communities. Therefore, issues such as community support, qualified staff, funding, market for tourism products, security, logistics, institutional policy and structures affect the efficient operations of tourism projects sustainably.

According to Beroggi, Mendonça and Wallace (2003) the main aim of operational sustainability is to ensure efficient and safe operations continuously, thus, stable systems to operate with. In another vein, operational sustainability is expressed to involve strategies, resources and plans to ensure the achievement of social, economic and environmental impacts (Henriquez-Machado, Muñoz-Villamizar & Santos, 2021; Nawaz, Koç, 2019). The efficiency of operational activities of any enterprise rounds through various levels of decision making; from goal and objectives setting, resources allocation, achievement of goals and the systems for efficient and effective

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operations (Beroggi, Mendonça & Wallace, 2003). Therefore, creating the need to address issues that promote the continuous operation of the enterprise. In this regard, the STEP project in Busua will be examined along the issues that may affect its operational sustainability.

Measurement of Tourism Sustainability

Many studies have been conducted on the measurement of tourism sustainability, focusing on the basic pillars of sustainability which Elkington (1997) referred to as the triple bottom line. In this regard, various attributes have been generated to measure sustainability (Budeanu, Miller, Moscardo & Ooi, 2016). However, apart from the popular core principles of tourism sustainability (economic, social and environmental), some authors have included other aspects of sustainability, such as collaboration and finance. This implies that there are many uncertainties and structures to be explored (Tseng, Wu, Lee, Kim, Bui & Chen, 2018). Sigala (2008) buttressed that the use of the triple bottom line (economic, social and environmental) for the indicators of sustainability is not representative enough, in relation to issues that crop up in the practice of sustainability.

Sardianou et al. (2016) also asserted that these four themes can be used to measure sustainability: economic, social, environmental and eco-friendly actions. Likewise, Marzo-Navarro, Pedraja-Iglesias and Vinzón (2015) described environmental sustainability to involve the preservation of local culture, improvement of infrastructure, conservation and preservation of natural resources, employment generation and the social welfare of the community (safety and health). These cover economic, socio-cultural and

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environmental issues which also reflect the assertions of Sardious et al. (2016).

According to Tseng et al. (2018) there is a causal relationship between the attributes of tourism sustainability (which they categorised into four criteria: social-culture, environmental, economic and collaborations). They expressed that some of the economic attributes include local prosperity, increase in employment and linkages between businesses while the socio-cultural dimension consists of fair distribution of benefits from tourism, job creation, community participation in decision-making, management and development of tourism. The environmental aspect involves the preservation of biodiversity, judicious use of natural resource, clean environment and sustainable type of transportation use. Regarding collaboration, the emphasis is on the sharing of information on skills, product knowledge between business partners and ensuring of transparency among the stakeholders. Tseng et al (2018)'s criteria gives the indication that the principles of sustainability are generated based on the perspective of the researcher and the purpose of the study.

In another vein, studies on sustainability have constantly highlighted the menace of tourism impacts (Deery & Jago, 2010; Gössling & Hall, 2008; Lundberg, 2014). Such studies are more likely to increase as the risks of tourism impacts become more with the growth in tourism (Flores, 2007). However, the impacts of tourism differ with destinations, business activities, management and the stakeholders (Nunkoo & Ramkissoon, 2011). While the concerns for sustainability and its measurement revolve around social, economic and environmental issues, other areas or themes are considered

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based on the issues at hand. In view of all these arguments and assertions, Agyeiwaa et al. (2017) stressed that sustainability is a "never ending journey" and as long as issues on management and consumer behaviour evolve, there will be the need to create multi-disciplinary tactics and principles to curtail them (Torres-Delgado & Saarinen, 2014).

Measurement of Sustainability in Project Management

Attention has been drawn to sustainability in project management recently (Silvius et al., 2013; Thamhain, 2014, Kiron et al., 2017), due to the concerns raised about projects failing to succeed or perform after completion. It was commended that some consideration must be given to the environmental, economic and social implications associated with project implementation and management (Brones, Carvalho & Zancul, 2014; Emas, 2015, Gimenez, Sierra & Rodon, 2012; Martens, Carvalho & Martens, 2016; Sánchez, 2015).

Martens and Carvalho (2012), in analysing the sustainability of projects from various researchers, emphasised economic, social and environmental criteria for measuring project sustainability. They detailed the economic dimension to involve issues directed at the continuous existence of the organisation, cost control, relationship among stakeholders, and wellbeing of employees. Under the environmental theme, the focus is on the sanity of the air, water, waste management, noise pollution and usage of materials. Martens and Carvalho also emphasized the enforcement of policies on environmental concerns as well as the creation of awareness on the environment. With regard to the social dimension, issues such as the needs of the staff of the organisation, stakeholder involvement and cordiality are worth noting. Among

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the three dimensions, the social dimension is seen as the most important (Singh, Murty, Gupta & Dikshit, 2012, Tagliaria, Pandolfoa & Zeilmann, 2020).

Adding to the index for measuring sustainability of projects, Van de Kerk and Manuel (2008) introduced indicators which were categorised under social, economic and environmental themes. The social dimension include sufficient food and drink, safe sanitation, education, healthy life, gender equality, income distribution, population and good governance. Also, for environmental dimensions, the indicators are to ensure the continuous existence of biodiversity and renewable water resources, good use and saving of energy, as well as greenhouse gases and renewable energy. The details of the economic dimension include encouraging organic farming, genuine savings, employment and reducing public debt.

According to Fernández-Sánchez and Rodríguez-López (2010), various sustainability indicators have been used to assess development interventions. However, the usage of indicators must be destination-specific because time and space affect the understanding of issues (Bell & Moorse, 2008; Tudorache, Simon, Frent, Mustea¸ & Musteaţă-Pavel, 2017). Likewise, Adger and Florian (1994) have the perception that the use of this general triple criteria (economic, social and environmental) is not enough, as it fails to consider other essential matters outside the trio dimensions that affect sustainability (Agol et al., 2014). This, therefore, underscores the need to explore other dimensions of sustainability in project management.

Theoretical Framework of the Study

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This section of the study discusses the theories on which the study hinges. The adopted theories for the study include the program theory of change, the stakeholder theory, the social exchange theory and the contingency theory. From these theories and other literature, a conceptual frame work was derived for the study.

The Program Theory of Change

The program theory of change developed by Weiss (1995) explains how and why an intervention (a project, a programme, a policy, a strategy) is supposed to work to achieve its intended outcome. Weiss defined program theory as "the mechanisms that mediate between the delivery (and receipt) of the program and the emergence of the outcomes of interest". The theory explains how and why related actions should lead to an achieved goal that brings change (Serrat, 2017). Also, it has the assumption that every project should have these main components: inputs, activities, intended outcomes or outputs, and the mechanisms through which the intended outcomes will be achieved. The inputs include various resources and plans that contribute to the achievement of the outcomes, while the activities/mechanisms are the processes or the actions taken for the outcomes. The outcomes are the intended results of the project.

The theory of change is similar to McLaughlin and Jordan's (1999) logical model process which follows the same process but different terms: input, activities and output. McLaughlin and Jordan defined inputs of an intervention as human, financial, natural, knowledge and other support services. Activities involve all actions, strategies and steps required to achieve outputs. Outputs are the goods, services and benefits gained through projects.

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The theory of change can be used at the formative stage of a project as the basis for action, indicating the sequence of outcomes that are expected, or at the summative or evaluation stage, showing what has been achieved or not achieved. Again, it recognises that associated conditions may affect the expected results for the good or bad. It also proposes a relationship between inputs, activities, appropriate supports and outcomes.

Harries, Hodgson and Noble (2014) also explained inputs or resources as what an organisation requires to undertake its project, activities as the processes that will be used to produce the result, and outputs as the services or products from the activities. Harries et al. acknowledged that there are internal and external enablers that influence the achievement of projects. The enablers are the situations that must/must not be available in the organisation or the environment to help or deter the progress of the project result. Internal enablers could consist of relationships among staff, management structures and availability of resources while the external enablers involve the socio-cultural and political conditions in the destination as well as laws of the society. The processes and the hindrances show that project implementation and management is a complex system with relationships to support its achievement. There may be the need for relationships between humans, processes and objects to ensure successful implementation (Lyneis, Cooper & Els, 2001; Sage, Dainty & Brookes 2011).

The theory befits project development and management studies, as it recognises the steps that must be considered in projects implementation; such as inputs (funds, technology, capacity development) generating activities to achieve the intended outcomes It also recognises that there are some situations

that can promote or hinder the project activities. These elements make the theory suitable for the study in Busua, as it serves as a basis for the project's assessment. Again, it gives credence to Banihasheni, Hosseini, Golizadeh and Sankaran's (2017) assertion that the success and sustainability of interventions is based on the identification, planning, implementation and evaluation of these interventions.

The Contingency Theory

Fiedler (1964)'s contingency theory, which is a behavioural theory, states that there is no best and one way to organise, decide or manage an organisation, but the course of action depends on the internal and external situations such as the structure, culture and technology (Lamminen, Forsvik, Voipio & Lehtonen, 2015). Some of the dependent issues also include the experience and personality of the management/leadership, the nature of the task as well as the motivation of the people being managed (Abba, Yahaya & Suleiman, 2018; Donaldson, 2001). A contingent leader effectively applies his/her own style of leadership to the right situation. Omoluabi (2016) has the viewpoint that contingency theory thrives on established structure, because the extent to which management can take contingent decisions is dependent on the control and power in an organisation.

According to KPMG (2010), the success of interventions and projects has been linked to the organisational strategy applied by the management of the project. This has contributed to the reasons why many projects' objectives are not achieved (Musawir, Serra, Zwikael & Ali, 2017; Standish Group, 2015). According to Shenhar and Dvir (2007), project success involves not only the achievement of goals but also the preparations for the future. These

arguments therefore bring to fore the need for continuous alignment of objectives, strategies and outcomes (Hjelembrekke, Laedre & Lohne, 2014). These arguments also highlight how projects must be managed or governed (Roe, 2015).

Aligning these arguments to the assessment of the governance approach adopted for the management of a project implies that varied approaches can be adopted, depending on the situation, the culture, the structures or the environment the management finds itself. In this regard, Bhandari, Saptalena and Kusch (2018) opinion that every project has its peculiar characteristics, which require a specific project management approach is plausible (Sauser, Shenhar and Reilly, 2009). This implies that there is no good or bad management. Thus, what matters is taking the right decision at the right time for the situation. This is buttressing Khajed and Chung's (2020) assertion that management styles change over time and that a combination of styles augment performance. Adopting Fiedler's (1964) theory for this study will help to assess the governance systems for the project in Busua and how contingent decisions are taken. Again, it will explore the link between the governance approach and the sustainability of the project. This is also portrayed in the conceptual framework of the study which indicates a relationship between governance and sustainability.

Sustainability Theory

The theory of sustainability generally stipulates the conscious incorporation of environmental, social and economic concerns into all decision-making and development (Emas, 2015). The theory has evolved over time and among many scholars. It has been traced to the 20th century, though it

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had been used in many contexts earlier (Shi, Han, Yang & Gao**,** 2019) such as Thomas Malthus' (1798) theory on scarcity, which requires optimal use of resources. Sustainability as a term was first used in Carlowitz's (1713) book titled *Afforestation and the Economy* (Shi, Han, Yang & Gao 2019).

Sustainability gained recognition in conferences such as The United Nations Conference on the Human Environment in 1972, where the concentration of economic growth was acknowledged as having effects on the environment. Then, the World Commission on Environment and Development's (WCED, 1987) final report on our 'Common Future' which first described sustainability along development as "development that meets the needs of the present without compromising the ability of future generations to meet their needs". The theory gained global impetus with the Rio Declaration in the UN Conference on Environment and Development (UNCED) in 1992 which provided principles and practices to ensure sustainable development (Drexhage & Murphy, 2010).

The theory of sustainability has been adopted by many people, including politicians, academicians and developers. Similarly, it has been adopted by various sectors of the economy including tourism and project management. Tourism also had its share of attention on sustainability when United Nations Environmental Programme showed concern for it in the World Summit on Sustainable Development held in South Africa. UNEP (as cited in Niedziółka, 2012) noted that sustainable tourism development requires principles such as ensuring effective use of environmental resources and conserving biodiversity and its processes. Likewise, there is a need for the observation of the socio-cultural values of communities, encouragement of

intercultural relations and preservation of built heritage. Economically, long-term economic operations and benefits must be ensured and fairly distributed to all stakeholders including stable employment and income which all must aim to reduce poverty.

Supporting UNEP's principles of sustainable development, UNWTO (2005) also expressed that for any tourism development to be adjudged sustainable, it must ensure that the intervention creates jobs and delivers continuous prosperity and benefits. In addition, there is a need to ensure equity and cultural enrichment, and reduce the negative effects on the environment. Adopting UNEP's (2004) principles on sustainable development in tourism to this study requires that the economic, social and environmental aspects of the project implemented in Busua will be assessed along the principles to ascertain its sustainability. The study examines the benefit accrued from the projects, its distribution and maintenance. Again, the protections of the environment, the preservation of community's values and culture, as well as intercultural relations are explored.

Many development interventions are said not to have achieved lasting benefits to stakeholders, making them a major challenge to development agencies (Kwangware, Mayo & Hoko, 2014; Sanders & Fitts, 2011). This brings to fore the fact that no matter the success of a project in the short term, if the benefits are not maintained for a long term, the project is not worth its development (Carter & Rwamwanja, 2006). However, attaining sustainability in any development faces some forms of challenges, including issues of stakeholders of the project, especially the community (Agol et al., 2014; Jamal & Stronza, 2009). To Haugland, Ness, Gronseth and Aarstad (2011), and

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Jovičić (2016), tourism destinations have different stakeholders with varying relationships and concerns, and the behaviours of such stakeholders can affect the outcomes of external or internal development assistance. Therefore, there is the need for a collaboration of stakeholders in the management of natural and cultural resources in ensuring the sustainability principles (Mitchell & Reid, 2001).

Social Exchange Theory

Ap (1992) described the social exchange theory (SET) as "a general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation" (p. 668). SET is explained to show the exchange of resources with expectant benefits from the contributors. Ap (1992) proposes that people or actors will get involved in any exchange depending on the value placed on the expected reward and the reward outweighing the cost. According to Blau (1964) social exchanges are "voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others" (p. 91). From the definitions, it is suggested that people are motivated to involve in any exchange based on the rewards they are likely to get from the interaction.

In tourism, residents of a destination will exchange relationships contingent on reward, trust and power between the contributors, the power being the ability to influence the outcome of the exchange (Redmond, 2015). Nunkoo and Ramkissoon (2012) stressed that residents will support an exchange based on their trust in government agencies or decision makers, the perceived cost and benefits of an action, as well as their level of power. On the other hand, a high cost of an exchange deters residents from accepting any

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tourism development project in their destination (Nunkoo & Ramkissoon, 2011). Therefore, residents who benefit from tourism development and project perceive the tourism development positively than non-beneficiaries of the project (Boley, 2013). Most arguments on residents' perceptions on tourism developments are geared towards economic benefits but there are other influencing factors that affect the social exchange (Boley, 2013; Emerson, 1976; Woosnam, Norman & Ying, 2009), such as residents' empowerment through the increment of residents' control of the tourism activities (Akkawi, 2010; Boley, McGehee, Perdue & Long, 2014).   Aligning with the SET theory, the present study considers residents' perception on the benefits from the project as well as what influenced their perception and support for the project.

Collaboration Theory

Gray's (1989) collaboration theory argues for mutual decision-making among key stakeholders. It emphasises the involvement of multiple stakeholders who have an interest or skills in an issue. The stakeholders can be individuals, groups or organisations "directly influenced by the actions others take to solve a problem" (Gray, 1989, p. 5). Gray further stressed that it is important to recognise and include the significant individuals and groups (stakeholders) connected to the issue under review early, since they can severely influence the success and outcome of the issue (Jamal & Stronza, 2009). Consequently, when stakeholder collaboration is well handled, it can facilitate the exchange of resources such as information among partners, which has long-term, positive effects on performance (Savage, Bunn, Gray & Xiao, 2008; Soda, Usai & Zaheer, 2004).

Several institutions and groups play various roles to achieve tourism's contribution. Many economies therefore, encourage wide-ranging public participation in the planning, implementation and management process of projects (Hall, 2008). This argument is aimed at sustaining tourism to ensure its long-term benefits to destination states (Marzuki & Hay, 2013). Currently, collaboration is advocated as a means to achieve feats individual entities could not accomplish alone. Many benefits are accrued to collaborations, such as prevention of conflicts, mitigation of power struggle over resources, encouraging of sharing of resources and cost-effectiveness for any destination (UNWTO, 2003). However, in order to ensure a committed collaboration, the collaborators/partners must understand that they are interdependent of each other. Based on this, they can enjoy the advantages accrued to joint ventures (Gray, 1985, 1989). Similarly, Cross and Carboni (2021) stressed that collaboration cannot be esteemed without structures in place. Therefore, collaborating partners must structure the way they are to operate and also to structure their dealings.

Deducing from Freeman's (1984) stakeholder theory which expresses a stakeholder as any person, group, or organization which affects and/or is affected by decisions of an organization). A stakeholder of the tourism industry may be anyone who is affected either positively or negatively by tourism development. According to Mitchell and Reid (2001) and Murphy (1988), collaborations in tourism mostly happen in the area of community-based tourism, where uneven and independent planning decisions are undertaken by different tourism stakeholders. Communities have become important stakeholders in tourism development because it is within these

communities that tourism activities take place (Haukeland, 2011; Jamal & Stronza, 2009). This makes them to be recognized as legitimate and moral stakeholders in tourism development. However, communities will support a development based on their perceived benefits or cost towards the development in question (Butler, 1975).

Despite the advantages of collaboration, it also has limitations, which may include lack of trust, differences in aims among the partners, ineffective handling of conflicts, power differences, lack of competences, funds, commitment, long term strategies, quality leadership, lack of structure and procedures among the partners (Gray, 1994; Hardy & Phillips, 1998; Huxham & Vangen, 2005). In addition, the theory has been criticized on the basis that it overlooks the presence of systematic constraints including distribution of power and resources flows (Hall, 1999; Reed, 1997). The study adopting this theory is plausible, as some stakeholders were involved in the implementation of the project in Busua. With this theory, the study will explore the structures and roles played by the various stakeholders in ensuring the sustainability of the project. Likewise, the theory gives the opportunity to explore the barriers that affected the effectiveness of the collaboration.

Chapter Summary

This chapter described the concepts and the variables in the study. In addition, the theories on which the study hinged such as the theory of change, contingency theory, sustainability principle, social exchange theory, collaboration and stakeholder theory were discussed. On the concepts, performance was defined differently by researchers, since it is subjective to individual's perspective. From the literature, performance was generally

linked to sustainability; where it involves the ability of a project to achieve its intended results and continue to yield those results. It was also revealed that performance is influenced by internal and external factors. Likewise, governance was not fixedly defined, but it commonly describes the management of resources to achieve a set goal, to the satisfaction of stakeholders. Governance is perceived as a prelude to sustainable development.

From the theories, theory of change showed that there are processes through which intended results of a project are achieved. Social exchange theory pointed that benefits from a project determine the support of stakeholders and vice versa. Therefore, collaboration theory recognises all stakeholders in the planning to implementation of a project. Contingency theory argues for taking the right decision at the right time.

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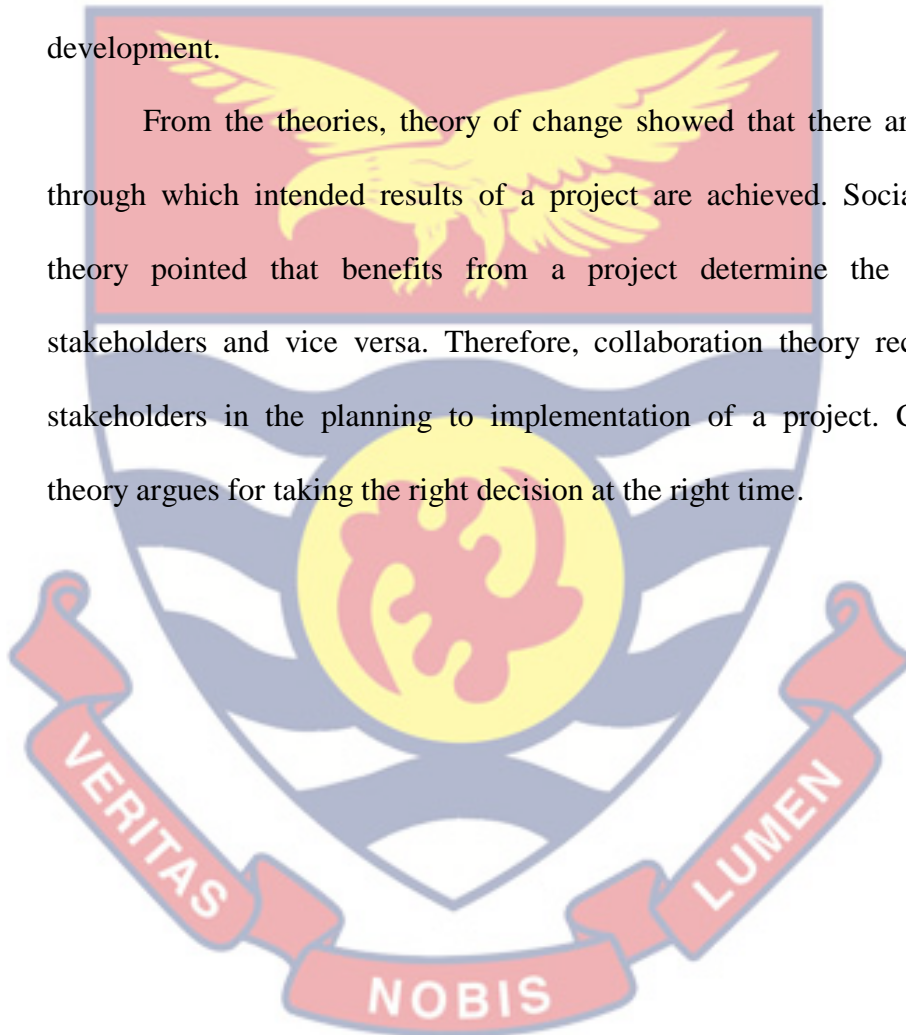
CHAPTER THREE

SUSTAINABILITY OF TOURISM INTERVENTIONS: A REVIEW OF EMPIRICAL STUDIES AND CONCEPTUAL FRAMEWORK

Introduction

This chapter reviews the empirical literature on tourism interventions and associated issues. It considers literature on interventions in tourism development, benefits of tourism interventions, performance of tourism related interventions and governance concerns of development projects. Again, barriers that affect the achievement of project objectives and the checklist for assessing sustainability are discussed. More so, the conceptual framework for assessing the STEP project in Busua is described in the chapter.

Interventions for Tourism Development

Recently, tourism has been recognized worldwide as an engine of growth and has the potential to reduce poverty in both poor and rich countries (Cárdenas-García, Sánchez-Rivero, Pulido-Fernández, 2015; Khan et al., 2020). It is argued that tourism can diversify economies, create employment, generate foreign exchange earnings, improve infrastructure and ensure growth which can help contain poverty (Lia, Jinb & Sh, 2018). However, the assertion that developing countries lack capacity despite the availability of resources suggests that the potential of tourism is not fully utilised (Ahmeti, 2013). As such, developing countries will continue to pursue international interventions because they are not self-sufficient to manage their developmental concerns. In addition, poverty has become a canker for many countries, attracting

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attention as to the means of alleviating it (Domfeh & Bawole, 2009; Holden, 2013).

The development of the tourism industry is not left out in terms of local, national and international interventions, though it easily comes to mind of national and international interventions to areas like agriculture, health, banking, infrastructure, education and community development (Wood, 2005). This is because investments in tourism by international donors are "highly difficult to track by independent researchers, and by the agencies themselves, because the word tourism is rarely referenced in project titles" (Wood, 2004, p. 1).

Nevertheless, various areas of tourism such as awareness creation, capacity building, marketing, business development, conservation and infrastructure have received development interventions in some countries. An instance was in Gambia, where the marketing interventions of the Association of Small Scale Enterprises in Tourism, which involves businesses in ecotourism, volunteer tourism, and cultural tourism, were enhanced and trained to build capacity in the marketing of their businesses. The objective was to attract a wider tourist market and to provide a quality tourist experience and satisfaction (Carlisle, Kunc, Jones & Tiffin, 2013). Though various areas of tourism can be improved, the adoption of capacity building for the Small Scale Enterprises Association depicts that the needs of beneficiaries and are considered in the implementation of projects. Again, through the assistance of USAID and FHI 360, various interventions have been implemented in America and the Caribbean, Africa and the Middle East. One is the market-based opportunities for Conservation and Sustainable Tourism Project (CSTP)

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in Nicaragua, which helped in the development of new and diversified businesses. The project also generated income and employment for the rural communities. Good environmental practices were encouraged in and around protected areas through the project. Likewise, the project enabled other new business options for their ecotourism market to protect the biodiversity (FHI 360, 2019).

Similarly, with the assistance of USAID to Kenya, Madagascar, Nepal and Tanzania through conservation management, they were able to provide nature-based employment to their citizens whose livelihood activities affected the national parks (USAID, 2005). Apart from the USAID, other international organisations such as World Bank, United Nations Development Programme, European Union, Conservation International, NGOs and governments have also provided supports to developing countries (Rashid, 2005). It is assumed that the sustainability of the nature-based employment provided by USAID was considered in the intervention, as the citizens may go back to their previous livelihood activities for survival, which may have dire consequences on the national park.

Ghana has also received its fair share of interventions in the various areas of the economy as well as tourism through financial, advisory and technical assistance. For example, Conservation International assisted in the creation of ecotourism in the Kakum Conservation Area which helped in effective management of the protected area so endowed with various types of flora and fauna (Cobbinah, Black & Thwaites, 2015). Similarly, the technical and financial assistance from UNDP, UNECA and UNWTO to the Ministry of Tourism (MoT) has helped in the development of the National Tourism

Development Plan (2013-2027), which serves as a guide to the development of the tourism sector (MoT, 2013).

Again, Ghana enjoyed the support of the Community Based Ecotourism Project (CBEP) in putting to shape 14 ecotourism sites which enhanced the livelihood of the communities and preserved both the cultural and historical resources. This was done by constructing interpretive centres and a primary school, directional signs, rehabilitation of the trails, provision of emergency accoutrements and training for entrepreneurs (USAID, 2005). However, various assertions have been made about the benefits or the impacts and the sustainability of these development projects undertaken by the organisations. It is argued that they perform abysmally or become non-functional after the withdrawal of assistance (Miriti, 2016).

Impacts of Tourism Related Interventions

Most economies in Africa are receptive to foreign assistance due to the benefits they perceive to receive from the investment. They therefore, institute policies that attract developers and investors to their countries (Budzianowski, Nantonga, Bamutura, Rwena, Lyambi et al., 2018). With the attraction of internationally funded developments, many projects are implemented, yet the definite benefits accrued to the local society continue to be unquantified, because their success or failure is not generally monitored (Goodwin & Santilli, 2009). This assertion buttresses Wood's (2004) argument that tracing of assistance to tourism related projects has become problematic for researchers and the donors themselves, because the title, "tourism", is hardly seen in their project documents but rather fused into other projects such as environmental protection (Christ, Hillel, Matus & Sweeting, 2003).

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Nonetheless, some good outcomes may have been experienced from these transactions. If not, developing countries may not have continuously pursued international development interventions.

Debatably, both the donors and the recipients of these interventions perceive some form of benefits from their actions. According to Sun (2014) and Busse, Erdogan and Mühlen (2016), China's assistance to Africa is mostly implemented in many sectors including agriculture, education, transportation, energy, communications, and health. With this, China is given the assurance of mineral resources and the opportunity to trade. On the other hand, employment, conserving and preserving of ecosystems, creation of socio-economic relationships and reduction of poverty are accrued to the recipient countries (Cobbinah, 2015).

Projects implemented for tourism development have indicated both positive and negative outcomes. These are expressed by the local community in which these projects were implemented. In many developing countries, the conservation of biodiversity is seen as a conduit to poverty reduction and improvement in the livelihood of residents of local communities (Cobbinah, 2015) and this has brought the increase in the development and protection of ecosystem related issues (Frimpong-Boateng, 2017).

A study by Ahebwa and Duim (2013) showed that interventions, when well managed and coordinated, will yield outputs that will be beneficial to the stakeholders involved, especially the local community. In their study of a community-based lodging at the Bwindi Impenetrable National Park in Uganda, they found that through the intervention of USAID, Uganda Wildlife Authority and International Gorilla Conservation Programme, jobs were

created and incomes were generated. The intervention also helped in the development of other projects and gave the lodge a competing edge over other well-established lodges in the destination.

In the implementation and management of the project, the community was allowed to manage the profit from the lodge and other tourism-related products such as a trail to the village, a shop and a bar, as well as a campsite. Training of guides and the lodge employees were done, and the profits were ploughed back into the business for growth. In addition, microfinance was set up to help women and the youth in their businesses and some of the revenue generated was used to support community projects (Ahebwa & Duim, 2013). The success story of the intervention stems from the generated income being retained in the destination, local participation in the management of the enterprise, access to the market for their businesses, training of employees and the marketing of their products on the internet. However, the success was stained with the problem of distribution of the outcomes, since not all the community members benefited from the project. It can be argued that if the proceed distribution was the only issue that affected the project's success, then the project can still be described as successful, because it is not possible to have all the community members benefiting from a project.

Like any other African country which is not financially independent and believes in alleviating the poverty of its citizens, the project creates an enabling environment for them to fend for themselves. This was done by the Kenya government by buying into the idea of community-based tourism apart from the usual coastal and safari approach of tourism they were involved in (Ahebwa & Duim, 2013; Manyara & Jones, 2007).

Manyara and Jones (2009) undertook a study into six (6) community-based enterprises which had received support from African Wildlife Foundation and Conservation of Biodiverse Resource Areas (COBRA) which was funded by USAID. The result revealed that the local communities were fully involved in the initiation, implementation and management of the projects. Again, they were the main beneficiaries of the proceeds from the enterprises. On the other hand, the external support they received was in the form of proposals writing, resource mobilisation, awareness creation, funding, capacity building, infrastructure development and business planning and development and leadership training for the locals. This buttresses the assertion of Font, Goodwin and Walton (2012) on the areas of contributions made by external interventions.

The partnership, however, brought about employment and business linkages, and increased the income and variety in the livelihoods of the people of the communities. In addition, the communities benefited from social services and infrastructure such as transport and communication, educational and health services, access to clean water and scholarship schemes. It has been argued by many researchers that these are the results locals seek from tourism development (Lopez, Virto, Manzano & Miranda, 2018; Nunkoo & Seetanah, 2018; Wang & Chen, 2015). Conversely, the good of the interventions were confronted with the negatives of trivial politics, lack of exit management structure to sustainability, meddling in internal affairs of the community and unsuitable policy guidelines. Also, issues such as inadequate community support were encountered because of lack of transparency at the beginning of

the project, poor management due to the inadequate competencies of the leadership, lack of maintenance and favouritism (Sighh & Twalo, 2014).

Ghana has also experienced some tourism interventions. In 1995, ecotourism was introduced in Kakum Conservation Area to diversify the tourism product of the park and to enhance the management of the park which was acclaimed to be ineffective (Cobbinah, Black & Thwaite, 2015). This project was implemented through the assistance of Conservation International. In reviewing the outcomes of the project, Cobbinah et al. (2015) studied four (4) communities surrounding the park. It was revealed that the locals perceived the project as not beneficial to them as anticipated. The communities were of the view that they have released their lands, livelihood activities and rights for the establishment of the park, yet they just have few of the locals as workers in the park. This, according to the parks management, is due to lack of employable qualifications of the locals.

However, the presence of the park brought about the creation of alternative businesses (such as craft making, formation of an orchestra group that entertains tourists), created jobs for the youth and boosted the image of the community. Currently, some of the small businesses created are not functioning. Again, one major issue that affected the local communities in achieving their expectation was lack of local participation in the management of the park. The park provides revenue to the government, but the government has not fulfilled the principles of local development such as infrastructure development upon which the local authority gave their concerns to the project.

According to Nunkoo and So (2015), the views of beneficiaries of these internationally assisted development projects are worth noting, since

residents' perception of the benefits of a project is subject to their expectations of projects. When the outcomes of the project meet the expectations, the project is deemed beneficial and vice versa. This attitude, in turn influences their support for the project (Lee, 2013). Nevertheless, prevalent among the views of the residents on the factors which contributed to the success or otherwise of projects include the management approach of the project (which was community participation), competencies of the management teams, and distribution of benefits among the residents and management structures after exit. These issues have been cited by many researchers as basic for the existence and sustainability of tourism projects (Lee, 2013; Lopez et al., 2018; Sebele, 2010).

Performance of Tourism Interventions

The intention of most tourism-related interventions is to benefit the locals of the recipient destination. Benefits of the projects to the local destinations can be achieved by providing the ideal resources and materials to residents to be self-reliant (Giampiccoli & Mtapuri, 2012). Mtapuri and Giampiccoli (2013) stressed that the main role of external or international interventions to tourism developments should be "advisory and facilitative", where they can offer information, linking the locals to opportunities, training and capacity building. These will ensure the performance of the project and its sustainability.

A study by Lucchetti and Font (2013) on the performance of a tourism intervention in Ccaccaccollo of Peru indicated a partial successful project. The study purposed to ascertain the effects of the project on the people and assess the implemented intervention and its commercial feasibility. The project

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named Weaving Coop project was also evaluated to understand the causes of its failure or success as well as the best practices. Ccaccaccollo is a farming community with a population of 850 inhabitants consisting of 150 families. Planeterra Foundation, which is an NGO, together with tour operator GAP's Inca trail excursions, facilitated the establishment of Weavings Coop to offer jobs and generate income for women especially, through the selling of weavings to tourists and to allow visitors to acquire knowledge about the weaving procedure. The members received training, funding, market access and infrastructural facility to facilitate the project.

The result from the study indicated that through Weaving Coop, people who rarely make income prior to the project succeeded in generating some income for their living. Another positive effect of the intervention is job security, as compared to agriculture with its risky climatic conditions. The development also brought about improvement in the members' standard of living, as their spending ability changed comparing the prior and after the project. Socially, there was growth in the cultural pride and preservation of cultural heritage of the community. Regarding the commercial viability of the project, the market's location for the project is good, as it was included in tours as a stopover to attractions. More so, there was easy access to the village, which ensured continuous visitation to the market.

However, on the governance system, some challenges that affected the performance of the Weaving Coop project include lack of monitoring and evaluation process to assess the performance of the project. In addition, record keeping of the activities of the project was inadequate, affecting the assessment of the profitability of the project, which would have helped in

discerning the sustainability of the businesses. According to Wood and Jones (2008), this inability to keep records to estimate the cost and profit of businesses, as well as unequal distribution of income among the members due to lack of funds to support their business, is a common feature of most community-based interventions.

Furthermore, the causes of the success and/or the failure of the Weaving Coop project pin down to the establishment of market linkages for the project, where tour operator GAP was linked to provide market for the weavings activities. Again, the willingness and support of the community for the intervention, as well as their commitment of time, labour and funds had an effect on the success of the development. This is because they were involved in the decision-making and the implementation of the project and also ensured clear communication channels. In contrast, the inadequate planning and lack of a monitoring and evaluation process in the project implementation did not allow for information on efficiency of the project to help identify the best methods. Again, the products sold at the market from the project lacked uniqueness to have competitive advantage over other destination products.

The reports from the above discussed research by Lucchetti and Font (2013) affirm the assertions of Xavier, Goodwin and Walton (2012), and Armstrong (2012) that tourism projects perform and do well when conditions such as sincere community participation and ownership, having business mindedness, financial viability for the project, linkages with other sectors, intervention based on market research, attractive product development, resilient community, stakeholders support, accountability and transparency in

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the management of the project, good leadership and structures, monitoring and assessment processes as well as financial management are instituted.

Similarly, other successful interventions have been observed in tourism development (Martin, 2011). Some of these successful interventions include Communal Area Management Programme for Indigenous Resources (CAMPFIRE) in Zimbabwe (Tchakatumba, Gandiwa, Mwakiwa, Clegg & Nyasha, 2019), which received support from USAID and Norwegian Agency for International Development. The intervention was acknowledged to have brought employment and income to the communities. Again, the project supported the management skills of the locals and brought about infrastructural development. However, the project was faced with the problem of transparency in the distribution of the proceeds.

Another instance is a research by Black and Cobbinah (2017) into an intervention by an NGO, African Wildlife Foundation (AWF), in Rwanda and Botswana. The intervention was in the development of conservation lodges which were located near protected areas. The study aimed to assess the economic and social performance of conservation lodges initiated by AWF, as well as the perceptions of the communities on the benefits of the implemented project. It was found that the intervention created jobs and generated some benefits to the community in terms of living standards. Socially, from the community in Rwanda, it was indicated that the development project has contributed in the building of houses for low-income families, pig and poultry farming, cattle donations, construction of local school blocks, provision of sport kits for local schools, provision of water tanks, electrification project related to the lodge construction, seed multiplication project, scholarships for

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school children, and provision of computers for schools (Black, Cobbinah & Thwaites, 2013). Again, the communities have received skills training in baking, building, carpentry, cooking, crafts, dressmaking/tailoring, driving, fire and environmental safety, hairdressing, policing, and auto-mechanics. On the conservation of plants and animals, the communities agreed that the project has brought sanity in the usage of natural resources.

However, some staff of the lodges had concerns on issues relating to job satisfaction, personal development and empowerment, and lack of involvement in management decision-making. Again, there was the issues of distribution of revenue among the community, and transparency and accountability not well handled. These concerns varied among the people working in the lodges and the community. This therefore, confirms Bennett and Dearden's (2014) assertion that the perception of a community about a project is dependent on the benefits gained from the project, their sentiments of management and the leadership system. Lavagnon (2011) also stressed the concerns that assisted development projects are faced with of managerial and organizational problems, as well as poor stakeholder involvement in decision-making.

It is largely known that international development interventions have the objective of reducing poverty in developing countries. Such interventions, therefore, direct support to the deprived areas of a country (Cobbinah, 2014; Singleton, 2003). Subsequently, Ghana had received its part of the assistance. A case in point is Kakum National Park, which was developed through the assistance of US Agency for International Development and Conservation International. Cobbinah (2014) assessed the performance of the outcomes to

determine the potential of ecotourism to reduce poverty. He considered four surrounding villages of the Park (Abrafo, Mesomagor, Nuamakrom and Adadientem).

Reports on Kakum National Park by Cobbinah (2014) showed that it has contributed in job and income generation outside the small-scale farming of the residents. However, the project has resulted in the destruction of farms through animal raids, increasing the poverty level in the communities. Cobbinah also mentioned lack of community participation in decision-making which is a bane in tourism development (Lucchetti & Font, 2013; World Bank, 2003; Xavier, Goodwin & Walton, 2012). Again, inequalities in the distribution of resources from the Park and misuse of power by traditional leaders and government officials as a result of the development were identified as issues of concern. The issue of power abuse by traditional rulers and government officials in development procedures has been prevalent in Ghana (Arthur, 2007). This makes faze the assumption of development as beneficial to communities. The abuse of power by leaders is sometimes created by lack of communication among the stakeholders and this stales the implementation of development projects (Cobbinah, 2014). Furthermore, mention was made of lack of social services and poor infrastructural facilities in the communities, though tourism is said to contribute in infrastructure development (World Bank Group, 2018).

From the evaluation of project performances identified in Cobbinah's (2014) study, the impression created is that projects will perform or otherwise based on managerial issues, including accountability and transparency, as well as inadequate organisational structures in place. This perception of

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underperformance of projects due to managerial concerns was raised by Ika and Hodgson (2010) as a common issue in project development. In addition, lack of monitoring and evaluation procedures affected these projects, and even if undertaken, the results are geared towards the perception of the donors. This made Goodwin (2009) to remark that generally, when the projects are evaluated, the reports are made private and confidential.

Various issues such as inequalities in the distribution of resources and lack of community participation in management of the projects affecting community support for development interventions run through projects reported on Cobbinah's (2014) study. Issues raised on development project performances in the literature are immeasurable. Hence, Jhuthi (2015) states that from time immemorial, Africa has received huge supports from donors, yet these development projects do not achieve their objectives, raising many questions to be answered, therefore creating a continuous search for solutions. Chauvet, Collier and Fuster (2017), and Green and Haines (2008) summed it up with the argument that the performance of projects is affected by many factors in the management of the projects from initial decision-making to implementation.

Governance of Tourism Interventions

Governance has gained much attention in the issues of development. Farazmand (2013) believes governance can be traced to the periods of civilizations and the idea has received increasing attention recently. Good governance has been recognized as a means through which many development goals have been achieved (Iyad, 2019). In addition, it has proved to have directly affected the accomplishment of development goals which are mostly

to alleviate poverty, generate income and employment, and also ensure fair distribution of income (Sheng, 2010).

The governance of projects is integral in many countries and organisations due to the huge amount of money and technicalities that are involved from inception to implementation stages. However, different management practices are adopted for different projects, so are the tools, methods and technicalities involved for various types of projects implemented even by same organisation (Crawford, Hobbs & Turner, 2005). To Golini and Landoli (2014), governance of interventions which are mostly implemented through projects cannot be described as tools, but rather involves processes which are strengthened by tools. They further argued that these processes comprise inputs, responsibilities, structured activities and outcomes which are evaluated.

According to Africa Tourism Monitor (2015), issues of governance have affected the growing tourism industry in Africa, which has the potential of influencing economic growth of many economies (UNDP, 2011). Hence, the poor governance of tourism has affected local communities, the environment and the culture of communities involved in tourism development. In this same regard, Akyeampong (2009) stressed that mismanagement of tourism-related facilities and projects is the cause of failure in the tourism industry in Ghana.

However, Njuguna (2014) opines that lack of monitoring of funded development projects in tourism has influenced the performance of these interventions and this challenges the sustainability of the projects. Equally, Pechlaner, Vloggers and Herntrei (2012) assert that tourism destination

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management considers the management of all stakeholders' interest in a destination, which is key for the sustainability of destinations. Korganashvili and Kharadze (2014) buttressed this assertion in the study of a project in Georgia, where it was revealed that lack of participation of the project stakeholders and lack of governance structures (the society, entrepreneurs and the administrative bodies) lead to the failure of the project. Therefore, stakeholder participation can be replicated in the management of interventions. This is because the implementation of interventions involves a number of stakeholders from planning to closure. Therefore, accomplishing planned tourism destination management will ensure sustainability and fair distribution of tourism benefits, improve tourism outputs and build an effective identity for the community (UNWTO, 2007).

Over time, involving communities in the planning and implementation of projects is seen as strategic to the success and sustainability of donor-funded projects (Bell, 2010). It has taken a centre stage in the decision-making of development agencies (Okech & Lelegwe, 2016; Ribeiro, 2011). The idea of community participation is a common concept that has been identified with tourism destination management (Sharpley, 2014). It is acclaimed that the non-involvement of the locals in the management of interventions leads to apathy, irritation and withdrawal of support, which causes tourism interventions to fail. On the other hand, where communities are involved and enjoy the benefit of the project, its sustainability is assured (Wanyera, 2016).

Similarly, Igweonu (2011) pointed out that misunderstanding of accountability between external development supporters and recipients is mostly settled when the communities feel empowered through their

involvement in the management of the project. On the contrary, Látková, and Vogt (2012) remarked that the involvement of persons in planning and decision-making in tourism-related activities does not guarantee their perceived acceptance or support for a project. This argument indicates that the opinions of communities about an intervention are dependent on many attributes of the project.

Generally, international development interventions especially have specific objectives which they seek to achieve but most are directed towards poverty alleviation. It is therefore expected that plans for the governance of these projects are considered. To this, Ika (2012) emphasized that there is always some form of project management in international development projects and they are either managed by an independent project management team or by a national department appointed by the government of the country. On this basis, it can be argued that the decision of who manages the intervention is the responsibility of the stakeholders.

Akwei, Damoah and Amankwah-Amoah (2020) opine that development interventions have been associated with politics and self-interest mind. Akwei et al.'s remarks cannot be easily brushed aside, since there have been instances where the implementation of development interventions in a country has been linked to the hard work of the party in power (Wilson, 2007). This involvement induces lack of transparency in the management of development projects (Rashid, 2005). In a case where there is lack of transparency, absence of trust is anticipated in the relationship among the stakeholders.

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Eneh (2009) remarked that though Africa has many well written development documents and policies, the value of these documents is visibly absence. Consequently, Ika et al. (2012) suggested that there have been few indications of how project developers should manage international development projects. This implies that the management of international development projects may be done on contingency bases. Hence, issues of management are tackled as and when they happen. Arguably, the composition of the management is paramount for the performance of any intervention (Olawore, Ibem & Amole, 2011; Olotuah & Bobadoye, 2009). Emphasizing the importance of management, Drucker (2011) argues that resources are just resources unless with good leadership that can produce the expected output.

Jiboye (as cited in Ihuah, Kakulu & Eaton, 2014) opined that the competency of the management team is also important, since out of their efficacy comes the performance of projects. Buttressing on management competencies, Dugger (2007) remarked that lack of unqualified people in the management of project is the reason why projects underperform in Africa. This challenge of failure of projects has threatened the receiving of supports to Africa, which, according to World Bank (2007) has led to donor indifference towards projects in Africa, including Ghana.

Ika, Diallo and Thuillier (2010) also suggested that issues such as monitoring, coordination and training must be critically looked at in development projects, as they can influence the performance of a project. However, one area given less attention in the implementation and management of international development interventions is accountability of the outcome of the project (Font et al., 2012). Too and Weaver (2013) believes that

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accountability must be tagged to people and units in their operations to ensure effectiveness in project management.

The issue of governance has been unclearly treated in the literature and many disciplines (Remenyi, White & Sherwood-Smith, 1997), so it is not surprising that the concern for governance in project management is a recent alert (Zwikael & Smyrk, 2014). It is however worth the attention, because it has been proven that accountability, which is one of the principles of governance has a relationship with the performance of a project (Zwikael & Smyrk, 2014), and if not well treated, can be a barrier to the achievement of a project's goal.

Barriers to the Development of Tourism Interventions

Many challenges have been associated with the management of ventures, whether personal, corporate, national or international. Similarly, there are challenges with development projects (Mishra, 2016). Hermano, Lopez-Paredes, Martin-Cruz and Pajares (2013) supported the argument that there are challenges in the management of international projects, especially those directed towards poverty alleviation. Although lack of performance is a general trait of international development projects, lack of community support, poor coordination and low quality outcomes have also been associated with the management of international development projects (Ahsan & Gunawan 2010; Kwak 2002). These challenges may not be different from projects in tourism, which are internationally assisted.

According to Gow and Morss (1988), the management problems associated with internationally sponsored development can be categorised into three: structural problems consisting of scarcity of resources, conflict between

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the aim of the stakeholders and other socio-cultural issues; sustainability problems; and managerial problems. An example is that a project in resource management implemented in Rajasthan community by the government of India, with assistance from Swedish International Development Agency (SIDA), indicated lack of unity among the stakeholders. The disunity generated into conflicts among the stakeholders, leading to the slow performance of the project (Mishra, 2016).

Similarly, Font, Goodwin and Walton (2012), who assessed the issues that lead to the failure of sustainable tourism project, assert that most tourism projects are faced with poor management issues, misunderstanding of the needs of the local community, lack of leadership, lack of communication among the stakeholders and unfeasibility of the project. On the other hand, with the implementation of prudent financial management, community support, defined management structures and strong leadership, most challenges that face the performance and sustainability of initiatives will be minimised (Armstrong, 2012).

It has become essential for tourism destinations to be involved in collaborations for development and reduction in poverty, which is mostly the objective of most collaborations (Font et al., 2012). However, insufficient dissemination of information among the stakeholders (Shakeri & Khalilzadeh, 2020) has brought misunderstanding in the relationships of both beneficiaries and supporters of projects. To encourage stable development project in tourist destinations requires proper planning and management, as it is a difficult task to manage destinations (Salvati & Carlucci, 2014). According to López, Palomeque, Marchena and Anton (2013), challenges are encountered because

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of differences in the goals of the stakeholders, variations in management structures, unwillingness in the sharing of power in decision-making, as well as disinterest by government agencies in the management of investments. Hence, many assistances, especially technical supports have failed because of insufficient reporting and evaluations of projects (Wilson, 2007) and lack of financial monitoring during and after funding (Armstrong, 2012).

However, Pinto and Slevin (1987) have stated that most of the challenges faced in projects implementation and management are due to initiating project in difficult, unassuming and impulsive locations. Therefore, problems are encountered from the initiation to the completion of projects, irrespective of the human, technical and financial inputs made. On the contrary, many projects are faced with challenges of meeting their objectives and if achieved, they are not sustained, because most of them are not anticipated (Taherdoost & Keshavarzsaleh, 2016). Therefore, there is less preparation to counter these problems. To Collier (2007), conflict is a problem in international project management, while Bokor (2011) argues that 'propaganda' politics is affecting development projects in Ghana. This leads to less focus on the achievement, performance and sustainability of projects.

Although tourism in Ghana is recognised as a growing sector of the economy and has the highest potential to reduce poverty, ensure economic growth and protect the environment (Akyeampong & Asiedu, 2008), it is associated with lack of ability to implement, monitor and maintain tourism-related projects. The argument has been that Ghana Tourism Authority (GTA), which is the implementing agency of the Ministry of Tourism, functioning to ensure the sustainability of tourism development, shows no tourism

administrative structures mostly at the district level (Cobbinah et al., 2015). Coincidentally, most tourism-related interventions are rural-based (Das & Ngacho, 2017), with over 70% of people living in the rural areas in developing countries (Mensah, 2008) being the largest recipients of development assistance. Therefore, effective tourism administrative structures in the districts are most needful if tourism must grow.

Spenceley (2008) related lack of capacity of the local communities to the problems that affect the management of tourism-related initiatives. It also came to the fore in a study conducted in South Africa on Amadiba horse and hiking trails (Ntshona & Lahiff, 2003). This confirms the assertion by some researchers that lack of skill is a major problem in developing countries when dealing with tourism management in the local communities (Akyeampong, 2011; Koutra & Edwards, 2012; Zahid & Sarjit, 2009). Ntshona and Lahiff (2003) also stressed managerial issues such as accountability, transparency and power contentions hampering tourism development in communities. In addition, misapplication of funds generated from tourism in communities is also a challenge (Ntshona & Lahiff, 2003).

Furthermore, lack of resources is a major concern that affects the management and sustainability of projects (Chang, Wilkinson, Potangaroa & Seville, 2012). Chang et al. argued that inadequate funding influences the performance of projects. Alternatively, the concerns for resources to develop tourism have brought the increase in transnational corporations' involvement in tourism development. These transnational corporations are involved in the various areas of the sector, such as airlines, hotels and tour operations. It therefore becomes challenging as to the distribution of power, which is

essential in the management and development of tourism vis-a-vis the implementation of sustainable issues (Berno & Bricker, 2001).

Sustainability of Tourism Interventions

Sustainability has gained attention in various sectors of many economies worldwide, especially in the last 10 to 15 years, yet many issues concerning sustainability remain unanswered (Dodds & Butler, 2019). The focus of sustainability has been on the continuous existence of resources on which humans depend for growth and survival. Governments of many economies are pressurising for sustainable development, having realized their responsibility to ensure its achievement (Aaseth, Ahola, Aaltonen, Okland & Andersen, 2017). Despite the mounting of pressure to inculcate sustainability principles into developmental initiatives (Labuschagne & Brent, 2005), the concept is yet to be imbibed by all sectors of the economy, an example being the management of projects (Silvius & Schipper, 2014).

The enormous contribution of tourism and its related businesses to the economic wellbeing of countries cannot be overlooked (Pan, Gao, Kim, Shah, Pei & Chiang, 2018). The industry contributed 9.8% of the global gross domestic products in 2016 (UNWTO, 2017). Tourism is the 'golden hen' for locals due to the environmental, economic and social benefits it offers to people, including the provision of employment, income generation through nurturing of community businesses. It also has the ability to contribute to the protection of the local culture as well as poverty alleviation (Lopez, Virto, Manzano & Miranda, 2018; Matthew & Sreejesh, 2017; UNEP, 2014). These make it essential to ensure the continuous existence of the industry to enjoy the benefits its offers. Subsequently, to achieve a sustainable tourism sector,

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many efforts and initiatives have been made, though they are through divergent activities (Agyeiwaah, McKercher & Suntikul, 2017).

The concern for sustainability has recently been connected to project management (Gareis et al., 2011; Silvius et al., 2010). Tourism as a sector has witnessed the implementation of many interventions from both internal and external sourcing. Hence, it is essential to understand how these tourism-related projects are sustained. Nonetheless, the achievement of sustainability in projects rests on the shoulders of all stakeholders, including the residents, governments, sponsors, project managers and other stakeholders related to the project (Silvius, Planko, Schipper, Brink & Kohler, 2016). However, as to who is responsible for the sustainability of project varies by projects (Silvius & Schipper, 2014).

Tourism researchers and businesses have shown concern for tourism sustainability and the need for special funding interventions for the sector, especially in the less developed countries (Wood, 2004; Peric, Mujacevic & Šimunic, 2011). In this regard, UNWTO (2011) instigated that the tourism sector needs to strengthen its relationship with international, national and private bodies and organizations for a better output from the sector. This is in the face of reduction in the resource and economic benefits of the tourism sector, which must be sustained. International interventions which come in the form of projects (Diallo & Thuiller, 2005) have mostly targeted communities in developing countries (Golini & Landoni, 2014). However, most if these projects have an estimated period of completion. This creates the dilemma of what happens next after implementation, highlighting the need for sustainability.

To Mutimba (2013) and World Bank (2006), the sustainability of the outcomes of internationally assisted projects is of importance than the implementing organisation which is dissolved after the closure of the projects. Stephen and Smuts (2001) explained sustainability in international project management as the extent of what is available or exist after the funding agencies have left after implementation, the capacity of the government to continue the project after phase out (Mutimba, 2013). Relatedly, the measurement of sustainability of development projects has been associated with time. Bowt (1989) stressed that in Africa, a project can be adjudged sustainable if the output lasts for at least two (2) years. On the other hand, VanSant (1985) argues that when a project lasts for five (5) years after the implementation and withdrawal of supporting agents' resources, then the project can be described as sustainable.

Efforts to ensure the sustainability of tourism can be explained in the context of the Sustainable Development Goals (UNWTO, 2017). The sustainable development goals had UNWTO endorsing five pillars through which tourism would achieve sustainable development. The pillars included (a) inclusive and sustainable economic growth, (b) social inclusiveness, employment and reduction of poverty, (c) resource efficiency, environmental protection and climate change, (d) cultural values, heritage and diversity, (e) mutual understanding, peace and security. All these pillars for tourism can be identified with SDGs 1, 3, 5, 8, 10, 11, 12 and 14. The principles and benefits of sustainable tourism development have made the concept of sustainability to be widely accepted by many. This has been echoed in the spread of sustainable tourism development plans, policy statements, frameworks and procedures.

The sustainability of assisted projects must therefore concern itself with who takes ownership to ensure the continuous existence of the projects when the donors leave (Mitchell & Ashley, (2010). This brings up the need to involve the locals in the implementation and management of projects (Odoom, Kyeremah, Opoku & Amoabeng, 2018). Wood (1998) and Wesche and Drumm (1999) suggest that the sustainability of assisted projects must consider the capacity and the training needs of the community for the projects and enhance the business structure of the project. Different assertions have been made about sustainability. Hence, various checklists have been adopted in assessing sustainability.

Sustainability Checklist for Tourism Development

Sustainability, which has become a growing phenomenon and recently pursued in various sectors of the economy including tourism has generated various checklists for its assessment (Niko, 2020; Shi, Han Yang & Dao, 2019). Generally, sustainability has been described across economic, social and environmental dimensions, along which checklists have been developed to measure it. According to Estevao, Ferreira, Rosa, Govindan and Meidutė-Kavaliauskiene (2019), a checklist must consist of variables that best describe the situation being investigated in the simplest form and communicate the needed information. Tribe (2008) argued that traditionally, indicators and checklists have been created to examine issues at the national and society levels, and the current trend focuses on specific agenda or area of concern, which is equally important to the effort and contexts of sustainable development, such as business enterprises, projects and tour operations. A

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checklist assists project or destination management to assess current plans, whether all the necessary risks and potentials for sustainable tourism development are considered (Vereczi, 2007).

According to Marti and Puertas (2020), there is no consensus in indicators or the checklist for measuring sustainability across the literature. A sustainability checklist can include a scoring system (numerical, weighted, or letter described) to guide development implementers on the performance of their projects according to the sustainability objectives of the checklist. (UNWTO, 2007). However, most sustainability checklists are custom-made by each destination or initiative to achieve goals. In this regard, this study, which is based on the performance of Busua project, seeks to compile a checklist to guide future projects of its kind.

Conceptual Framework of the Study

On the basis of literature and theories underpinning the study, a conceptual framework was developed to describe the study. Several frameworks have been deduced and adopted from the theory of change (Weiss, 1995) by researchers in the assessment of projects. Amongst them is the framework of Harries, Hodgson and Noble (2014), which this study adapted as its conceptual framework. Generally, the theory of change is premised on the inter-relationship between the goal and the results of the project, as well as the how and why an intervention works (Weiss, 1995; Valters, 2014). Harries et al.'s (2014) model was for an intervention that supported housing for ex-offenders. In Harries et al.'s (2014) framework, variables such as inputs, activities, enablers and intermediate outcome were used. Again, accountability line was drawn, which gives the final outcome of

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the intervention. A detailed description of the variables in the framework is demonstrated in the paragraphs following and the framework is presented in Figure 1.

Accountability Line

| Live independently and securely, reduction in criminal behaviour |

Intermediate outcome

Improved knowledge/skills (understand social rules/norms, improved life, social and work skills)
Change in attitudes (trust, honesty, openness, self –control and ownership of rehabilitation process)
Change in lifestyles /behaviours (reduced substance misuse, improved relationships with families and society, engagement in good activities

Enabler

Dependable, consistent and reliable staff that deliver on commitments
Good quality housing available
Appropriate access to right support from external agents
Experienced staff who understand service users circumstances
Programme that allow ownership, responsibility, control of process and support

Activities

Signposting/referral to other services-health care
Ensure residents get the correct benefits /entitlement
Education, training, voluntary work placement
Practical experience of living crime/drug free
Range of activities tailored to reflect users plan

Figure 1: Logic Model for a Supported Housing Project for Ex-offenders
Source: Harries et al. (2014)

Input in the framework was explained as the resources and plan that are used for the project, such as the budget, staff and the collaboration with other bodies which are involved or contribute to the implementation of the project. McLaughlin and Jordan (1999), in the logical model process, mentioned that inputs of an intervention can consist of human, financial, natural, knowledge and other support services. Font et al. (2012) also posited that input involves technical assistance such as capacity building, education, awareness creation, health and development of local business.

Again, in the framework, activities were depicted as the work or the processes undertaken to achieve a stated goal of a project. Harries et al. (2014) argue that they are the unique abilities that are actually instituted to make a project to be accomplished. In the project which seeks to reinstate ex-drug offenders, Harries et al. (2014) involved activities such as education, training and acquiring of voluntary work placement. This implies that the ultimate goal of the project determines the type of activities or the procedure to follow.

According to Artto, Kujala, Dietrich and Martinsuo (2008), most project activities and strategies follow the direction of their mother body. However, it is appropriate to institute "own project strategy" which reflects the peculiarity of an individual project.

The enabler in Figure 1 is seen as the issues or concerns that may positively affect the achievement of a project's goals. Thus, enablers are the major factors or elements that are key to a project's success (Harries et al., 2014). Reeler (2007) and Seerat (2017) are of the view that interventions are meant to bring change to the lives of people and the society, which cannot be void of certain issues that can affect its achievement. Therefore, plans must be made to withstand any challenge that may prop up. Harries et al. mentioned competent staff, creation of ownership, acknowledgement of responsibility, control of process and support for the project as some of the enablers. In the same vein, Bell (2010) buttresses that enablers such as supports for the project are necessary for the sustainability of a project.

The intermediate outcome in the framework explains what was achieved during the project or the results achieved immediately after the project was completed. Most internationally sponsored projects have intended outcome of alleviating poverty. Nampewo (2016) agreed that it is essential to take feedback on the outcome of interventions from beneficiaries, as their response determines the effectiveness of the project and encourages changes that must be effected to ensure sustainability.

This accountability line discusses the assessment of the activities or the project to determine the final achievement of the project. The results after the accountability line will portray a successful intervention or otherwise. It has

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been expressed in many studies that the outcome of interventions have failed to perform and are unsustainable after completion (Ika, 2012; Havila et al., 2013, Mishral, 2016; Patanakul, 2014).

Limitation of the Logic Model for a Supported Housing Project for Ex-offenders

The framework by Harries et al. (2014) was well defined to be adapted for this study since it is also related to a project that seeks to bring change to the society. Again, the variables identified in the model relate to those this study seeks to explore such as the activities, inputs and the enabler. However, some weaknesses were identified in the framework, which needed to be taken into consideration. Specifically, it was observed that the variables in the framework were designed specifically for the housing project. Therefore, a similar conceptual framework was adapted for this study.

One key observation in Harries et al.' (2014) model was that it did not include negative enablers/distractors. The silence on the negative aspect of the enabler creates the assumption that in the implementation and management of a project, no challenge or negative influencer affects its achievement. However, many issues are argued to have a negative influence on the achievement of project goals, such as lack of accountability and transparency, lack of maintenance and record keeping etc. (Sighh & Twalo, 2014; Wood & Jones, 2008). Therefore, it implies that the variables which are adapted by researchers are based on the objectives of study.

In the conceptualised framework for the study, the variables were grouped under the objectives of the study, as well as the relationship among them. The key elements in the framework are inputs, activities, performance,

governance, barriers and sustainability. Inputs, activities and output were examined under Objective One of the study which assesses the performance of the project. In addition, the governance system depicting enablers was examined under Objective Two, while the barriers identified as distractors answers the concerns of Objective Three. Finally, the sustainability considered in the framework answers questions on Objective Four of the study. The adapted framework is presented in Figure 2.
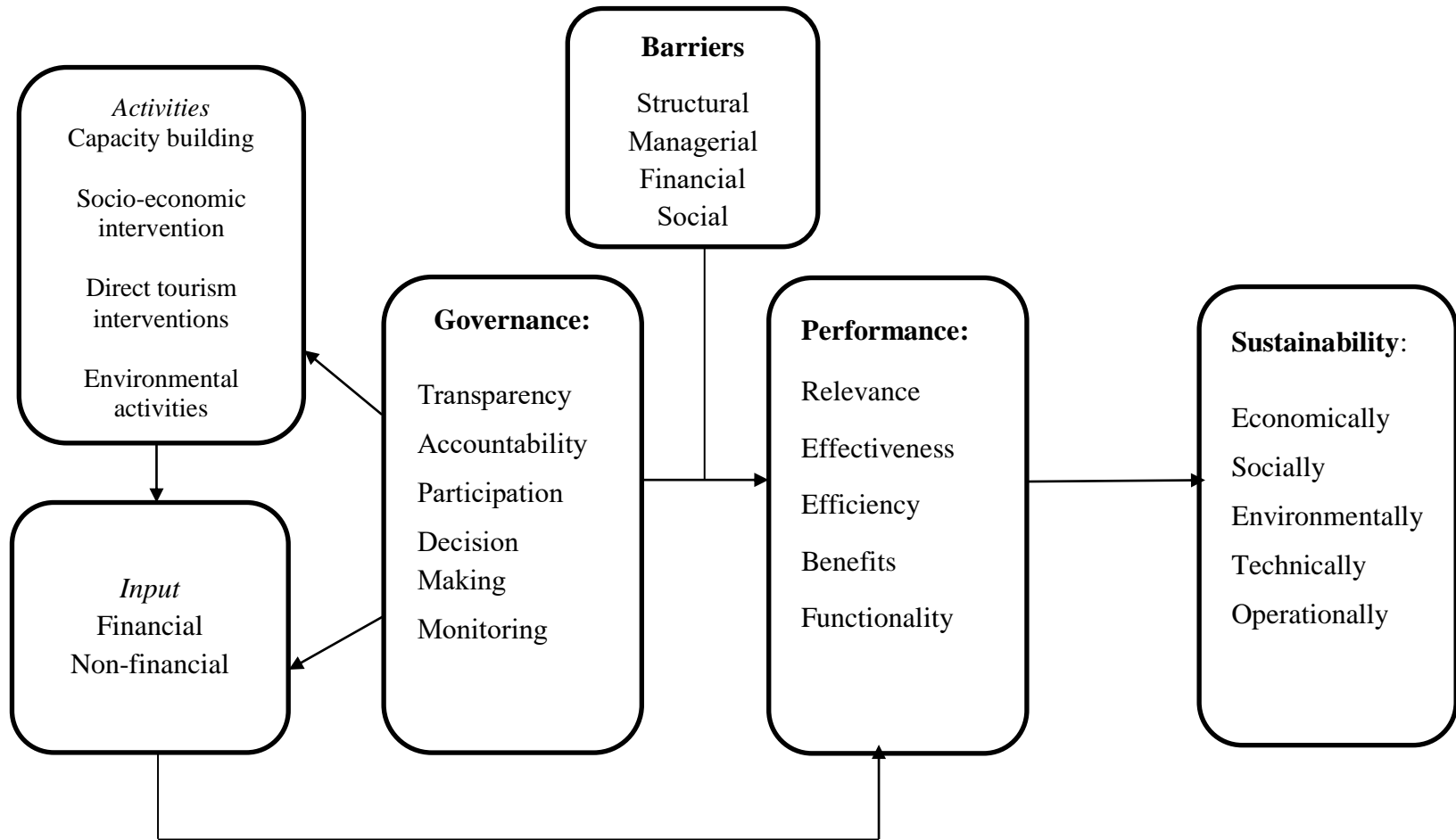
Figure 2: Conceptual Framework of the Sustainability of the ST-EP Project in Busua

Source: Adapted from Harries, Hodgson and Noble (2014)

Activities

The study being a summative assessment considered that activities that were implemented. The activities indicated in the conceptual framework explain the actions or strategies that the inputs for the project were used to implement. The implemented activities categorised into capacity building, socio-economic activities, direct tourism interventions and environmental activities produced the outputs of the project. The activities implemented for a project are dependent on the objectives of the project, the environment within which the project is implemented, the governance of the project and the resources allocated to the project, (Maserang, 2002). Hence, the conceptual framework depicted the linkages of the activities to the inputs, the governance system and the performance of the project.

Inputs

The inputs in the conceptual framework considered the financial and the non-financial contributions that were made into the project. The financial contributions were the funds that were invested into the project, while the non-financial ones included the expertise, equipment, interactions and consultations with the stakeholders. The input for a project is dependent on the objective of the project as well as the activities. (Selaru, 2012). Hence, the inputs relate to the activities and the expected results of the project (Valters, 2014). In another vein, the inputs and the activities become the basis for the performance assessment of the project.

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Governance

In the conceptual framework, governance is treated as an enabler in the achievement of the project's objective, performance and sustainability. It assesses the structures instituted for the operation of the project. The variables under governance include monitoring, accountability, transparency, decision making and participation. These variables fall under the principles of good governance structure. These principles, when managed well, may promote the achievement of any project. The framework linked the activities and the inputs of the project to the governance system; an implication that governance systems relate to what activities and inputs are needful for the project. The framework also related governance and barriers to the performance of the project and sustainability. This explains that good governance can ensure the continuous performance of the activities and reduce the problems that will inhibit the project's goal.

According to Henderson and Vercseg (2010), and Bell (2010), when project managers are empowered and the community demand transparency and accountability of donor funded projects, the projects tend to perform well. However, there is no fixed method to management. Rather, the adoption of an appropriate leadership style for situations depends on the internal and external force prevailing at that time. This buttresses Fiedler (1964)'s assertion in contingency theory that there is no one way to manage an organization. Hence, right decisions taken at the right time can affect the performance of the intervention as well as problems faced.

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Barriers

Barriers in the conceptual framework are seen as detractors to achieving the performance and sustainability of the project. They were categorised into managerial, structural, financial and social barriers. Challenges are inevitable in any venture; this is emphasized by Weiss (1995) in the program theory of change. The literature also suggests that some challenges in the governance of international projects include issues of community support (Bell, 2010), inadequate resources including lack of fund after closure (Khang & Moe, 2008), and distribution of benefits and power dynamics/politics (Ika & Hodgson, 2014; Julian, 2016). Problems of supervision and communication (Ika & Donnelly, 2017; Yamin & Sim, 2016) were also identified as barriers to a project's achievement. The conceptual framework therefore, depicts a relationship between the barriers, governance, performance and sustainability of the project.

Performance

Under the performance, variables such as relevance, effectiveness, efficiency, benefits and functionality were examined. These variables were used to assess the input made for the project and the activities of the project. The above-mentioned variables have been argued as the best means to assess international development project (Ika, Diallo & Thuillier, 2012; OECD-DAC, 2005). Efficiency identified the inputs made into the project and their optimal usage, while relevance considered the activities that were implemented and how needful they were to the beneficiaries. In addition, effectiveness examined whether the activities implemented met the objectives of the project. In the same

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vein, benefits involved the rewards accrued from the activities of the project to the beneficiaries. The functionality in the framework assessed the present state of the activities and the interventions as well as the outcomes. All these feedbacks on the activities were taken from the beneficiaries, which as Napewo (2016) posits, serves as a monitoring tool for the project, as well as a form of participation for the beneficiaries.

Sustainability

This aspect of the conceptual framework determines the sustainability of the project after the assessment of governance, barriers and the performance. Therefore, the project was assessed along the various principles of sustainability: economic, social, environmental, technical and operational. From these, tourism project sustainability checklist was deduced, which may be used to assess tourism related interventions.

Chapter Summary

The chapter reviewed empirical literature on issues relating to interventions development in Africa and Ghana, in particular. The review covered areas such as interventions for tourism development and governance, barriers that affect the achievement of intervention goals and sustainability, especially in the tourism sector. From the review, it was revealed that areas tourism receives interventions are in capacity building, business development, awareness creation and infrastructure. Though, these activities bring benefits to recipients, most projects are unsustainable after the exit of support. It was evidenced that the

performance and sustainability of a development project can be achieved when a good governance system and structures are instituted. Lack of trust, transparency, monitoring, maintenance, community support and inadequate financial management were some of the barriers that can affect the achievement of a project's objectives as well as its sustainability. An overview on sustainability checklist also suggested that checklists are custom-made for different interventions based on the goals of the project.

Conceptual framework describing the study was derived from literature and theories. The framework showed linkages between the interventions, governance barriers, performance and sustainability. It indicated that governance has an influence on performance and sustainability, though affected by barriers.

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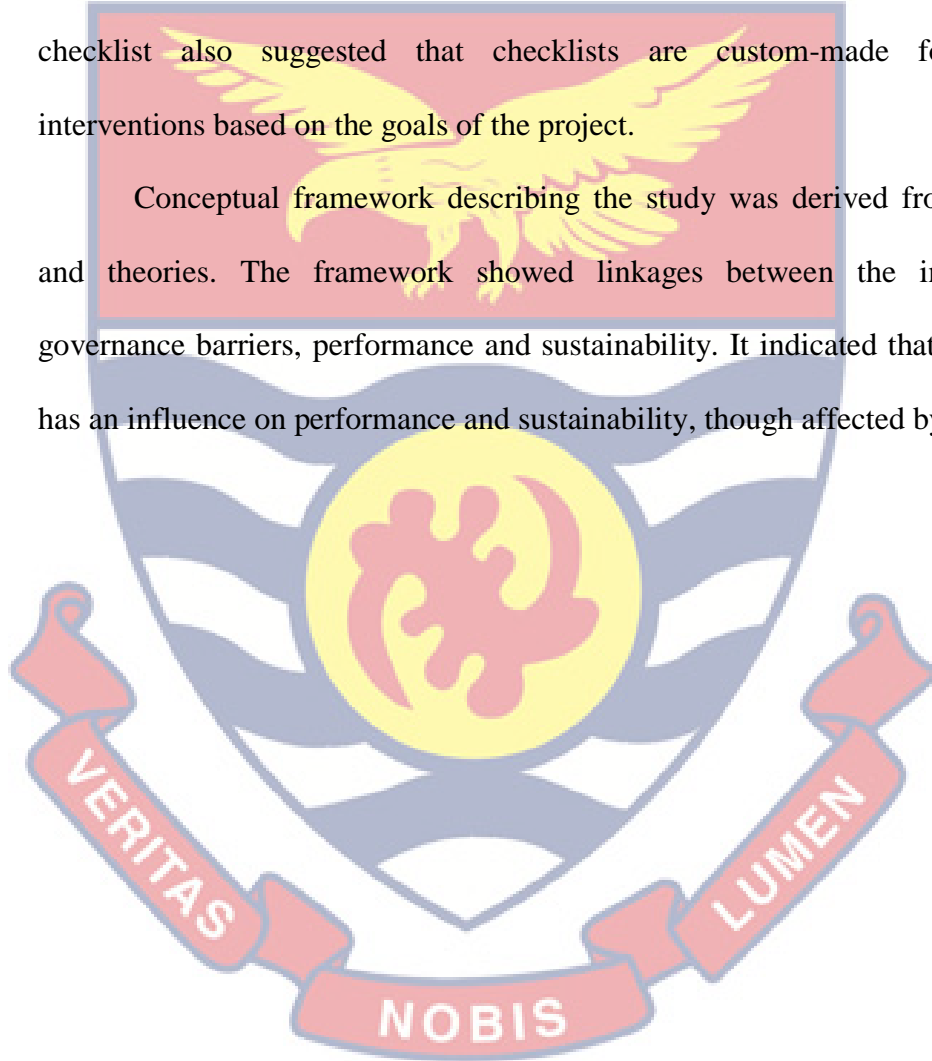
CHAPTER FOUR

METHODOLOGY

Introduction

This chapter discusses the methods and steps that were used for the data collection and analysis to answer the research questions of the study. The issues discussed include overview of methods of previous studies, research design, research philosophy, the study area, sources of data and the target population. The chapter also considers the sample size determination and sampling procedures, community entry, the data collection instrument and the ethical issues. These discussions are based on the purpose of the study which is to assess the sustainability of the tourism-related interventions.

Previous Studies and their Adopted Methods
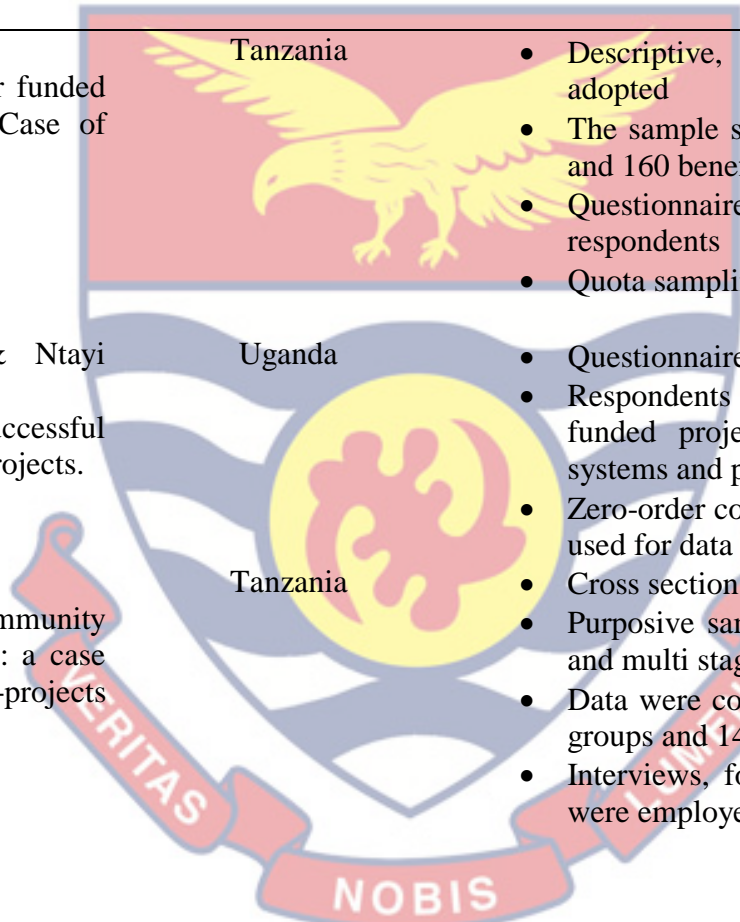
Previous studies on externally funded development projects were identified to have focused on impacts, effectiveness, performance and sustainability. It was also observed that most of these studies either focused on the personnel involved in implementation of the projects, managers of the projects, key informants of projects or the residents of the study area. Researchers applied various methods which they deem applicable and suitable to their research objectives. Recognising previous methods applied in project assessment may ensure the validity of the method to be chosen for the study. Some of the studies are detailed in Table 3:

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Table 3: Previous Studies on Interventions Indicating Applied Methodology

Researchers/ Topics	Study location	Methods used
Kiprop, Nzulwa & Kwena (2017) Assessment of challenges facing donor funded projects, considering community empowerment and institutional support project	Kenya	• Descriptive research design was adopted. • Mixed method approach was applied • Questionnaire data collection instrument • 150 project staff and beneficiaries as respondents • Linear regression was used in analysing the data
Carvalho & Rabechini (2017) Investigated into how project sustainability management can impact project success using contingent approach.	Brazil and Peru	• Evaluative ex-post facto study • Questionnaire with 39 questions and applying Likert scale was used for data collection. • 222 projects distributed across eight industries and two countries • The project as unit of analysis project managers or team members as respondents.
Seppey, Ridde, Touré & Coulibaly (2017) Assessed Donor-funded project's sustainability: a qualitative case study of a results-based financing pilot in Koulikoro region	Mali	• 49 stakeholders were interviewed in six community. • Data was collected through interviewing • Practitioners and administrators (government and NGOs) as participants. A theme analysis with the qualitative data for result
Okech & Lelegwe (2016) Community participation in Donor Funded Projects in The Pastoral Communities	Northern Kenya	• Multistage sampling was used to select 500 respondents. • Questionnaire focus group discussion and in-depth interviews with key informants. • Analysis of data employed descriptive statistics

Table 3 continued

Mujungu (2015) Socio-economic impacts of donor funded projects on beneficiaries – the Case of Babati cluster in World Vision	Tanzania	• Descriptive, historical and case study design was adopted • The sample size of 180 people (20 World vision staff and 160 beneficiaries). • Questionnaire was used to collect data from the respondents • Quota sampling was used to select respondents
Mujabi, Otengei, Kasekende & Ntayi (2015) Examined the determinants of successful implementation of donor-funded projects.	Uganda	• Questionnaire was the data collection instrument • Respondents were 195 project managers of donor-funded projects both managed within government systems and private firms • Zero-order correlation and hierarchical regression were used for data analysis
Mlage (2014) Sustainability of donor-funded community development projects in Tanzania: a case of farmer groups investment sub-projects in Morogoro district.	Tanzania	• Cross section and descriptive study design. • Purposive sampling was used to select the study area and multi stage sampling to select the respondents. • Data were collected from 80 respondents from farmer groups and 14 key informants • Interviews, focus group discussion and questionnaire were employed to collect data

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Table 3 continued

Tanga & Mundau (2013) Impacts of Donor-funded Community Empowerment Projects on Poverty Alleviation	Zimbabwe	• Questionnaire and interviews were used to collect data from 52 staff from project. Respondents were randomly sampled
Kitivi (2011) Performance of poverty eradication development projects in Mwingi sub-county of Kenya.	Kenya	• Descriptive research design was used • Purposive sampling technique was used to select the respondents from 15 projects consisting of 75 staff (managers, finance officers, ICT workers). Questionnaire as data collect instrument
Amponsah (2010) Improving Project Management Practice in Ghana with focus on Agriculture, Banking and Construction Sectors of the Ghanaian Economy	Ghana	• Pragmatism using both quantitative and qualitative research approach. • 324 project practitioners as respondents • Data was collected through, focus group discussions, interviews and workshop. • Multiple regression analysis was conducted

Source: Anderson, 2019

Common among the study designs adopted for the researches on project sustainability described in Table 3 are descriptive and cross-sectional, with one being an ex-post facto evaluation. Pragmatism with mixed method approach was the most used method, though some researchers adopted only the qualitative method. Further observation on the data collection instruments revealed that questionnaire was mostly adopted in the studies, coupled with focus group discussions and interviews. Against this background, the study adopted the current methods in assessing the STEP project in Busua

Current Study Methodological Review

Study Design

The research design for this study was descriptive. It is a non-experimental and cross-sectional type of research. Descriptive design allows the researcher to report the situation as it exists, as well as the relationship between the variables of the study (Siedlecki, 2020; Otieno &Waiganjo, 2015; Sarantakos, 2005). Likewise, descriptive study allows the researcher to report the reality in terms of "what, where, when and how" of a situation (Mccombes, 2019). With the focus of the study on the post assessment of a project, the study design enabled the researcher to describe in details the real situation of the project and not to manipulate the reality. The details were therefore used to evaluate the post sustainability of STEP project in Busua.

In addition, the evaluative dimension of the study helped to assess the intervention in the study area to ascertain whether the project achieved its intended outcomes (Powell, 2006). According to Arifin (2010), the evaluative

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aspect provides information of a project in terms of cost, effectiveness, processes and elements deemed necessary to be assessed. Also, the study is an ex-post/summative evaluation since the study assessed the aftermath of a project which came to a closure in 2011, with the aim of examining the sustainability of the project (Zidane, Johansen & Ekambaram, 2015). The result from this study may serve as a basis for the enhancement of future projects.

Research Philosophy

The philosophy for the study is pragmatism. Pragmatism hails the concept of adopting a method that works best in the collection of data to answer the research question of the study. In this regard, the researcher is less constrained as to how to carry out the research, since the pragmatic idea allows the researcher some flexibility in using workable means to address the research questions (Creswell, Klassen, Clark & Smith, 2011; Onwuegbuzie & Johnson, 2006). The approach used for the study was the mixed method, as pragmatism is founded on the mixed method concept. The mixed method approach allows the positivist and the interpretivist method of enquiry to be variously used, depending on the nature of research to achieve a better result (Maarouf, 2019). Specifically, sequential mixed method was adopted which allowed the researcher to use one method as foundation for the other; thus from the quantitative method to qualitative method using the explanatory design or qualitative method to quantitative method - exploratory design (Tashakkori & Teddlie, 2010; Warfa, 2016).

The choice of the approach was informed by the argument that a combination of qualitative and quantitative methods makes use of the strengths of both methods to address essential questions at various phases of investigation to understand a problem than either approach by itself (Creswell, Klassen, Clark & Smith, 2011; Molina-Azorin, 2016). The positivist paradigm is of the opinion that "reality is out there to be studied, captured and understood" (Kivunja & Kuyin, 2017, p. 32). This paradigm provides clarifications and makes calculations based on measurable outcomes. Therefore, questionnaires (interview schedules) were used to find out the views of residents on the performance of the implemented projects. On the other hand, the interpretive philosophy believes reality to be subjective and in the minds of people. The method attempts to get into the minds of the subjects of study to understand their thought and experiences on the issues being examined (Mohajan, 2018). On that basis, the opinions of the community leaders, some key informants and committee members were sought using the interview guide as required of interpretive approach which uses qualitative techniques. Furthermore, the choice of pragmatism is consistent with previous studies which assessed projects sustainability.

The Study Area

Busua is the study area for this research. The meaning of the village's name, "Busua", is "I have overcome you." It is a village which lies between Discove and Butre in the Western Region of Ghana. The village is located in Agona Ahanta West District, and it is about 30km from Takoradi. The people of Busua are predominantly crop farmers and fishermen, with some residents also

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involved in small businesses to serve the visitors to the village. It has a population of 1,632, with 449 households (Ghana Statistical Service, 2010). Busua is ruled by a traditional chief who resides in the village. In addition, the village comes under the administration of the Agona Ahanta District Assembly, which works through the Assemblyman. Busua has a beautiful shoreline for beach activities and was recognised to be one of the best and safest places for water sports activities, particularly surfing, in Ghana (GTA, 2010).

Busua lies about 6m above sea level. It has a tropical savanna climate, with an average temperature of 29° degrees, and about 844 mm of rainfall in a year. In Busua, there are many touristic attractions and activities that can be enjoyed. Busua is surrounded by other villages such as Butre, Akwidaa, Discove and Cape Three Points which are also endowed with various attractions. A tourist can enjoy a beach hike from Busua to Butre, the watching of whales and marine turtles on seasonal basis. In addition, there is Fort Metal Cross, which was a trading point for the British in the colonial days, and Fort Batenstein in Discove.

Furthermore, the study area was chosen because among the communities where the interventions were implemented, Busua has been active with tourism activities. One of such activities is Asabaako (aka One dance), which came to existence in 2011 (GBG, 2018). Asabaako is a beach festival which attracts thousands of people from all walks of life including Jamaica, USA and Britain. The festival was to enhance tourism and bring vibrancy to activities in the community. Asabaako was awarded the Best Tourism Program in 2017 by Ghana Tourism Authority in the Western Region. The aforementioned make Busua a

better point of travel in the West Coast Destination Area, which stretches from the west of Takoradi to the border of Ivory Coast.

The West Coast Area consists of four districts out of the 18 districts in the Western Region. They are Ahanta West, Nzema East, Jomoro and Elembele. The area covers 175km coastline and has a unique culture and history, wildlife, forest reserves and mangrove vegetation which make the area more conducive for tourism development. The West Coast has been described as "Tourism Sleeping Giant" in Ghana because of its untapped potential (Ghana West Coast Draft Report, 2010). The potentials of West Coast have attracted many stakeholders such as the government, NGOs and the private sector in the development of the area.

In the same vein, RC, in collaboration with GTA and the Italian government, implemented a project to assist in the development of tourism in the Ghana West Coast project. The project was implemented in communities such as Butre, Busua, Dixcove, Axim and Cape Three Points. However, a reconnaisance survey done in the communities where the project were implemented revealed Busua as vibrant in tourism. More so, Busua was highly recommended for its liveliness in tourism by a management member from GTA, Western Region. Hence, there is a need to know what is being done to achieve this feat and/or the challenges facing the project to inform its current situation. In addition, studies on residents' perceptions of interventions in the DMA have been done in communities such as Beyin, Ebonloa and Nzulezo (Mensah et al., 2013). This makes the choice of Busua as the study area laudable.
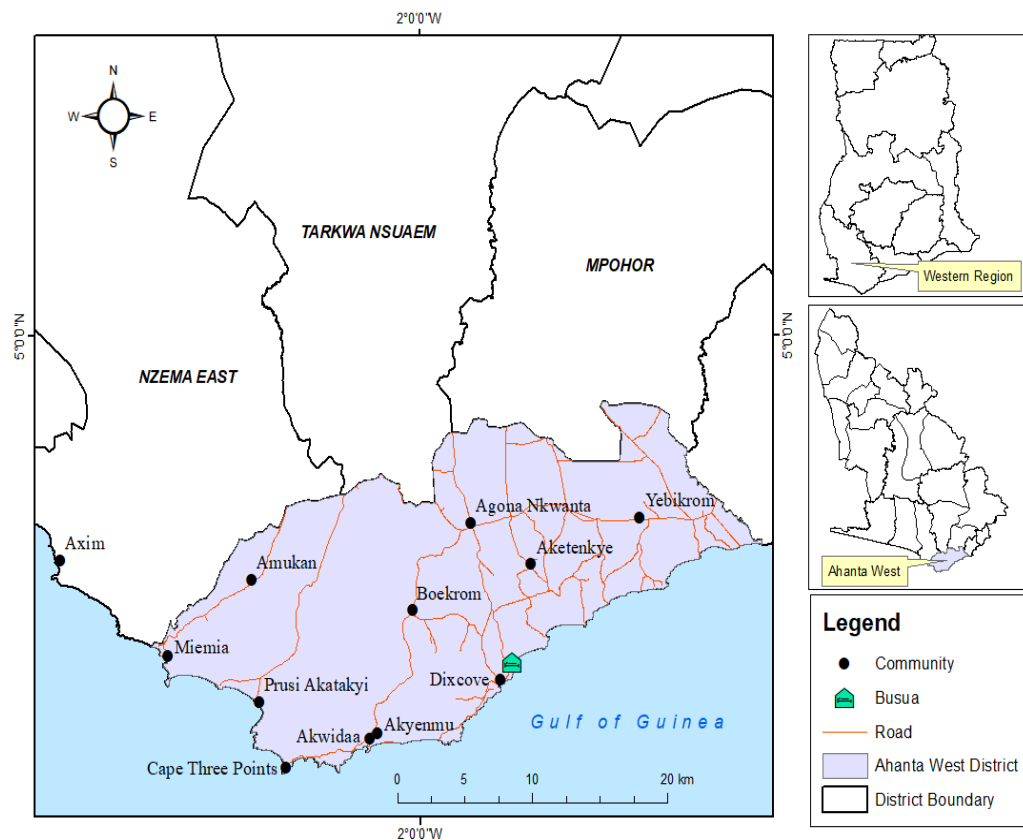
Figure 3: A Map Showing the Study Area- Busua

Source: Remote Sensing and Cartographic Unit, University Cape Coast, 2019.

Sources of Data and Information

In this study, two main sources of data were used: primary and secondary. The primary data were collected from the residents of Busua, while the secondary information was from the Ghana Tourism Authority, Western Region, Ricercae Cooperazione (RC) and Ghana Statistical Service. In addition, information from journals, books and the internet was used. From these main sources and the reviewed literature, the sample size was calculated and questions for the research instruments were generated.

Target Population

The target population for the study was the residents of Busua, specifically the heads of households or their representatives who have lived in the community for 9 years and above. The length of stay was considered because the project ended in 2011. As such, there is the assumption that the respondents have stayed in the community for at least a year before the commencement and completion of the project. This will enable the respondents to give some valuable information on the project and its current state. Likewise, the household heads were targeted because with the time lapse after completion of the project and the study, most of the targeted population may have attained household heads or representative. Busua has a population of 1,632, with 449 households (Ghana Statistical Service, 2010). A household, according to Ghana Statistical Service (2014) from the living standard survey 6, is:

> a person or group of related or unrelated persons who live together in the same housing unit, sharing the same housekeeping and cooking arrangements and are considered as one unit, who acknowledge an adult male or female as the head of the household. (p.4)

In addition to the household, opinion leaders and/or leaders of other recognised committees and stakeholders such as GTA, RC, Ahanta West District Assembly were also considered, since they had some information necessary to answer questions related to the study.

Sample Size for the Study

Regarding this aspect of the study, the researcher adopted Yamane's (1976) formula to determine the sample size. The formula is applicable when the population size is known. The target population for the study, which comprised the households (heads or representatives) in Busua, was 449 (Ghana Statistical Service, 2010). Using Yamane's formula:

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

Where;

n = the sample size

N = the target population

e = the level of significance or limit of tolerable error (0.05)

1 = a constant

Therefore, the sample size $\quad = \dfrac{449}{1+449\,(0.05^2)}$

$$= \frac{449}{1+1.1225}$$

$$= 212$$

A total of 190 people participated in the study. It involved 176 residents (household heads) out of the calculated sample size of 212, representing 83% response rate. In addition, 14 key informants comprising eight-member focus group, a youth leader, the then Western Regional Manager of Ghana Tourism

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Authority, the district development officer and former program's manager of RC, as well as two highly recommended participants by the residents. This sample size was deemed representative enough to produce results, considering the margin of error of 5% used in calculation of the sample size which is seen as acceptable in social science (Taherdoost, 2017). Again, the characteristics of the population being examined, as well as the key informants give good criteria for this study (Martinez-Mesa, Gonzalez-Chica, Duquia, Bonamigo & Bastos, 2015). The details of the sample size determination are presented in Table 4, indicating the sample size, the technique used and the data collection instrument.

Table 4: Sample Size Determination

Community (Busua)	Sample size	Sampling technique	Data collection instrument
Head of households	176	Systematic sampling	Interview schedules
Key informants	12	Purposive sampling	Interview guides
Key informants	2	Snowballing	Interview guides
Total	190	-	-

Source: Field survey, Anderson (2019)

Sampling Procedure

The sampling techniques adopted for the study were purposive and multi-staged. The techniques were based on the research philosophy (pragmatism) of the study, which allows for the adoption of appropriate methods of enquiry to achieve answers to the objectives of the study. Specifically, the critical case

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purposive sampling was adopted, with the assumption that studying the case of Busua will help divulge information that can be applied to other like cases (Crossman, 2018). Likewise, the key informants consisting of the TTDC members and opinion leaders were purposively sampled on the basis of their knowledge about the project and how influential they are in the community. More so, based on the time that has elapsed after the completion of the project, people who directly worked with RC were identified and participated in the study.

Again, the multi-stage sampling technique was used to select the household heads as respondents of the study. Various steps were adopted in the selection of the houses and the household heads using both systematic and convenience sampling. According to Ghana Statistical Service (2010), Busua has 449 households out of a population of 1,632 which constituted the target population of the study. Here, the nth house for the study was 5(n^{th} = 5). It was obtained by dividing the actual sample (212) by the total households (449). This was achieved by using Yamane (1976)'s statistical formula in determining the sample size. Knowing the nth and adopting systematic sampling, the first house was randomly selected as the starting point of the selection, and the sampling interval (5th) was subsequently used to select the rest of the houses. In a selected house, respondents were conveniently selected based on their availability at a given time, willingness to participate in the study and knowledge about project (Etikan, Musa & Alkassim, 2016; Dornyei, 2007).

Data Collection

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In-depth interview (IDI), Focus group discussion, and survey using interview schedules were adopted for data collection. The methods were based on the pragmatism philosophy and the approach of enquiry (mixed method) employed for the study. Some studies on project sustainability have proven the appropriateness of these methods in collecting such data (Carvalho & Rabechini, 2017; Mlage, 2014; Okech & Lelegwe, 2016; Seppey et al., 2017).

In-depth interview was employed in collecting data for the study. The participants were briefed on the purpose of the study and their consent was sought for the interview. Interview guides prepared by the researcher were used and the interviews lasted on an average period of 40 minutes. Most of the interviews were tape-recorded and when a participant refused to be recorded, the discussion was written in a notebook by the researcher. In situations where interviewees were deviating from the focus of the study, the researcher guided their attention to the focus of the interview.

Another method for the data collection was focus group discussion. This was conducted for the eight (8)-member committee (Town Tourism Development Committee) in charge of tourism activities in the village. The committee was instituted during the implementation of the STEP project. The group was pre-informed of the purpose of the study and time for the discussion was scheduled. Various themes on the study were discussed, which brought out the views and experiences of the committee on the project, as the discussion was conducted in a conversation manner.

Furthermore, data was collected through the use of interview schedule. Here, the researcher was assisted by three (3) trained field assistants in collecting data from the residents. The field assistants were briefed on the purpose of the study and trained on how to translate the questions into the local dialect, *Fante*. Again, assistants were admonished to uphold the ethics of research in the data collection. These field assistants took part in the pre-testing of the instrument. On entry to the community, the layout of the community can be described as the north, east and the west, and each of the three assistants were assigned to each division of the village for the data collection. Throughout the data collection process, with permission, every interesting feature and item was photographed where necessary. They included the remains of the Tourists Information Office, the tourist boat and the outboard motor powering the tourist boat, and the beach front of the village.

Research Instruments

Interview schedule and interview guide were used for the data collection. The interview schedules were used to collect the views of the household heads or their representatives whereas the interview guide was used for the key informants. Both open-ended and close-ended questions were used in the instruments, together with 'yes' and 'no 'questions. The questions aimed to allow the respondents to express their views freely on the cases being assessed.

The interview schedules were made up of four (4) modules. The first module (I) addressed issues on the performance of the project outcomes, their knowledge about the project and the benefits from the projects. The second

module (II) considered issues on the governance of the project such as accountability, monitoring, problem resolution and the competencies of the management team. Some questions on the knowledge about the project and some aspects of the project's governance, including monitoring and decision-making, were adopted from Nyinase (2015).   Questions on barriers faced in the management of the project were asked in the third module (III). It included issues such as the maintenance of the project outcome, funds, distribution of the benefits and residents' support for the project. The last module (IV) consisted of questions on the demographics such as the sex, age, occupation and marital status.

Another dimension to the data collection instrument of the study was the use of interview guide to conduct in-depth interviews with key informants in the community. It covered issues on project performance, the project's governance, and barriers to governance and sustainability. In addition, focus group discussion was conducted to seek for detailed opinions and perspectives of key informants on the project (Nyumba, Wilson, Derrick & Mukherjee, 2018). The questions in the interview schedule and the interview guides for both the in-depth interviews and the focus group discussions were deduced from the assertions and discussions in the literature.

Pre-testing of Instrument

The research instruments were pretested in Butre in the Ahanta West District. It is one of the communities where RC has offered assistance in tourism development and it has similar characteristics like Busua. The pre-testing was to provide information on the suitability of the instruments and all possible

challenges that could be faced during the actual field work. This pilot study was conducted to enable the researcher to test the reliability and the validity of the instrument. The necessary changes were made to the instrument after the pretesting. The data collection took place on the 12th to 15th of January, 2019. In all, twenty (20) residents participated in the pretesting. Three (3) field assistants who speak *Fante* fluently were trained for the three days exercise. The training included the contents of the instruments and how to translate the questions into the local dialect, *Fante,* because of the type of people involved in the study.

Community Entry

In December 2018, a reconnaissance survey was conducted in Busua for information on the project which led the researcher to some members of the TTDC who were also elders to the chief of the town. An introductory letter from the Department of Hospitality and Tourism Management, University of Cape Coast, a bottle of drink (*kasapreko)* and an amount of money were presented to the elders and the chief of Busua to seek permission to enter the community for the study. The chief and his elders were briefed on the rationale of the study and the kind of questions residents would be expected to answer. The "gong-gong" beater was asked to inform the communities about the study and its purpose. Permission was therefore, granted for the actual fieldwork.

Actual Fieldwork

The actual fieldwork for the study was conducted between 18th February and 7th May, 2019. Field assistants helped with the administering of the interview schedules. Respondents' consent was sought before administering the

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questionnaires despite residents being informed earlier through the beating of the gong-gong in the community about the study. Where necessary, questions were posed to the respondents in *Fante* for the sake of clearness, but responses were written in English. The field assistants were assigned areas to operate based on the layout of the community.

The focus group discussion was conducted by the researcher with assistance from the supervisors. The group which constituted the TTDC members were organised by the secretary of the committee who the researcher got acquainted with during the reconnaissance survey. The members present for the discussion were eight (8). Though the committee was aware of the purpose of the gathering, it was reiterated to them. Again, the themes for discussion and the rights of the participants were explained to them. The discussion was recorded after permission was granted. Various aspects of the study themes were explored and when there were digressions, the researcher directed the discussion to the themes, though flexibility in the discussion was encouraged. The discussion lasted for one hour, forty-five minutes.

In addition, the in-depth interviews in the data collection were conducted by the researcher. The participants were contacted and the rationale for the study was explained to them. When they agreed, the interview dates and venues were fixed. In each of the interviews, the participants' rights were communicated to them, with permission sought to record the proceedings. The themes of the study as well as other probing questions that are in the interest of the study were explored. The interviews were directed to the themes when there were deviations.

In all, six (6) interviews were conducted; they consisted of the three (3) persons from institutions related to the project and three (3) from the local community. Averagely, the interviews lasted for 40 minutes.

Related Fieldwork Challenges

Some challenges were faced during the data collection for the study. Since time has elapsed after the implementation of the project and the key implementer has no office in the region, contacting the participants for interviews and discussion was difficult. This was especially the case for the persons who worked directly with the project from the various institutions. Some of them were on retirement, in different organisations or were not in the community, as they have relocated to different communities. However, through the assistance of the secretary of TTDC, snowballing was employed to contact them.

Furthermore, issues relating to recollection of events that unfolded during and after the project implementation were encountered in the data collection. These were identified especially during the reconnaissance survey and the pilot study. To this effect, it was resolved through the beating of 'gong gong' in the community which sought to inform them of the study and its rationale. As with social research in general, some locals were not ready to participate in the study (Kabir, 2016). This was due to research fatigue of the community. Such locals were not forced to participate.

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There was the difficulty in accessing documentary information on the project and tourism from institutions which were related to the project. The regional tourism office and the Ahanta West District were not able to provide detailed information on the project. The document available had scanty information, yet the researcher deposited an ID card in order to photocopy the document which was retrieved after submission of the document. Documentary information on the project was rather received from the Country Project Coordinator of RC, who was working on a project in another country. Also, information on tourist arrivals could not be accessed due to poor record keeping.

Reliability and Validity

Validity and reliability are important for all research, as they check the quality and dependability of a research, which also help researchers to rightly deduce the truth and implications in a study (Afenyo, 2018; Analay, 2019; Mohajan, 2017). Reliability and validity involve the consistency and trustworthiness of the result (Creswell, 2014) as well as the ability of the instrument to measure what it intends to measure (Pallant, 2011). Various strategies were implemented in this study to ensure the validity and reliability. The strategies were considered in the data collection process and the results of the research. Zohrabi (2013) opines that mixed method is one of the ways to ensure validity and reliability of data and interpretations, as various procedures are employed in obtaining data.

In line with Zohrabi (2013) assertion, the method of enquiry (mixed method) adopted for the study involved the use of two methods of data collection,

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which enabled data to be accessed from more than one source. This allowed the opinions of the residents to be cross-checked to indicate the true state of the situation or phenomenon. Furthermore, the instruments for data collection were peer- and expert-reviewed, as well as pilot studied to ensure they measure what they were intended to do. Again, throughout the entire process of the study, consultations were made in the instrument design, data analysis and draft report of the study.

Data Processing and Analysis

Data collected from respondents through interview schedules were analysed using IBM Statistical Product for Service Solutions Software (SPSS, version 21). After the collection of the data, the researcher familiarized herself with the data, noting the key words and themes in the responses. The data was then coded and analysed. Descriptive statistics was adopted in describing the responses and the results were presented in frequency tables. The responses were synchronised with results from the interviews to describe the phenomenon that answers the objectives of the study.

With the interviews, it was processed using the content analysis approach. After each interview, the tape recording were replayed immediately to note issues that emerged from the discussion and new issues were explored in the next interview. All recorded interviews were transcribed verbatim and the manually written notes were read through repeatedly for the researcher to acquaint herself with the data. Emergent issues from the transcribed data were categorised into global themes according to how they are related or linked and describe an issue,

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under which also other sub-themes were grouped (Hsieh & Shannon, 2005). Frequencies for some common patterns were calculated. The emerged global or common themes reflected in the conceptual framework of the study. Narrative approach was employed in the presentation of the results and the discussion, where direct quotations were used to support findings when necessary. Specifically, the conventional approach of content analysis was adopted for the study. The conventional approach which is an inductive category creation usually adopted for a research design whose focus is to describe a phenomenon. With this approach, names of themes and categories were derived directly from the data instead of predetermined categories (Kondracki & Wellman, 2002; Hsieh & Shannon, 2005).

Ethical Concerns

In this research, the various aspects of ethics were considered by the researcher. Issues of informed consent, anonymity and confidentiality were well thought of. The researcher explained to the subjects of the study the purpose of the study and obtained their willing consent to be part of the study (Armiger, 1997; Bulger, 2002). However, the opinion of any respondent who declined to be part of the study was respected.

Similarly, no personal information or specific opinion was linked to the names of any respondents in this study. This satisfies the concerns of anonymity and confidentiality, which according to Crow and Wiles (2008), are secured when the information provided cannot be traced to individual respondents in reports, presentations and any communication document. On the issues of confidentiality,

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the residents were assured that any information compiled would be used according to the purpose for which it was collected, that is, academic purposes.

Chapter Summary

This chapter discussed the methodology used in the study. Specifically, it considered issues on the research philosophy which was pragmatism with mixed method approach (positivist and interpretive). Again, the methods of data collection and analysis used were described (quantitative and qualitative). In addition, descriptive research, which was the design adopted for the study, was discussed. Likewise, the target population, sampling method and the sample size determination were considered. Furthermore, data collection instruments, fieldwork and its associated challenges, and data analysis were described. Reliability and validity as well as ethical concerns were addressed in this chapter. The next chapter presents the analyses and discussion of the data collected for the study.

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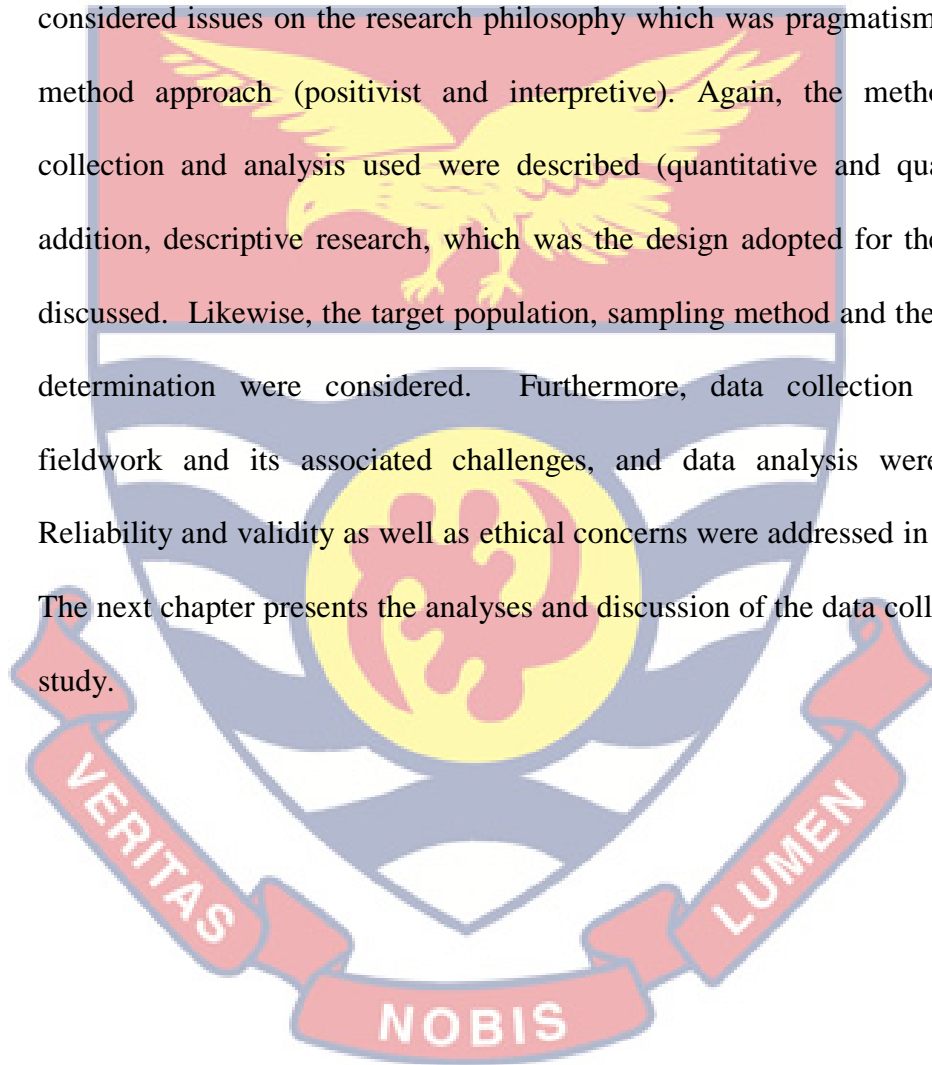
CHAPTER FIVE

PERFORMANCE OF INTERVENTIONS IMPLEMENTED IN BUSUA

Introduction

The chapter presents result and discussions on the performance of interventions implemented in Busua. It answers questions pertaining to the first objective of the study, which assesses the performance of the project. In the conceptual framework, performance as a construct has variables such as relevance, efficiency, effectiveness, benefits and functionality.   The chapter begins with the description of the background characteristics of the respondents.

Background Characteristics of the Respondents

The result, as presented in Table 5, shows that the respondents were predominantly males (58%) who were mostly within the age bracket of 35-44years (39.2%), followed by 45-54 years (34.7%), with the least being those in the age range of 25-34years (8.5%). Reflecting on the age distribution of the respondents where majority of the respondents were within the age of 35-54 years, it can be assumed that people who participated in this study were matured

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enough to understand the situation before, during and after the project's implementation. Additionally, majority (72.8%) of the respondents were married, with a few (5.7%) being widowed.

Table 5: Socio-demographic Characteristics of Household Respondents

Socio-demographics	Frequency	Percentage (%)
Gender		
Male	102	58
Female	74	42
Total	176	100
Age		
25-34	15	8.5
35-44	69	39.2
45-54	61	34.7
55+	31	17.6
Total	176	100
Marital status		

Single	26	14.8
Married	128	72.7
Divorced	12	6.8
Widowed	10	5.7
Total	176	100

Table 5 continued

Level of Education		
Basic	82	46.5
SHS/Technical	72	40.9
Tertiary	15	8.5
No formal education	7	4
Total	176	100
Occupation		
Agriculture	66	37.5
Trading	70	39.7
Education	23	13.1
Craftsmen	17	9.7
Total	176	100

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Religion

Christian	159	90.3
Moslem	9	5.1
Traditional	8	4.5
Total	176	100

Table 5 continued

Length of stay (Years)	Frequency	Percentage
10-19	4	2.3
20-29	28	21.6
30-39	75	42.6
40-49	45	25.6
50 and above	14	8.0
Total	176	100
Knowledge about project		
Beneficiaries	97	55.1
Heard of the project	79	44.9
Total	176	100

Source: Field survey, Anderson (2019)

Regarding the level of education of the respondents, majority (46.5%) held basic education certificates, 40.9% had secondary or technical education, 8.5% had tertiary education and 4% had no formal education. With respect to

occupation of the respondents as depicted in Table 5, 39.7% of the respondents were into trading, 37.5% were into agriculture related activities and 17% were craftsmen. Further results from the survey show that majority (90.3%) of the respondents were Christians, while 4.5% were traditionalists.

It is evident from Table 5 that majority (42.6%) of the respondents had resided in the community for 30-39 years, while 25.6% had stayed for 40-49years and only 2.3% had stayed in Busua between 10-19 years. These results indicate that the people involved in the study were matured during the set up and the implementation of the project in their community and thus probably were in the position to know about the project. Again, on the knowledge of the residents about the project, 55.1% indicated that they were beneficiaries of the project, while 44.9% revealed that they heard of the project being implemented in the community and participated in some of the activities/ meetings of the project. These assumptions also raise an important issue relative to project evaluation, namely, the level of communal awareness about the intervention is considered very important for project success (Gnanapala & Karunathilaka, 2016; Kakaza, 2009).

The results of the socio-demographic characteristics of respondents reflect the statistics on households in Ghana, specifically where the gender of the household respondents were predominantly males. Data from the Ghana Statistical Service indicates that more households are headed by males (66.6%) than females (33.4%). As such, the disparity of having more males than females in this study is not farfetched from the national facts on households (GLSS

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Report, 2019). Similarly, the study had 72.7% of its respondents being married and majority of them also within the age range of 25-54. This result is not implausible, as the national distribution of married people is also within the age range of 25-54 years. (GLSS Report, 2019).

Socio-demographic characteristics have been identified as a major determinant of respondents' perception across several studies and on various issues (Appiah, 2015; Boateng & Awunyor-Vitor, 2013; Dalinyong & Laar, 2012). Specifically, socio-demographic variables such as gender and marital status have been found to influence the perception of respondents about healthcare (Boateng & Awunyor-Vitor, 2013). Haq and Ahmed (2016) also identified gender, marital status, religion and age as influencers of people's perception on climate change. There is therefore, the likelihood that the perception of respondents of this study may be influenced by their socio-demographic characteristics.

Perceived Efficiency of the Project

The efficiency of the project concerns the extent to which the project met the cost allocated to it, the time frame for the project and expertise used in the implementation of the project (Zidane, Johansen & Ekambaram, 2015). The availability of resources has an effect on the performance of the project as stipulated in the conceptual framework (Selaru, 2012). The discussion under this aspect was based on the information available to the researcher and interactions with stakeholders due to constraints in accessing adequate information on the project which is familiar with many public institutions.

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On the issue of the budget or the cost of the project, RC (2011) narrative report gave the figure as £175,000, which was contributed by UNWTO/ST-EP Italian Government £ 100,000 in cash. Also, UNWTO –Themis donated £ 25,000 cash and RC and GTA input £ 50,000 in kind. However, further details of how these amounts were disbursed and for what activities and purposes were not available. Regarding the duration of the project implementation, the project which was slated for a period of fifteen (15) months was completed on schedule, starting from April 2010 to June 2011 (RC, 2011). The project was planned for the Coastal Area of the Western Region, Ghana (Ahanta West, Nzema East, Elembele and Jomoro districts), but this study concentrated on Ahanta West, specifically Busua.

With regard to expertise, an international expert was consulted and hired to develop Tourism Marketing and Product Development Strategy for GWC and a three-year Action Plan for the DMO, which was accomplished and presented to stakeholders for validation on September 30, 2010. The plan is now used as the Marketing and Products Development Strategy for Ghana's West Coast Destination Area (RC, 2011). There was a Volunteer from UNWTO who gave technical advice and support to the then GTA in the implementation of its main activities.

More so, Coastal Resource Centre of the University of Rhode Island (CRC) collaborated with SNV and RC to organise training for tour guides and TTDC members on the issue of sanitation and tour guiding. However, the details of these collaborations and financial managements were not available. Hence,

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information from the organisations involved was not forthcoming, as they have no record or adequate information on the project. In addition, the main implementer (RC) has moved out of the country and the Ghanaians employed to work on the project have also lost contact with the local people, which created constraints to information. Likewise, the target group (the residents of Busua) of the study does not have access to such information. In this sense, the efficiency of the project could not be fully assessed for this study.

The inadequate or unavailability of information on the project reflects the canker which hinders effective development planning and decision-making for tourism and development efforts, generally in Africa (Taiwo, 2011). This concern can be a cause for failure or affect the performance of the project and future projects (Otengei, Ntayi & Kasekende, 2015) as well as the development of tourism in general, as it denies residents, buyers and suppliers, tourists, researchers, developers and institutions access to the quality and the quantity of information which may inform decisions and subsequently the sustainability of the project and the tourism industry (Baggio & Baggio, 2011; Tavares, Neves & Sawant, 2018). Therefore, based on the available information to the researcher, the project can be judged as partly efficient since the planned duration, the scope and the expertise for the implementation were met, apart from the cost and disbursement of funds which cannot be detailed due to inadequate information.

Perceived Effectiveness of the Project

The effectiveness of the project in this study considered the goal of the project and the extent of its achievement. The main goal of the project was to help

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alleviate poverty through augmenting sustainable tourism activities in Ghana West Coast (GWC) through harmonized efforts of stakeholders. The goals, as reported in the implementer's report (RC, 2011), include capacity building, developing and strengthening business linkages, business development, improvement and expansion of tourism product, supporting business activities, and publication of investment opportunities in the DMA. The achievement of these goals are assessed from the identified implemented activities and interventions perceived by the residents. The achievement of the planned activities reflects the performance of the project as depicted in the conceptual framework. The results are detailed in the discussions following:

Perceived Implemented Activities and Interventions

The respondents identified four broad interventions that took place under the project, namely capacity building, socio-economic interventions, direct tourism interventions and environmental activities. The results are presented in Table 6.

Capacity Building

Capacity building is conceptualised in this study as the empowerment or improvement of knowledge, skills and competencies of the residents as individuals or a group to enable them take advantage of opportunities to better their lives. It was revealed from the results in Table 6 that a total of 12.2% of the residents indicated capacity building as one of the major activities that were undertaken in the community through the project. Under the capacity building, tour guides were trained on customer service, safety and professionalism in tour

guiding. Similarly, hoteliers and other service providers, including food venders and other businesses, had undergone some training on service delivery in a workshop.

Farming was another capacity initiative mentioned by the respondents (8.1%). Farmers were trained on best farming practices, with the underlining intention that the farms will yield quality produce and supply hotels and other food vendors with the produce. The intention was to create ready market for their produce and generate more income to farmers. Similarly, training was organised for tour guides and the TTDC members, as well as workshops for other public and private sector stakeholders to effectively market the communities through tourism activities which will help reduce poverty.

Table 6: Residents' Perception of Project Activities and Intervention

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* The frequency exceeds the sample size because of multiple responses

Interventions	Frequency	Percentage
Capacity building		
Training of tour guides	18	3.2
Training of farmers	46	8.1
Training of hoteliers and	5	0.9
Service providers		
Socio-economic interventions		
Provision of capital to businesses	3	0.5
Provision ornamental tree	11	1.9
seedlings		
Rehabilitation of road	27	4.7
Direct tourism interventions		
Canoe	145	25.5
Paddle	42	7.4
Safety Jacket	69	12.1
Outboard motor	48	8.4
Tourism information Centre	118	20.7
Environmental Activities		
Cleaning of beach front and	8	1.4
provision of bins		
Planting of trees in the	29	5.1
community		
Total	*569	100

Source: Field survey, Anderson (2019)

Probing on the attestation of capacity building, an in-depth interview with an official of RC revealed that training was done for farmers to increase the yield of their produce and they were also linked to hotels and other food service providers. He stated that:

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I know some farmers in the community were trained on best farming practices, so that they will feed the hotels with their proceeds. This will get them ready market and monies will be retained in the community. I think it was not a bad idea, though it was wrought with some challenges (Program Officer, February 2019)

A youth leader in the town also commenting on the activities that were implemented in the community stated that:

I am a product of what was undertaken in the community. I was trained as a tour guide, and I have also trained other tour guides, even after the implementers (RC) left. Some farmers were trained and were given agro-chemicals and seedlings. Other women were also given sewing machines, cooking utensils and other equipment to boost their businesses. The activities were implemented, though there were some challenges (38-year-old Male Participant)

The inclusion of capacity building in the project has been seen as a regular activity associated with most interventions (Das & Ngacho, 2017; Font et al., 2012). This assertion was buttressed in a study by Carlisle, Kunc, Jones and Tiffin (2013) in Gambia, where members of the Association of Small Scale Enterprises in Tourism were trained to build capacity in the marketing of their businesses to attract a wider tourist market and to provide quality tourist experience and satisfaction. Another instance is a USAID sponsored intervention through African Wildlife Foundation and Conservation of Biodiverse Resource Areas (COBRA), which showed capacity building as an activity that was implemented through the

project (Manyara & Jones, 2009). More so, an intervention into the Bwindi Impenetrable National Park in Uganda by USAID had tour guides and lodge employees being trained (Ahebwa & Duim, 2013). Same can be said of Black and Cobbinah's (2017) study of the African Wildlife Foundation (AWF) in Rwanda and Botswana, where the beneficiary communities received skills training in baking, building, carpentry, cooking, crafts, dressmaking/tailoring, driving, fire and environmental safety, hairdressing, policing, and auto-mechanics. The importance attached to community capacity building has led to its recognition as a tool for tourism development and community wellbeing (Ahmeti, 2013).

Socio-economic Interventions

Another broad intervention was in the area of socio-economic interventions. 41(7.1%) respondents mentioned that some residents received capital into their businesses, including sewing machines, hair dryers and hair washing basins, business loans and fridges. Again, some respondents (1.9%) indicated that residents were provided with seedlings for the planting of ornamental trees and 4.7% said their road was rehabilitated. Improvement in infrastructure was acknowledged as an achievement of the project, of which roads leading to communities such as Butre, Akwidaa, Busua, Cape Three Point, Axim and Ekwei were reshaped. Therefore, the recognition of roads being rehabilitated by the residents confirms this activity implemented. With the aim of the project to promote sustainable growth through tourism activities in the Ghana West Coast (GWC), implementing socio-economic interventions may be seen as diversionary. However, Christ, Hillel, Matus and Sweeting (2003) argued that socio-economic

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interventions are sometimes fused into tourism-related interventions, with the intention of improving the livelihood of the community, and alleviating poverty is an objective of many interventions (Cobbinah, 2015).

Direct Tourism Interventions

Another category of activity perceived as implemented is tourism-related intervention. Under this category, 25.5% of the respondents identified provision of canoe and 20.7% indicated the tourism information centre as an intervention. More so, 12.1 % (respondents) mentioned safety jacket, with the least of 7.4% identifying paddles as part of the interventions to the community. These interventions were reported as implemented in the project report (RC, 2011). It was expressed by the key implementer (RC) that one of the project's intents was to enhance tourism growth through product development, specifically for each of the selected communities including Busua (RC, 2011). According to WTO (2004), activities preferred by most tourists to destinations in the coastal zones include swimming, fishing, boating, and touring on a bike and foot. Busua can boast of a stretch of beachfront, based on which the destination was described as having the best of beaches in the West Coast (Ghana West Coast, 2010). It is therefore, not surprising for the community to be provided with canoe and its accompaniments for boating activities, as well as a tourism information centre which was clearly labelled for easy identification and enquiries.

Environmental Activities

Environmental activities were the least (6.5%) mentioned among the activities implemented in the project. Of those who mentioned the environment activities, 5.1% indicated planting of trees in the community for beautification and shades. Cleaning of the beachfront and the community was also identified by the residents (1.4%) as an activity undertaken during the project. This activity was implemented in the first six months of the project where there was an intensive environmental hygiene education involving children, adults, women and village authorities (RC, 2011).
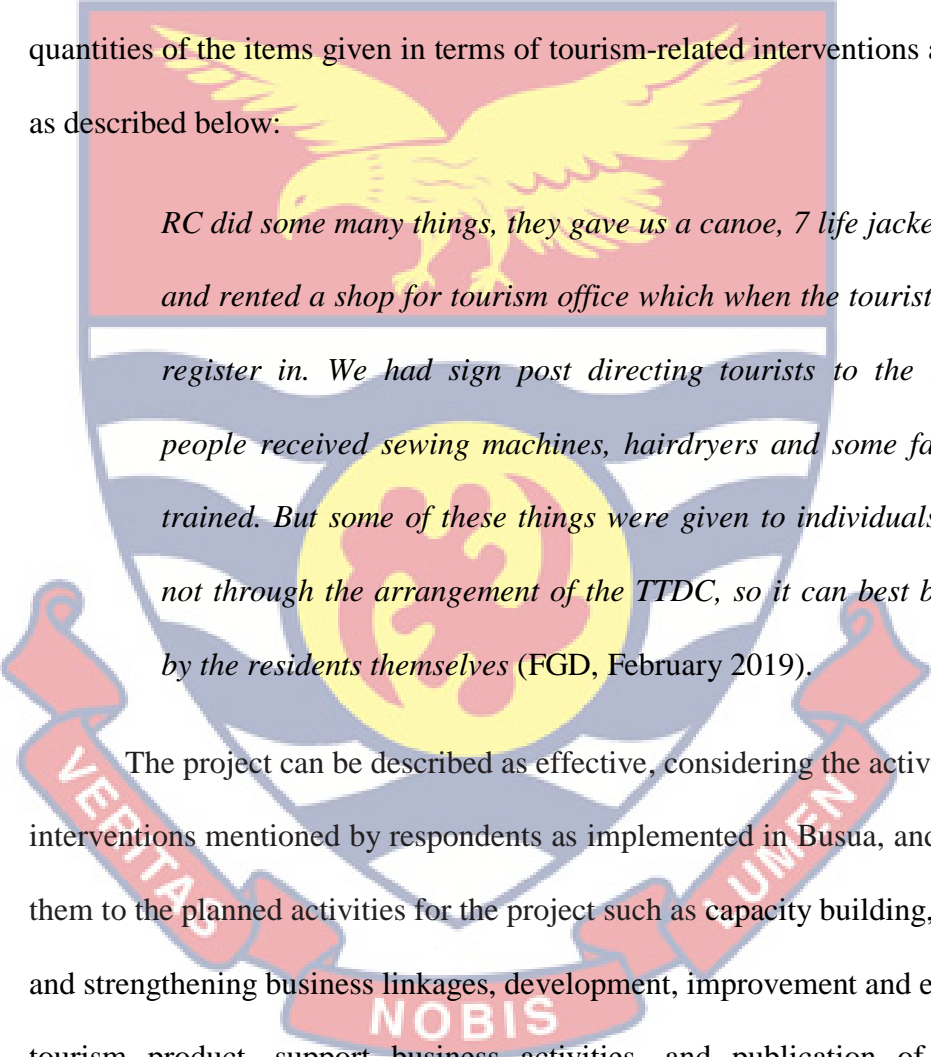
Similarly, it was reported under the achievement of the project that three (3) communities including Busua were connected to Cyclus Recycling Company to gather and collect plastic waste in and around the communities for a fee. The plastic waste collection was a means to reduce filth in the community and generate income for the collectors (RC, 2011). This same arrangement between the communities and Cyclus Recycling Company was deemed as a business linkage.

Probing into this linkage, an interview with an official in the district revealed that there was a relationship between the town and the Cyclus. He articulated that:

> *Some individuals were in that business with Cyclus, and we still have*
>
> *some people collecting the plastic wastes around the communities, but I*
>
> *am not sure if they still send it to Cyclus. It helped in making the towns*

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clean because every plastic waste was deemed as money. (Development

Officer, March 2019).

On the same account of the perceived interventions implemented, a focus

group discussion confirmed most of the items mentioned by the respondents. A

male participant during the discussion went further to mention in details the

quantities of the items given in terms of tourism-related interventions and they are

as described below:

RC did some many things, they gave us a canoe, 7 life jacket, 2 paddles

and rented a shop for tourism office which when the tourists come they

register in. We had sign post directing tourists to the town. Some

people received sewing machines, hairdryers and some farmers were

trained. But some of these things were given to individuals personally

not through the arrangement of the TTDC, so it can best be explained

by the residents themselves (FGD, February 2019).

The project can be described as effective, considering the activities and the

interventions mentioned by respondents as implemented in Busua, and comparing

them to the planned activities for the project such as capacity building, developing

and strengthening business linkages, development, improvement and expansion of

tourism product, support business activities, and publication of investment

opportunities in the DMA. The respondents were silent on the situation of

publicising business opportunities in the DMA, though key informants gave a hint

on it. This could be attributed to recollection challenges, considering the period of

study and project implementation.

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Perceived Relevance of Implemented Activities and Interventions

The performance and sustainability of a project is dependent on the value recipients and other stakeholders place on it (Okeniyi, 2013). The relevance of a project is deemed as one of the important factors to be considered in evaluating the performance of a project (Font et al., 2012; Ika, Diallo & Thuillier, 2012). It is one of the challenges at the beginning of many projects and their sustainability (Klakegg, 2015) which also an indictment to the good governance.

From the responses, majority (96.0%) of the respondents indicated that the project met their needs and it was worth implementing while 4% revealed that the project did not satisfy any need in the community. The respondents, through an open-ended question, assigned reasons to their perceived relevance or non-relevance of the project, which differ based on the perspectives of value they placed on an activity (Klakegg, 2015). The values were mostly related to the benefits accrued from the project. The reasons attached to residents' perception on the relevance of the project are categorized into two broad areas: environmental and economic. In addition, pre-implementation or pre-cognisance reasons were also expressed by key informants through interviews conducted. The detailed result is presented in Table 7.

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Table 7: Reasons for the Perceived Relevance of the Project (N=169)

Reasons for Relevance	Frequency	Percentage
Environmentally reasons		
Planting of trees for beautification and Protection of beaches	14	8.0
Disposal of waste and provision of bins	21	11.9
Economic reasons		
Provision of agro-chemicals for farmers, materials for small business-chop bar operators, batik making	16	9.0
Provision of jobs to tour guides, small businesses	98	55.7
Helped in business management, customer services	20	11.4
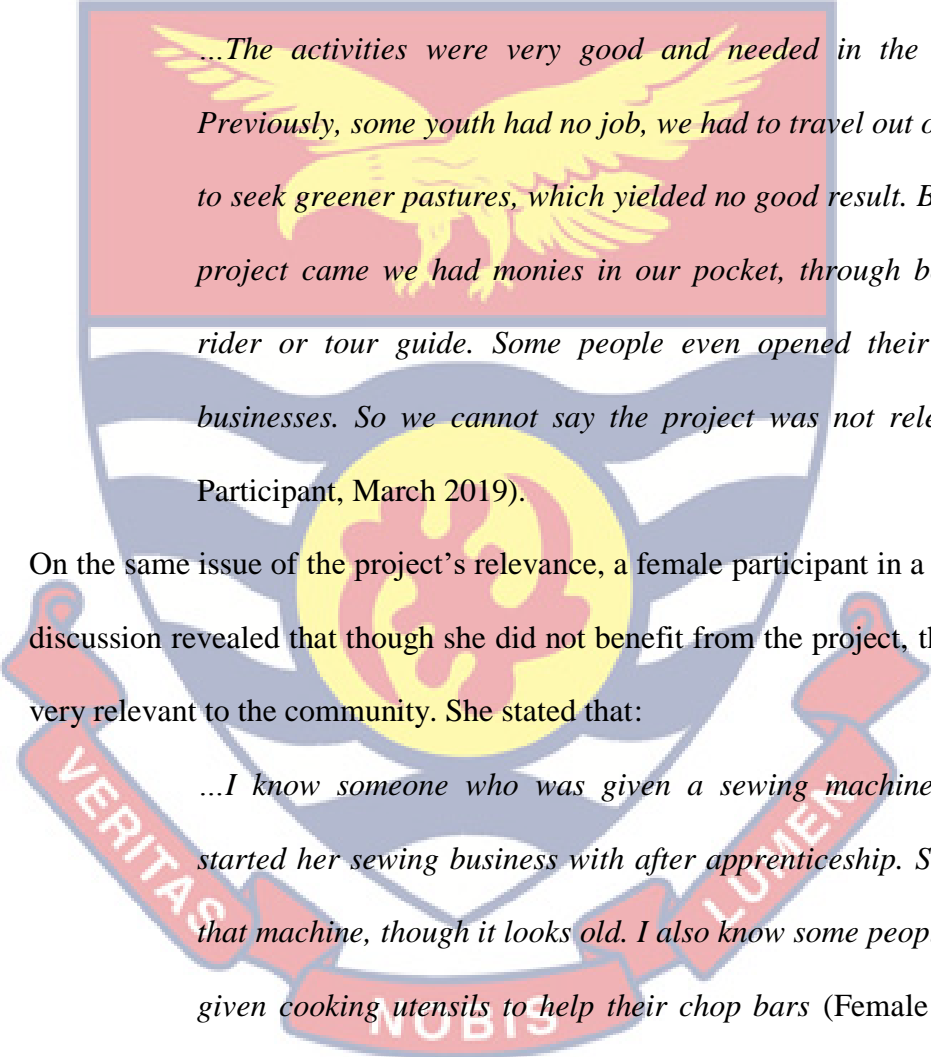
Source: Field survey, Anderson (2019) * Frequencies are multiple responses

Economic Reasons

From the result in Table 7, 76.1% of the respondents pointed to economic reasons. It was indicated that most residents, especially the youth, were unemployed, but through the project they had jobs (55.7%) as tour guides, and others were able to operate small businesses. Again, 9% of the respondents showed that businesses were resourced with cooking utensils for chop bar operators and food providers, sewing machines for seamstresses and materials for

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making tie and dye. Farmers were also provided with agro-chemicals to help with their farming activities. In the same vein, 11.1% also mentioned that business operators were trained on how to manage their businesses.

A youth leader's reason for the relevance of the project activities was narrated as below:

> *...The activities were very good and needed in the community. Previously, some youth had no job, we had to travel out of the region to seek greener pastures, which yielded no good result. But when the project came we had monies in our pocket, through being a boat rider or tour guide. Some people even opened their own small businesses. So we cannot say the project was not relevant* (Male Participant, March 2019).

On the same issue of the project's relevance, a female participant in a focus group discussion revealed that though she did not benefit from the project, the project is very relevant to the community. She stated that:

> *...I know someone who was given a sewing machine which she started her sewing business with after apprenticeship. She still uses that machine, though it looks old. I also know some people who were given cooking utensils to help their chop bars* (Female participant, February, 2019).

Despite the economic reasons associated with the relevance of the project, 7% of the respondents argued that they did not personally benefit from the project so they will not describe the project as relevant. However, economic reasons as the

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basis of respondents' perception of the project is not far from the findings of Mujungu's (2015) and Gibson's (2013) study on assisted development projects in Tanzania and Kenya respectively. It was based on these attributes that the projects were seen as successful and needful.

Environmental Reasons

From the results in Table 7, a total of 19.9% respondents expressed environmental reasons as their basis for the project's relevance. In details, the respondents (11.9%) mentioned guidance on waste disposal and the provision of waste bins to the community, while 8% stated protection of their beach. The concern for sanitation and cleanliness of beaches and the environment which has become a bane for Ghana and the world at large has generated global efforts to alleviate it through SDG Goal 6 (Appiah-Effah, Duku, Azangbego, Aggrey, Gyapong-Korsah & Nyarko, 2019; Mariwah, 2018,; Mariwah, Hampshire, & Owusu-Antwi, 2017). This project satisfies a national need.

Adding to the assertions on the project's relevance, an interview with an Official of RC revealed that various meetings were held with the stakeholders in the West Coast Destination, inclusive of the chiefs, queen mothers, youth leaders and the communities, before and during the project's implementation. Hence, the needs of the community were well considered. The involvement of the stakeholders which is a principle of good governance identified with the project. He narrated his point as:

> *We met with the stakeholders and briefed them on the rationale and*
> *the benefits of the project. The chiefs and elders of the community,*

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assemblyman, businessmen and women were all present in the workshops. As such, if there were to be any concerns, it may have come up. Again, studies were initially done to ascertain the needs of the community, before specific interventions were implemented. Activities and interventions were implemented according to individual community needs (Program Officer, February 2019).

The relevance of the project being recognised as necessary for implementation and performance reflects on Freeman's (1984) stakeholder theory, which draws attention to the need of considering those who will be affected by the activities and those whose acts can affect the project in decision-making. From the discussions, respondents pinned their value of the project on benefits accrued to them. Therefore, the perceived benefits on which the relevance was based on were investigated.

Perceived Benefits from the Project

This section seeks answers from respondents on the questions: what benefits were derived from the project? Open-ended questions were used to derive the responses. The questions stand on social exchange theory, which postulates that the benefits and costs that residents perceive of a project determine their support or otherwise for the project (Ap, 1992), and this subsequently affects the project performance as stipulated in the conceptual framework. Likewise, Budzianowski, Nantonga, Bamutura, Rwena, Lyambi et al. (2018) emphasized that most economies in Africa are receptive to foreign assistance due to the benefits they expect to receive from the investments, stressing the need to

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recognise the benefits of the project. In analysing the benefits attributed to the project, three broad areas emerged from the responses: economic, social and environmental. The details of the perceived benefits are presented in Table 8.

Table 8: Perceived Benefits of the Project

Categories of Benefits	Frequency	Percentage
Economic Benefits		
Employment	84	21.1
Income to individuals and businesses	72	18.0
Capital to businesses	10	2.5
Socio-Cultural		
Good community image	10	2.5
Exchange of culture	63	15.8
Building of community market	11	2.8
Pride of trained tour guides	7	1.8
Environmental		
Cleaned community and beach front	121	30
Shade and beautification of Community through tree planting	21	5.3
Total	*399	100

Source: Field survey, Anderson (2019)

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* The frequency exceeds the sample size because of multiple responses

Economic Benefits

From the results, a total of 41.6% of the respondents indicated that they benefited economically from the implemented project. Out of the total, 21.1% mentioned employment as one of the economic benefits. The respondents explained that some residents were employed as customer service persons in hotels, guest houses and the tourism information centre, while others were employed as tour guides. This finding confirms the study of Black and Cobbinah (2017) on an intervention by an NGO, African Wildlife Foundation (AWF), in Rwanda and Botswana, where the intervention created jobs for the beneficiaries.

While 18% of the respondents opined that they had income from their businesses, 21% were of the view that the project brought capital to their businesses. For example, some respondents got fridges, hair dryers and hair washing basins, sewing machines, cooking utensils and micro loans to some business men and women. Increase in income as a finding of the study is consistent with Simonyan and Omolehin's (2012) study in Nigeria, where an implemented project resulted in the generation of income to farmers, individuals and businesses.

It also emerged from an interview with a key informant on the economic gains of the project that the jobs and income created for the youth relieved most parents in the community of pressure on their expenses. He remarked that:

> *The project brought relief to most parents, as the youth involved in*
> *tour guiding and art and craft trading during the project earned*

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*income. In fact, some of the young men were dependent on their parents for everything from food to transportation fare and it was a drain on their finances. I am an example of this experience (*A 60-year-old Male participant).
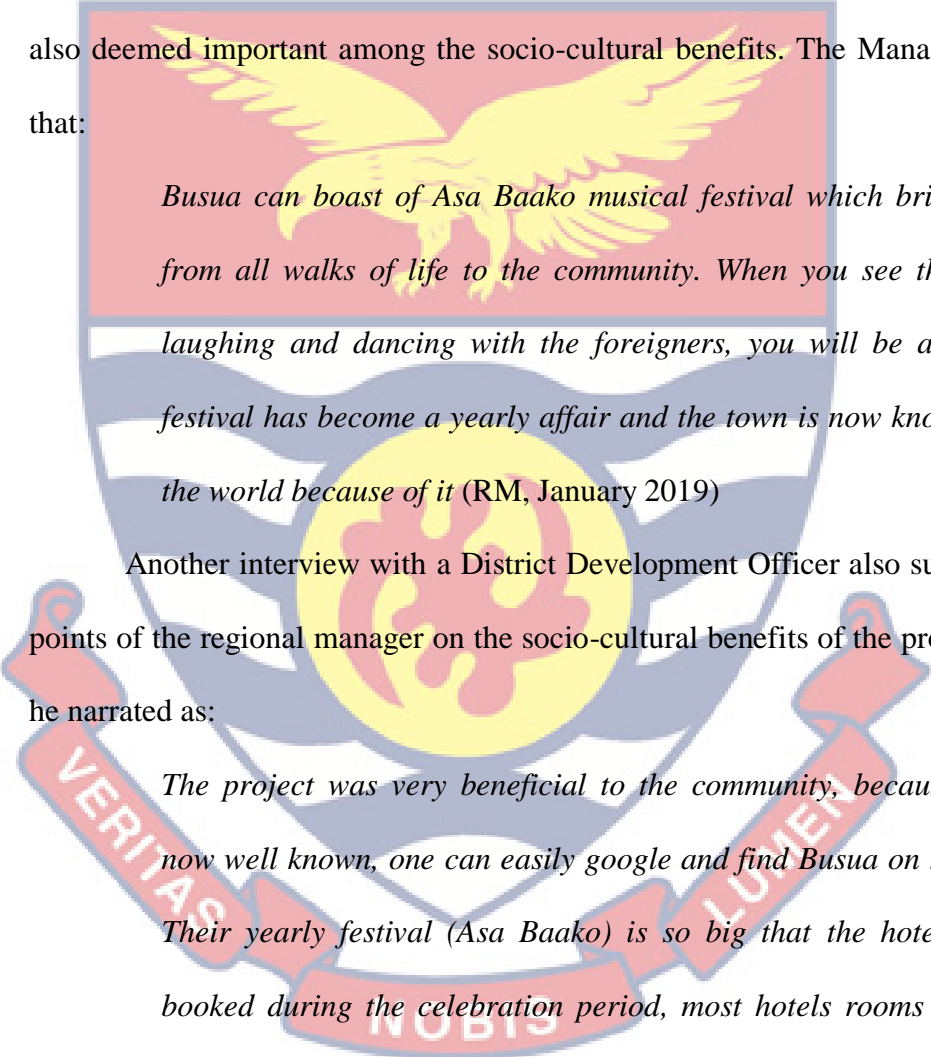
The results and discussion on the economic gains of the project showed an improvement in the lives of the community, given that it relieved parents of some expenses. Hence, this supports the assertion of Novelli and Hellwig (2011) that benefits and contributions of tourism in alleviating poverty are mainly economic and it can be mentioned of most interventions. It therefore behoves on project developers to strengthen the economic outcomes for their projects.

Socio-cultural Benefits

Respondents (22.9 %) alluded that the project had socio-cultural benefits. Amongst these respondents, 15.8% mentioned exchange of culture between the residents and the tourists as one of the major benefits under the socio-cultural sub-theme, whereas 2.8% mentioned the building of a foundation for the community's market. Again, some respondents (2.5%) saw the project as projecting the good image of the community. Akotia (2014) asserts that improvement in the abilities and skills of residents is an essential social benefit projects must provide. Akotia's assertion has been identified in this study where 1.8% of the respondents pride themselves with the trained tour guides in the community. More so, the finding of this project in terms of the community market was also identified in a study by Gibson (2013) where social benefits of an assisted project through NGOs included the building of new houses from the accrued earnings of the project.

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Therefore, it impacted positively on the wellbeing of some communities in Kenya.

Probing further on the perceived benefits from an interview with the then management member of Ghana Tourism Authority, Western Region, one major item he mentioned was the exchange of culture, which the respondents (15.8%) also deemed important among the socio-cultural benefits. The Manager asserted that:

Busua can boast of Asa Baako musical festival which brings visitors from all walks of life to the community. When you see the residents laughing and dancing with the foreigners, you will be amazed. The festival has become a yearly affair and the town is now known all over the world because of it (RM, January 2019)

Another interview with a District Development Officer also supported the points of the regional manager on the socio-cultural benefits of the project, which he narrated as:

The project was very beneficial to the community, because Busua is now well known, one can easily google and find Busua on the internet. Their yearly festival (Asa Baako) is so big that the hotels are fully booked during the celebration period, most hotels rooms are booked ahead of time (DDO, March 2019).

The socio-cultural benefits which were accrued to the community through the project, as mentioned by the interviewees, confirm Zaei and Zaei's (2013) assertion that tourism development brings about the promotion of events and

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conservation of the local cultural heritage. The events, such as the Asa Baako, promote the Busua community and its local culture. In the same vein, the principle of sustainability requires that for a project to attain the measure of being sustainable, it must ensure cultural enrichment and other economic and environmental benefits to the community involved (UNWTO, 2005).

Environmental Benefits

From the result in Table 8, 35.2% of respondents indicated that the community benefited environmentally from the project. Respondents (30%) mentioned that the community enjoyed clean community which they explained was due to cleaning exercises initiated in the community and the beach front, the provision of rubbish bins and frequent collection of rubbish from the community. Again, 5.3% of the respondents agreed that the project beautified the community and provided shade for visitors and residents through the planting of trees. However, the results on tree planting contrast the findings of a similar study in Soshanguve Township, South Africa, where the tree planting exercise undertaken in the community as a tourism activity had the residents being indifferent towards it (Nkemngu, 2012).

According to the residents, the environmental activities, especially the cleaning of the beach front, constitute a major benefit from the project. The argument was that their beach front is one of their best resources that attract visitors to the village. The importance of the environmental activities was also buttressed in the responses that emerged from the interviews and focus group discussion conducted. The opinions are presented through the statements below:

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During the project, the beach was constantly cleaned and have people monitoring it. Bins were also provided at vantage points of the beach and the village, so the community and beach were always clean. This was even before the institution of sanitation day, set by government to clean the towns (Youth Leader, March 2019).

…If not for the project, the community would be like any other fishing town where open defecation is ongoing. Open defecation was prohibited in the community, because of the benefits from the project. Therefore, the fishermen were protecting the beaches jealously (A 65-year-old Chief Fisherman in FDG).

The finding from the study where residents give credence to environmental activities as the major benefit from the project is encouraging to efforts being made in fighting the issue of sanitation, which has become a canker in Ghana. The effort to reduce or eliminate poor sanitation costs Ghana US$290 million per annum (World Bank, 2012). In support of the effort to improve sanitation, the SDG goal 6 seeks to implement clean water and sanitation in the communities and countries, which requires the combined effort of governments, the private sector, academia and NGOs to achieve (UNCG, 2017). Therefore, this benefit from the project satisfies a part of this goal in achieving a clean environment.

Functionality of the Implemented Activities

The concern for sustainability has been on the increase for many projects aimed at alleviating poverty (Silvius, Brink, & Smit, 2009). Hence, the present

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functionality of the implemented activities was examined, seeking to understand the state of the project activities after closure. The functionality of the activities and the interventions was assessed based on whether they are currently working or not working. Thus, whether the activities are currently operational or not as they were purposed to be. Information was also ascertained through observation when cross-checking the checklist of the intervention implemented and their current operational state. Again, interactions in a focus group discussion and questions to respondents on their perceptions on the current state of the intervention were adopted. The results are categorized according to the activities implemented: capacity building, socio-cultural interventions, environmental activities and direct tourism activities. The results are presented in Table 9 and supported with some pictorial evidence presented in Plates 1-5.

Capacity Building Activities

From the results in Table 9, majority (96.6%) of the respondents indicated that the activities under capacity building are currently not working. The capacity building activities included training of farmers, hoteliers and tour guides. Further on the non-functionality of this activity, it was indicated that most of the farms are not operational in terms of the crop type the project intended to increase. However, the situation may have been due to various reasons such as climatic changes, market for the products and lack of resources to operate the farms. Also, tour guides are not as committed as they used to be when the project was effective. More so, most of these tour guides are now into other ventures and some have also travelled in search of greener pastures.

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Table 9: Perceived Functionality of Implemented Activities and Interventions

State of Activities	Frequency	Percentage
Capacity building Activities		
Working	6	3.4
Not working	170	96.6
Total	176	100
Socio-economic interventions		
Working	19	10.8
Not working	157	89.2
Total	176	100
Environmental activities		
Working	17	9.7
Not working	159	90.3
Total	176	100
Direct tourism activities		
Working	00	0.0
Not working	176	100
Total	176	100

Source: Field survey, Anderson (2019)

On the other hand, 3.4% believe that some of the activities are still working. They mentioned that the farmers who received training on best farming

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practices are still into vegetable farming though not in large scale. Likewise, some of the tour guides are available for tours and the hotels are in operation, though not operating at their highest potential.

In an interview with an official of RC on why the capacity building activities are not currently functioning, he commented that:

> … *At a point after the program's closure, farmers were producing below the quality level needed by the standard hotels. Therefore, their produce were rejected by the hotels and other food producers, breaking the business linkages. Hence, most farmers diverted their attention to the planting of other crops* (Program Officer, February 2019).

Drawing from the narration of the RC official, it is suggestive that the business linkages that the training of the farmers was planned to achieve are no more. However, tourism is seen as having good linkages through agriculture as an important agent with hotels and restaurants, as the hotels need constant and huge supply of foods and beverages. Developing countries are accused of not exploiting this advantage due to low quality and quantity of the locally produced agricultural products (UNCTAD, 2013; Welteji & Zerihun, 2018). This weakness has been identified with this project, denying the community of spill-overs associated with such linkages.

Again, a youth leader who is also a tour guide narrated his view on the current state of the capacity building activities. He mentioned that the tour guides are now into other ventures:

....People that benefitted from the tour guiding training have travelled to other villages in search of jobs and some into trading. It intensified when there was no office to receive visitors and no structured system of operation. I organized tours on my own, but not accountable to anybody, as it used to be. (Youth leader, March 2019)

The findings under the capacity building affirm the social exchange theory's suggestion that people weigh the costs and benefits of their actions or an enterprise to make decision. In the case of this study, it is evident that people are employing other alternative means of living despite the failure of their source of income, which shows resilience and can be a pointer to sustainability (Espiner, Orchiston & Higham, 2017).

Socio-economic Interventions

The study found that 89.2% of the respondents perceive the socio-economic interventions as not working, with 10.8% having the view that the interventions are presently working. The socio-economic interventions included the provision of business capitals in terms of sewing machines, cooking utensils and hairdryers. Again, plant seedlings were given, as well as the rehabilitation of roads. The majority of respondents claiming this intervention is not working confirms the assertion that most assisted projects perform abysmally or become non-functional after withdrawal of assistance (Adera, 2013, Miriti, 2016).

However, a cursory look at the results in Table 9, indicates that among the categories of activities which were perceived to be functional, socio-economic activities proved to be the one with the highest percentage (10.8%). Among the

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items deemed operational is the sewing machine (Plate 1) and market (Plate 2) which was started with the proceeds from the project. This result buttresses Koutra and Edwards's (2012) assertion that the use of tourism development as a tool for poverty alleviation works best when it is supplemented with activities in other sectors of the community. Participants who were interviewed had their opinions on the functionality of the socio-economic activities:

...Some women who received capitals and sewing machines are still in business, some people's seed money to their businesses were from the project and their businesses are in existence, though some have collapsed (60-years-old Male Respondent, FGD).

People who received sewing machines and the cooking utensils are still in business and using those equipment, though the sewing machine I am using is old, it is working. The machine I received from the project was the first machine to start my sewing business (36 years Female Participant).

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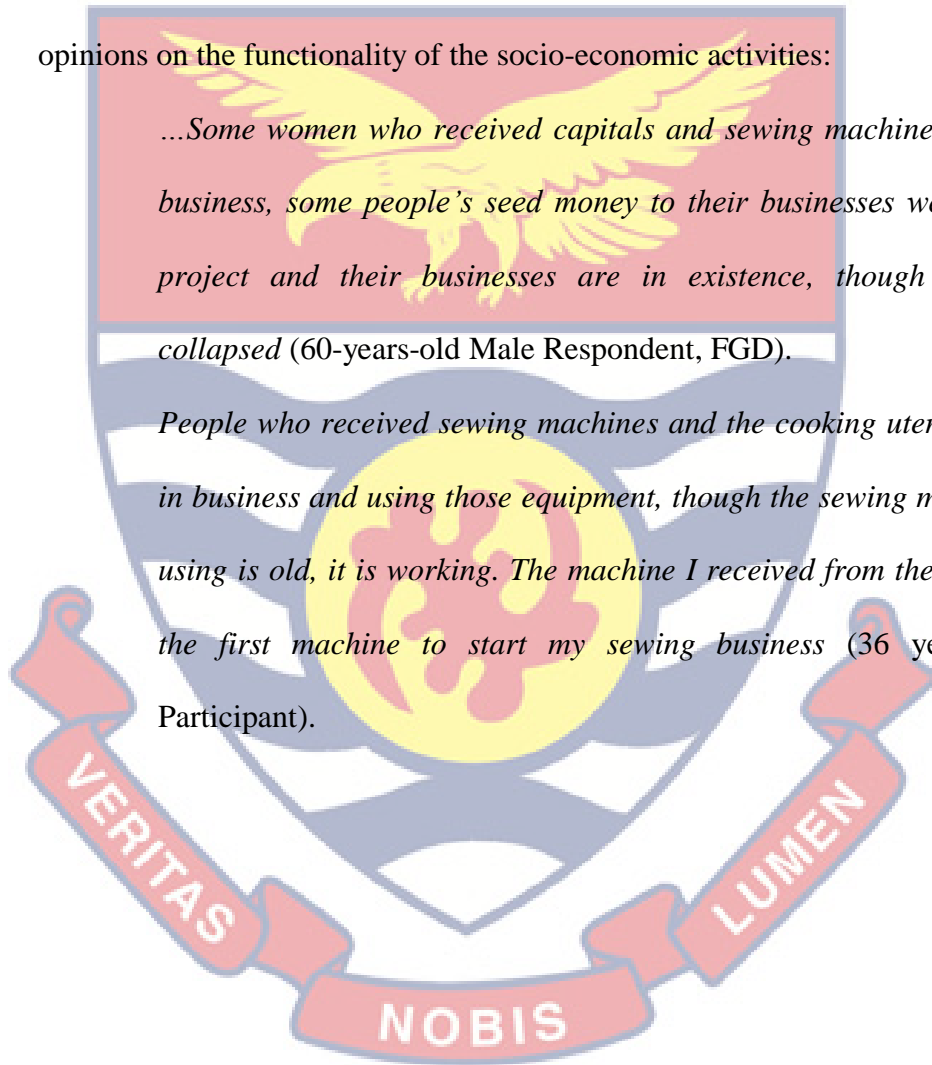
Plate 1: A sewing machine as an intervention which is operational

Source: Field survey, Anderson (2019)

Plate 2: A market which was started with the proceeds of the project

Source: Field survey, Anderson (2019)

Environmental Activities

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The study found that 90.3% of the respondents stated that the environmental activities are not working, while 9.7% perceived the activities are working. The environmental activities included the planting of trees in the community and cleaning of the beach front. Referencing the benefits of this project, the respondents indicated environmental benefits as one major outcome of the project they appreciate. However, currently, the respondents are indifferent about the once cleaned beach. Those (9.7%) who perceived the activities as working mentioned that most of the trees that were planted have grown beautifully, as depicted below:

Plate 3: Trees Planted during the Project

Source: Field survey, Anderson (2019)

Plate 4: State of Busua beach front after stoppage of clean up exercise

Source: Field survey, Anderson (2019)

Plate 4 shows the beach front of the community at the time of the study. The project instituted clean-up exercise which ensured a cleaned beach front. However, the above picture becomes the state of the beach front if not constantly cleaned. It has become challenging to maintain a clean beach front after the clean-up exercise halted.

Direct Tourism Interventions

All (100%) the respondents were of the view that the tourism-related interventions are not working. The interventions included the provision of boat, paddles, life jackets, outboard motor and tourism information centre, all of which were said to be non-functional. Surprisingly, the focus of the project was to promote tourism growth through development and expansion of tourism activities. However, the result on the functionality of direct tourism interventions was a total

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Source: Field survey, Anderson (2019)

Plate 6: The Outboard Motor from the Project

 Source: Field survey, Anderson (2019)

Plate 6 shows the state of the outboard motor which was once used to power the boat for tourist cruising on the sea. A look at it shows a broken-down machine, which confirms the views of all (100%) the respondents that the interventions for the tourist-related activities are not working. Likewise, Plate 7 illustrates the current state of the tourist information centre, where visitors to the village used to register and seek information for tourism activities.

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Plate 7: Current State of the Tourist Information Centre

Source: Field survey, Anderson (2019)

Many arguments were made to explain the current state of the interventions during the focus group discussion. The chief fisherman who oversees the canoe explained how the canoe was made non-functional:

> …*the canoe got destroyed after it was swept by sea wave to hit a rock at dawn. It happened at a time most of the fishermen were asleep. Therefore, the boat could not be salvaged, leading to its present state* (FGD, 2019)

TTDC member's view on the current state of the interventions and maintenance efforts made was stated as:

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The Tourist Information Centre was hired, it got to a point where we couldn't pay for the rent, because the canoe which used to generate funds had broken down. There was no other source of funds. So we had to let go off the office (Male Participant, FGD).

However, there was an opposing view that was expressed by a youth leader in an interview. He blamed the TTDC members for the cause of the current state of the project. He mentioned the non-involvement of the residents in decision-making:

Nobody's view was considered as better than the chairman of the committee. Views of the youth were not taken serious, though they have direct contact with visitors. We just looked on. (Youth Leader, March 2019).

Generally, the findings under the functionality of the activities and the pictorial evidence clearly show that the activities and the interventions from the project are currently not functional. In line with this, Miriti (2016) stressed that most interventions perform abysmally after the end of the project or exit of support. In the context of this study, Miriti's assertion is confirmed by the findings. The results from the study contravene the proposition of sustainability theory, which seeks the continuous existence of the economic, social and environmental aspects of tourism activities. The sustainability of projects has been attributed to many factors such as stakeholder involvement, decision-making, and policies (Gibson, 2013; Gikanga & Wambua, 2014; Okun, 2009) which fall under good governance. These assertions generate the need to examine

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the governance of the project and its link to the present state of the project's activities.

Chapter Summary

The chapter assesses the performance of the project. The chapter presented the background characteristics of the respondents, which showed that majority of the respondents were married and were Christians. In addition, most of the respondents had basic level of education and they were either into trading or agriculture. Furthermore, the chapter showed the perceived interventions and activities implemented in the community, which were categorized into four broad areas: capacity building, socio-economic interventions, environmental activities and direct tourism interventions. The performance of these perceived activities and interventions was assessed with criteria such as efficiency, effectiveness, relevance, benefits and functionality. The project was seen as effective in achieving its stated goals. However, the project's efficiency was seen as fair though information on detailed cost and funds disbursement were unavailable and the researcher was constrained by inadequate information and difficulty in accessing information. On the relevance of the project, it was indicative that benefits from the project were the major contributing factor of the residents' perception, a confirmation of social exchange theory.

In another vein, the project generated economic, social and environmental benefits to the community. Notable among the benefits were employment, exchange of culture, clean community and beach. It was also indicative that the activities and the interventions which created the benefits were mostly not

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functional along all the dimensions of the sustainability theory: economic, social and environmental. However, it was observed that some of the activities under the socio-economic category were operational. This opens up the argument that tourism-related projects work best or tend to be sustainable when they are supplemented with activities in other sectors of the destination. Some statements by residents on reasons for the current state of the activities were summed up to governance issues, including lack of commitment, unfair distribution of proceeds and lack of transparency. The study, therefore, explored the governance system of the project, which the conceptual framework depicted as having a link to the performance of the project. The issues on the project's governance are presented in the next chapter (Chapter 6).
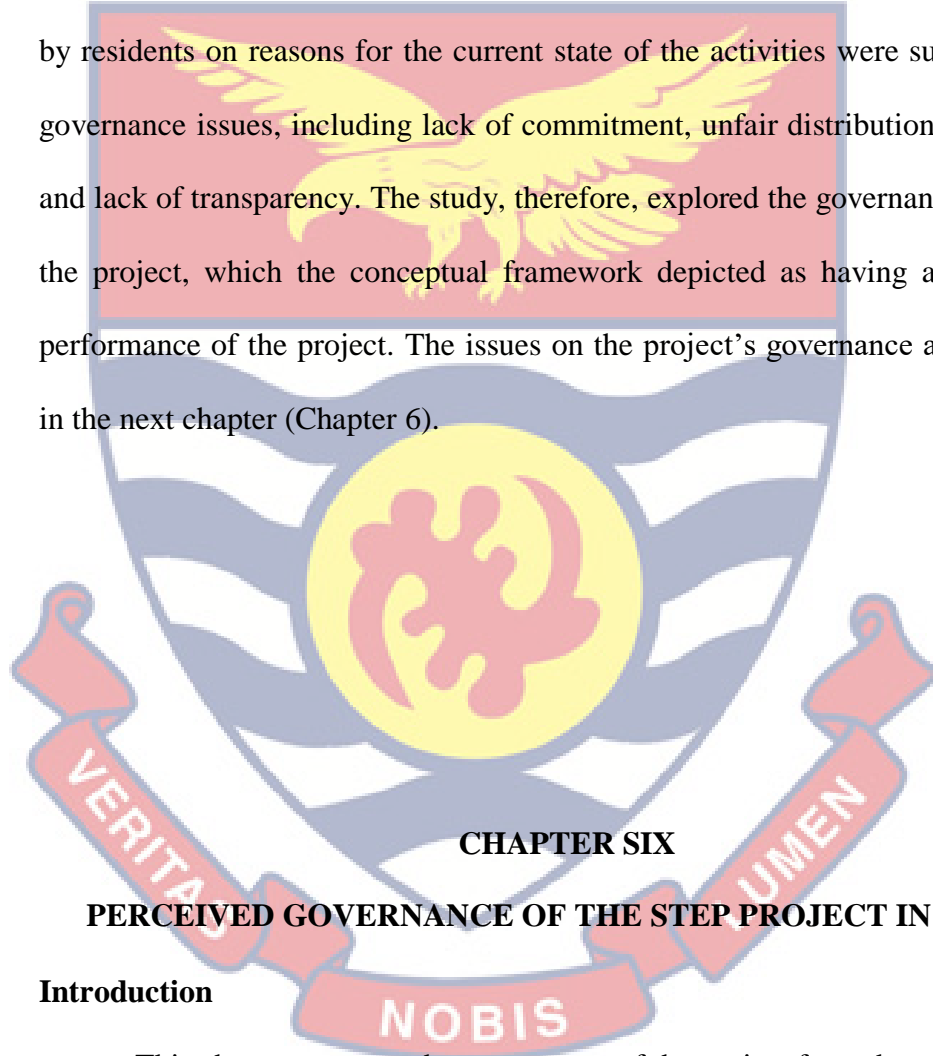
CHAPTER SIX

PERCEIVED GOVERNANCE OF THE STEP PROJECT IN BUSUA

Introduction

This chapter assesses the governance of the project from the perspective of the respondents. It explores the governance structure that was implored for the project. In this regard, the residents were questioned to give their opinions on how the project was governed. The investigation was undertaken based on the concept of good governance principles, which considers issues such as participation,

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institutional framework, transparency, accountability, equity and fairness, as well as effectiveness and efficiency (Asaduzzman & Virtanen, 2016; Iyad, 2011; Keping, 2018). The study conceptualised the governance principles to include the governing authority of the project, accountability, residents' involvement in the project and monitoring. Furthermore, issues bordering on decision making, proceeds distribution and transparency of management activities were probed. The results are presented in Table 10.
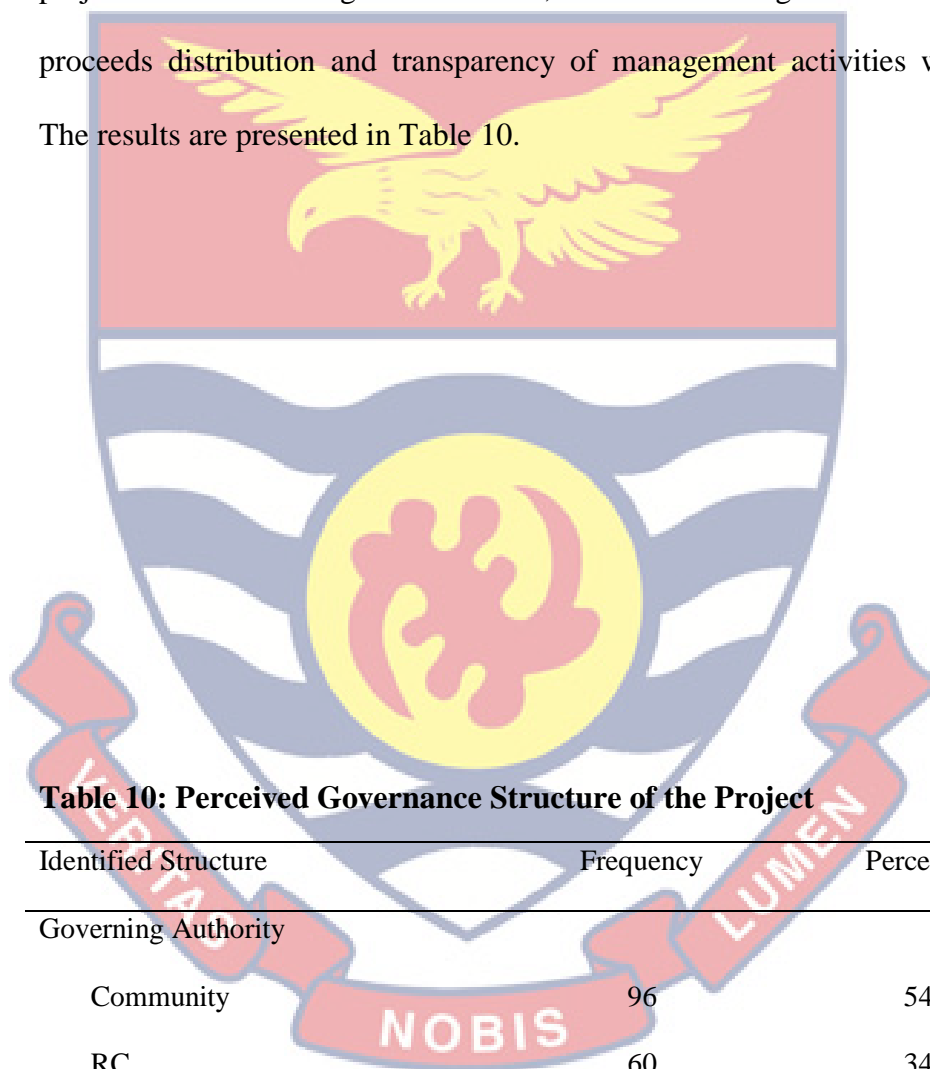
Table 10: Perceived Governance Structure of the Project

Identified Structure	Frequency	Percentage
Governing Authority		
Community	96	54.5
RC	60	34.1
GTA	3	1.7
District Assembly	10	5.7
Don't know	7	4.0
Total	176	100

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Accountability

< 6 months	114	65
6 months -1year	20	11
Not often	42	24
Total	176	100

Proceeds distribution

According to agreed bases	89	50
By Percentages	26	15
Don't know	61	35
Total	176	100

Monitoring

TTDC	84	48.0
RC	39	22.0
District Assembly	14	8.0
Don't know	39	22.0
Total	176	100

Table 10 continued

Decision making

TTDC	14	8
Chairman of the Committee	82	47
Chief of the community	58	33
RC	18	10
District Assembly	4	2
Total	176	100

Source: Field survey, Anderson (2019)

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Governing Authority of the Project

From the result in Table 10, more than half (54.5%) of the respondents indicated that the community, through the TTDC, was responsible for the day-to-day management of the project, while 34% mentioned RC and few (1.7%) pointed to GTA. On the other hand, some respondents (4%) claimed they have no information on the governing body of the project. TTDC being the obvious authority in charge, gives the assumption that the project may be sustainable since most unsustainable projects ignored the community (Agol et al., 2014; Jamal & Stronza, 2009).

Perceived Constitution of the Governing Body

More than half (54.5%) of the respondents mentioned the community (TTDC) as the body responsible for the management of the project, while 22% pointed to RC. A probe into those who constitute the management showed that they were mostly from the local community. Crawford (2007) posits that the competency of a management team, in terms of its knowledge, skills and personality characteristics, affects the performance of the project. Likewise, UNESCO (2016) notes that the management of a project affects its sustainability. A further enquiry into the composition of the team revealed that the membership of the management team was eight (8), where three (3) of the members were farmers, (1) fisherman, one (1) was an event organiser and the others (3) were business men and women within the age range of 44-68years. It was further shown in the focus group discussion that the governing team was constituted by

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the community and approved by RC. A female member in the discussion narrated that:

> *We were selected in a community meeting, where the residents together with the elders of the community appointed us, to supervise the activities and the interventions implemented. We were charged to manage the activities well and also render account to the residents, which to the best of my knowledge we did* (FGD, Female participant, February 2019).

A notable observation from the result was the mention of RC as the governing body by the respondents (22%). It was observed that RC has gained popularity among the residents that the common name for the project in the community was "RC Project". It became clear that the project manager assigned to the project was dedicated and was always present in the community.

Findings on the constitution of the management show that it involves more local residents, which according to Mlage (2014) generates support for the project. This buttresses Morris's (2016) assertion that community participation through administration leads to a successful implementation and sustainability of projects. Likewise, the involvement of residents through the management of the project reflects the stakeholder theory which argues for the participation and consideration of all stakeholders in decision making.

Perceived Accountability of Proceeds

Under accountability, issues on frequency of account rendering, the content of the accounts and the accounting body were considered. The results

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from Table 10 indicate that there was accountability on the proceeds from the project to the residents by the Town Tourism Development Committee (TTDC), which was responsible for the management of the direct tourism interventions, as well as tourism organisation in the community. Regarding the frequency of accountability, it was revealed by the respondents (65%) that accounts were rendered at less than 6 months intervals, while 11.4% indicated 6-12months. However, 42% stated that accounts were not often rendered.

The issue of accountability was supported in the focus group discussion, where it was revealed that accounts were rendered on the proceeds every three months. A female participant commented that:

> ..Accounts were rendered every quarter, and all receipt and expenditure were noted. Anyone who complains that the committee don't render accounts, maybe someone who don't attend community meetings (Female Participant, FGD).

Again, on account rendering concerns, an official of RC mentioned in an interview that TTDC is responsible for it. He remarked that:

> TTDC is in charge of the management of tourism related activities in the community. Proceeds are kept by them and they are obliged to render accounts to the community, which to some extent, I know they do, unless, they stopped when we left the scene (RC Official, February 2019)

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There was an opposing view which challenged the content of the accounts. A female participant commented that:

> *I know TTDC render accounts, but whether what they are saying is the truth or not we cannot tell, because we don't know what goes on amongst them.* (A 36-year-old Female Participant, March 2019).

Drawing from the discussions and the findings, it was proven that accounts were rendered, but the concern was on the frequency and the content. With 42% indifferent about the frequency of accountability, this creates a critical issue of concern, since the issue of accountability has been a challenge to the performance of many projects implemented. This challenge was established even in the implementation of Sustainable Development Goals (Bowen, Cradock-Henry, Koch, Patterson, Hayha, Vogt & Barbi, 2017).
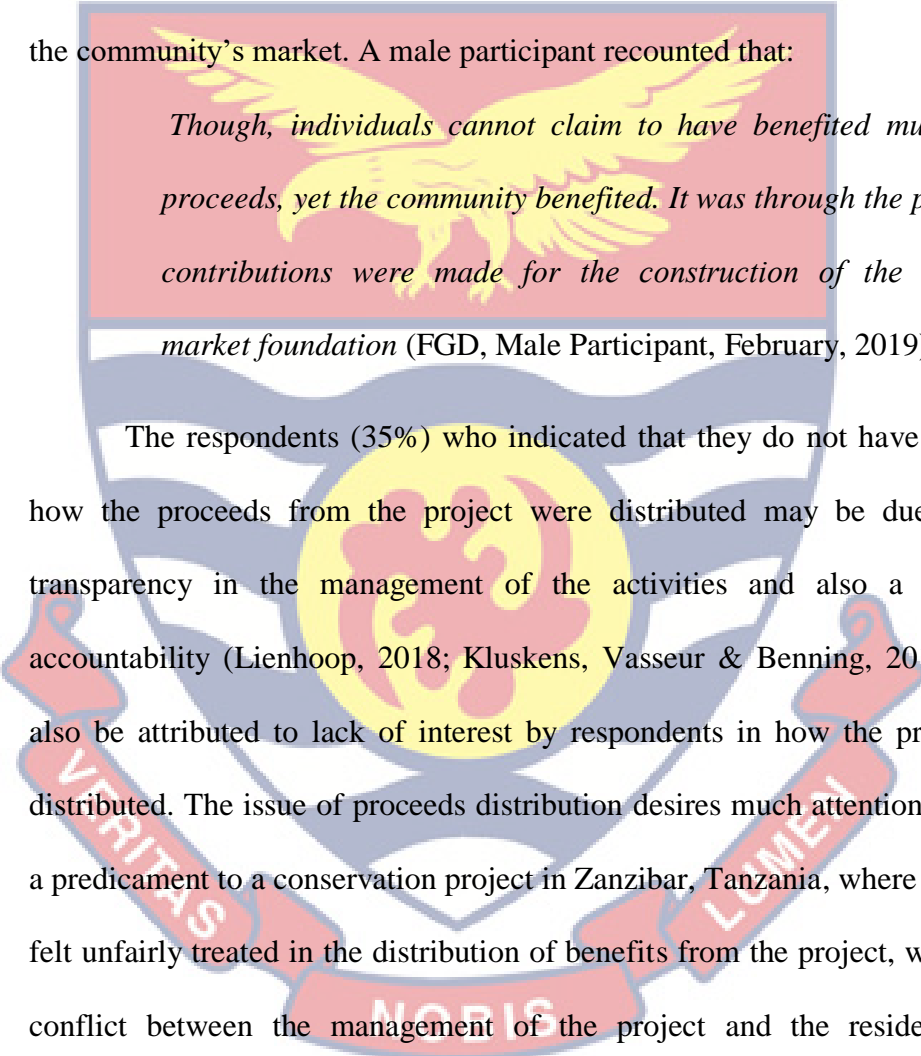
Relatedly, transparency was a serious issue in the governance of this project, as 73.3% of the respondents pointed that there was lack of transparency in the activities of the management of the project while 26.7% stated that there was transparency in the governance of the project activities. This indicates that transparency, which is seen as community empowerment in donor funded projects (Henderson &Vercseg, 2010), was lacking in this project.

Perceived Distribution of Proceeds

On how the proceeds were distributed, 15% of the respondents indicated that the distribution was according to percentages to the chief (20%), tour guides (20%), community (20%), TTDC members (20%), and 20% for operational issues of the activities. While half (50%) of the respondents mentioned that they were

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aware of some distribution agreement but the details was unknown to them, 35% stated that they had no knowledge on how the proceeds were distributed.

Probing the distribution of proceeds, it was revealed in the focus group discussion that though not everybody benefited from the proceeds, it was the community's share of the proceeds that was used to construct the foundation of the community's market. A male participant recounted that:

> *Though, individuals cannot claim to have benefited much from the proceeds, yet the community benefited. It was through the proceeds that contributions were made for the construction of the community's market foundation* (FGD, Male Participant, February, 2019)

The respondents (35%) who indicated that they do not have any idea on how the proceeds from the project were distributed may be due to lack of transparency in the management of the activities and also a concern for accountability (Lienhoop, 2018; Kluskens, Vasseur & Benning, 2019). It could also be attributed to lack of interest by respondents in how the proceeds were distributed. The issue of proceeds distribution desires much attention since it was a predicament to a conservation project in Zanzibar, Tanzania, where the residents felt unfairly treated in the distribution of benefits from the project, which created conflict between the management of the project and the residents, thereby affecting the sustainability of the project (Gustavssona, Lindströma, Jiddawib, Torre-Castroc, 2014). On the other hand, it could be argued that the residents who claimed to have no knowledge about the distribution of the proceeds lacked interest in the activities of the project.

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Perceived Monitoring of Project Activities

From the results, it was obvious that there was monitoring of the project activities. Responses to the question of the monitoring body indicated that less than half (48%) of the respondents see TTDC as the team that monitors the activities. 22% mentioned RC and 8% indicated the District Assembly. It is notable that 22% of the respondents stated that they do not know who monitors the project. It can be assumed that the regularity of the presence of RC in the community was the bases for their mentioning. However, one worrisome aspect is the no mention of Ghana Tourism Authority, which was stated in the final report of RC as the body charged with the monitoring of the project (RC, 2011).

Further on the monitoring of the project activities, key informants of the study, including an Official of RC (PMRC), the District Development Officer (DDO) of the Ahanta West District Assembly and the Youth Leader (YL) of Busua, were questioned on the frequency of monitoring. It was indicated that monitoring was done bi-weekly, quarterly, as and when necessary, and during account rendering by TTDC. Below are some of the statements made by these key informants:

> *We normally monitor project on bi-weekly basis or any other day when necessary. We are sometimes called upon by the executives of TTDC if there were any issues to be resolved* (Official of RC, February 2019).

> *I do monitoring with a representative from NBSSI and RC, in case the representative calls that he was busy, then we will wait till another time* (District Development Officer, March 2019).

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For monitoring, we see the RC members around, especially when there was to be an account rendering in the community hall or when there was an issue to be resolved. The assembly member also comes around (Youth Leader, March 2019).

Perceived Dynamics in Decision Making

Decision-making has become relevant in recent governance (Gorgulho, Tavares, Pásco & Tribolet, 2015). As a follow up on this assertion, respondents expressed how decisions are influenced in the project's governance. Respondents (47%) pointed the chairman of TTDC as a major influencer in decision-making, 33% of the respondents indicated the chief of the community, while others (8%) mentioned the TTDC.

Furtherance to probe on decision-making, the youth leader remarked that the pieces of advice of the youth were not taken during decision-making. He also narrated his view during an interview as follows:

*When it comes to decision making, what the chief and the brother say are final. We can all discuss an issue but what the chairman says is final, whether good or bad. In most cases, the advice of the youth was not considered though we were on the ground and do most of the tour guiding. So we resorted to silence, so whatever happens we watched on (*Youth Leader, March 2019).

The quote of the youth leader on decision-making has established the fact that involving people in decision-making is of essence to them and can generate support for the project.

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Perceived Residents' Involvement in the Project

Responses from residents on the involvement of the community in the management activities of the project had 82.4% of the respondents indicating that they were involved, while 17.6% mentioned they were not involved. Reasons were given by the respondents to back their perceptions. On the whole, two (2) broad reasons were identified by the respondents who were involved in the project development: (a) those who believed they were considered at the preliminary stages of the project's development and (b) those who argued they were involved during the project. On the other hand, the respondents who mentioned they were not involved also supported their claims. The detailed reasons are presented in Table 11.

Table 11: Reasons for Perceived Involvement by Residents

Reasons of Involvement	Frequency	Percentage
Perceived Involvement		
Preliminary meetings	32	18.2
Selection of TTDC members	37	21.0
Participation in the project was based on	31	17.6

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people's agreement

Organization of meetings by the TTDC	45	25.6

Non involvement

Certain information were not relayed to the community	15	8.5
Only those in high positions were consulted	16	9.1
Total	176	100

Source: field survey, Anderson (2019)

Reasons for Perceived Involvement in the Project

Of the reasons for the preliminary stage argument, 21% of the respondents mentioned that the TTDC members who were charged to manage the project were elected by the community. This gesture gave the community the opportunity to decide on who should be in the management team of the project. More so, 21% of the respondents mentioned that at the preliminary discussion stage of the project, some community members such as the chief and the elders of the community were involved before implementation. An additional reason is that, the residents who participated in the project's activities did so at their own consent. This was expressed by 17.6% of the respondents.

Regarding residents' involvement during the project, 25.6% of the respondents expressed that meetings were organised by TTDC and issues on the project were explained, though the residents have different sentiments about the

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meetings. Regardless of the majority (82.4%) perceiving involvement in the project activities, others also saw the involvement differently.

On the non-involvement claim by the respondents (17.6%), they based their argument on lack of information about the project and the calibre of people elected to represent them during meetings. In details, 9.1% stated that only people in high positions were consulted or given the opportunity to be part of the decision-making. Hence, certain pieces of information were not relayed to the general public (8.5%) to inform their perceptions about the project. The findings call for an all-inclusive management since residents' involvement is a good attribute for project sustainability (UNESCO, 2016).

Perceived Supports for the Project

Residents' support for a project has been linked to sustainability and performance of the project. Almost all (98.9%) of the respondents showed their support for the project, with one (1.1%) indicating in the negative their support for the project. Respondents of the study expressed their reasons for supporting the project or not supporting the project. The reasons centred on economic and social benefits to the community as a whole. From the result in Table 12, 72.2% of the respondents supported the project for economic reasons, 24.4% identified social reasons and 3.4% did not support the project.

Table 12: Perceived Reasons for Support of the Project

Reasons for Support	Frequency	Percentage
Economic		

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Job creation for the youth	67	38.1
Financial support and boost to business activities	47	26.7
Attraction of local and foreign investors	13	7.4
Social		
Infrastructural development	23	13.0
Enhancement of the community's image	20	11.4
Against the project		
Lack of good planning and structures	6	3.4
Total	176	100

Source: Field survey, Anderson (2019)

On the economic reasons, the respondents mentioned job creation, financial and business support, and attraction of investors to the community as the bases of their supports. However, the respondents who supported the project because of social benefits based their choice on infrastructural renovations and destination image. In contrast to the respondents who supported the project, few (3.4%) respondents argued that they were not in support of the project due to lack of structures available. This is a confirmation to Koutra and Edward's (2012) assertion that good governance system and policy structures are significant to the success of tourism development. It was obvious from the results that generally, the project had good local support system, which is an essential element of project performance and sustainability.

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The conceptual framework of the study showed a link between the governance system of the project and performance. The findings from the respondents denote that the various principles that portray good governance were problematic. Residents perceived that there was inadequate transparency in the activities of the management, which lead to perceived poor accountability, as well as the issue of unfair distribution of proceeds from the project. All of these inadequacies were based on lack of established structures, thereby affected the commitment of the respondents to the project, vis a vis the project's performance. An example was the issue of the canoe, which an interviewee perceived could have been salvaged by the fishermen when it was carried away by a storm, destroying the canoe which is currently not functioning, since the action of the storm is a normal occurrence in the fishing occupation. He stated:

> *The boat that was swept away by the storm could have been saved by the fisherman if they intended to do so, because it sometimes happens to them. I perceive their actions were based on inadequate information on the activities to them* (Youth Leader, March 2019)

According to Reich (2018), transparency with adequate information on an initiative contributes to accountability, which either improves performance of the initiative or otherwise.

It is acknowledged that inadequate information on the structures and procedures of governance issues such as accountability, monitoring, distribution of proceeds influences their support and perception for the project. As such the residents' opinion on the project is significant as they are also the recipient of the

project (Herrera, Sasidharan, Hernándeza & Herrera, 2018; Montaño, Núñez, & Pérez, 2016).

Chapter Summary

The chapter presented the perceived governing system and structures of the project, which included transparency, monitoring, residents' involvement, and distribution of proceeds, decision-making dynamics, and the governing authority. Generally, all the aspects of governance of the project were problematic across all the respondents and participants. This may have affected the performance of the project as well as its sustainability. This linkage of governance system to the project's performance and sustainability was implicated in the conceptual framework of the study. The respondents attached various reasons to their perceptions of the governance system of the project. The study considered the factors that were barriers to the governance of the project and the details were presented in Chapter Seven (7).

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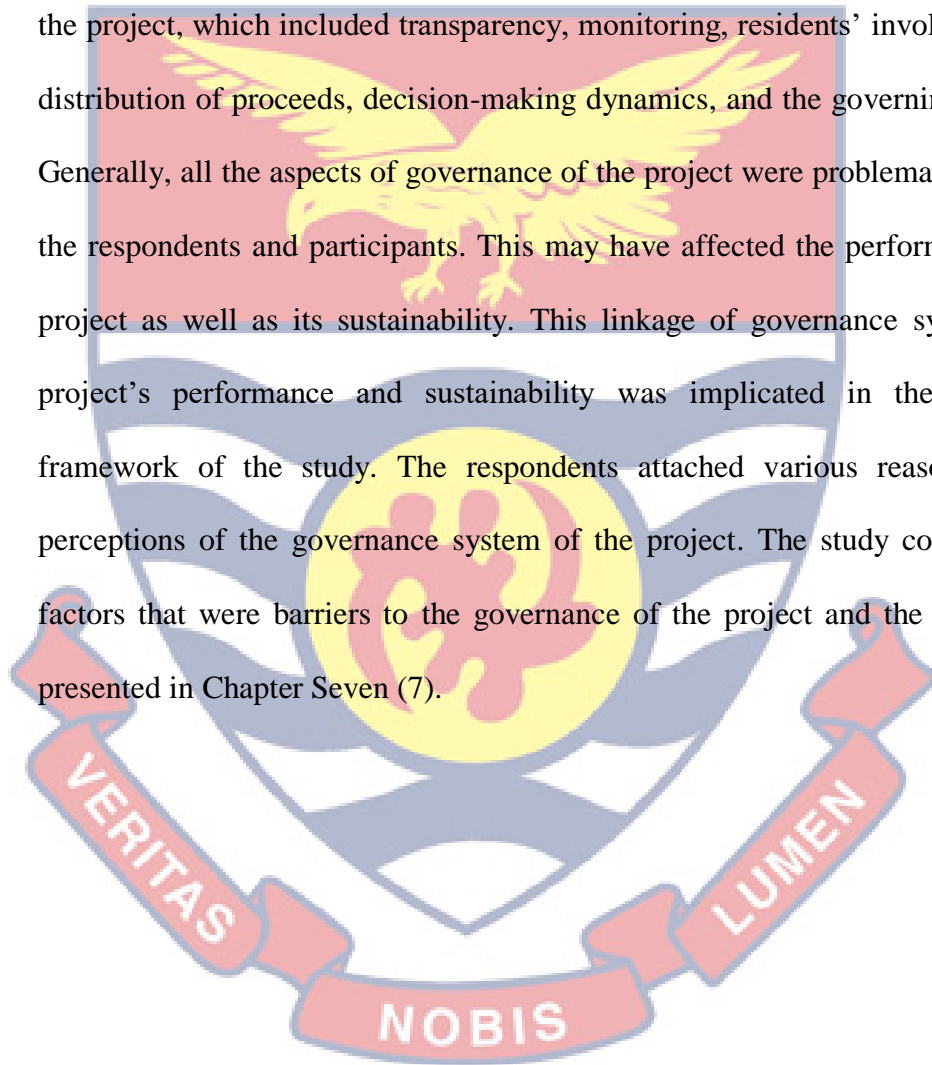
CHAPTER SEVEN

PERCEIVED FACTORS THAT AFFECTED THE GOVERNANCE OF

THE PROJECT

Introduction

This chapter discusses the perceived factors that affected the achievement of the project's goals and sustainability. The chapter answers Research Question Three (3) of the study. These perceived factors are perceptions of the residents and the key informants about what caused the current non-functionality of the project activities. Residents' responses on these constraints are categorized into four (4): (a) managerial, (b) structural, (c) financial and (d) social issues. The results are presented in Table 13.

Perceived Governance Barriers

Lind (2003) described as any process or causal factor that prevents sustainability of a project as a barrier. Abou-Warda (2014) studied and noted that sustainability of project thrives on good governance principles. It has been evident in this study that managerial barriers are the major (72.2%) among the issues that were perceived to have impeded the achievement of the project's goals. Specifically, 22.2% of the respondents mentioned mismanagement of funds, while poor accountability was identified by 20.5% of the respondents. Also, inadequate information flow was cited by the respondents (16.5%), whereas 3.4% of the respondents stated dictatorship by the managers of the project.

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Table 13: Perceived Barriers that Affected the Project's Governance

Categories of Barriers	Frequency	Percentage
Managerial		
Bad record keeping	9	5.1
Poor accountability	36	20.5
Mismanagement of funds	39	22.2
Inadequate information flow	29	16.5
Dictatorship of management members	6	3.4
Poor maintenance	8	4.5
Structural challenges		
Lack of skilled personnel	13	7.4
Poor management structures	9	5.1
Financial issues		
Unfair distribution of proceeds	6	3.4
Social concerns		
Mistrust of management committee	21	12
Total	176	100

Source: Field survey, Anderson (2019)

Managerial Barriers

The managerial barriers identified in this study fit into the challenges that have affected the sustainability of many interventions. Poor accountability and transparency were observed in Black and Cobbinah's (2017) NGO's (African Wildlife Foundation) intervention in Rwanda and Botswana, and poor

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communication and accountability were identified by Cobbinah (2014) in a study of Kakum National Park. Likewise, Muluh, Kimengsi and Azibos' (2019) study of an intervention of an Investment Fund in Cameroun experienced mismanagement of funds as a key managerial issue which affected the project's sustainability. These barriers have been associated with indifferent attitude of residents towards tourism growth and sustainability. From this study, various remarks emerged from the key informants interviewed on the barriers that affected the functionality of the project activities:

> *Information flow is lacking in the activities of the management committee. Even among the management team, not all of them were aware of some happenings of the project. As at now the whereabouts of the outboard motor is unknown, Though, I am supposed to be part of the team, I am not privy to some information. All I can say is nothing is working, though we still received visitors to the community (*Youth Leader, March 2019).

> *……The management were not coordinated at all, especially with the boating activities. They were divided such that some of the members' attention was on their share of the profits, while others seek the growth of the activity. The issue of accountability always comes up during community meeting. It is expected that the trust of the residents about the project will be low. I know the canoe destroyed by the sea wave could have been saved if not for their attitude.* (48-year-Old Female Participant).

..I sometimes wonder how money was allocated for the project operations. To the extent that, the rent of the information office set up through the project was in debt. Hence, the office was repossessed by the owner and turned into a barbering shop. It all boils down to mismanagement of the proceeds from the project (60-year-old Male Participant).

....Human as we are, when the master is no there, the servants are happy because they can now do things anyhow. The problems of the project started when RC left and handed over the activities to the local management. Mismanagement and misappropriation of funds were perceived to have been going on among the local management team (TTDC), causing a lot of agitation within the residents (District Development Officer, March 2019).

The comments of the key informants show that managerial issues have affected the project's growth and have created residents' indifference towards the project. Zhu, Liu, Wei, Li and Wang (2017) have argued that residents' attitude towards tourism growth and sustainability is key. In the context of this study, residents, especially the youth, are seen as withdrawing into themselves, seeking alternative means of living and showing unconcern towards the intervention, especially the destruction of the canoe which could have been saved. The findings reflect in Lavagnon's (2011) proposition that managerial problems are a bane of many failed projects.

Structural Challenges

Structural challenges constitute another category of barriers identified in this study to have affected the project. Structural barrier, as described in the conceptual framework, refers to the lack of processes, institutions and rules in the governance of the project. From the results in Table 13 it was found that respondents (12.5%) perceived structural issues as hindrances to the achievement of the project's goal. In details, 7.5% of the respondents mentioned lack of skilled personnel to manage the output of the project and 5.1% also indicated poor management structures. Relating the results to the findings in other studies revealed that structural issues affect the performance and sustainability of projects (Dugger, 2007; Jiboye, 2011). This was portrayed in the conceptual framework of the study, where barriers in the management of the project were linked to performance and sustainability.

A probe on the structural issues from the key informants revealed that the competencies of the managers of the project were questionable, and the structures for operation were inadequate:

> Through my interactions with the local managers (TTDC) of the project,
> I realized that there was some misunderstanding on remuneration.
> Though, a percentage of the proceeds goes to them from the boating and
> tour guiding activities, the committee members expected that they would
> be given monthly allowances. This contention brought about lack of

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ownership of the project. I believe, the remuneration aspect of the project was not clear to them (Official of RC, February 2019)

The same issue of remuneration was buttressed by the District Development Officer who mentioned that:

I think structures for remuneration were not clear to the TTDC members. They were expecting to be paid monthly, not only a percentage from the proceeds from the project. In the absence of the allowance, they turned their focus on other activities which earned them money. The members claim its worth going into other ventures to take care of their family, than on a project that seeks to benefit all people (District Development Officer, March 2019).

The state of the project is due to the people in charge of the management, I know some of the leaders have the competencies to handle the project; such as their leadership and organization qualities. But others were just in for their 'stomach'. Though the leaders were appointed, their capabilities or competencies were not considered. They had issues with record keeping which affected the commitment of the residents. I can say that the project was not effective just two years after RC left. So who will support what they will not get anything from? (60-year-old Male Participant).

The comments of the key informants and the results of the respondents on the structural barriers clearly reveal that lack of structures of operation and monitoring, as well as the management's competencies, had effects on the

project's performance and commitment of the residents at a point, after the closure of the project. It has become essential for the competence of the management team to be considered for the success and sustainability of a project, as it hinders beneficiaries' support for the project (Harries et al., 2014; Obiajunwa, 2012; Okech & Lelegwe, 2016; Sighh & Twalo, 2014). On the other hand, Yadav, Sahoo, Yadav and Sahu (2018) stressed that structures and policies are priority grounds for sustainability, which was lacking in this project. Arguing from Yadav et al.'s (2018) angle of sustainability in the context of this study, it is clear that the sustainability of the project was flouted, leading to the non-functionality of almost all the activities of the project in Busua.

Financial Concerns

Financial issues were also identified as a barrier that affected the project's sustainability. From the results in Table 13 3.4% of the respondents mentioned this concern. Lack of funds for the day-to-day operations of the project was identified as the main issue. It was further explained that the proceeds earned from the project's activities and distribution were not transparent and fair per the structures of proceeds distribution. It emerged in this study that 20% was apportioned for each of these stakeholders: the chief, TTDC, the community, tour guides and chief fisherman. It is suggestive that there were not enough funds for the operations of the activities. On the claim of non-transparency of the management's operations affecting the project, a female participant remarked that:

The genuineness of the content of accounts presented to us during community meeting cannot be verified. After all, the money is shared among themselves, how should the committee members take the same percentage as the whole community? Infact. I was not surprised when I heard the office was taken away from them because of rent (36-year-old Female Participant).
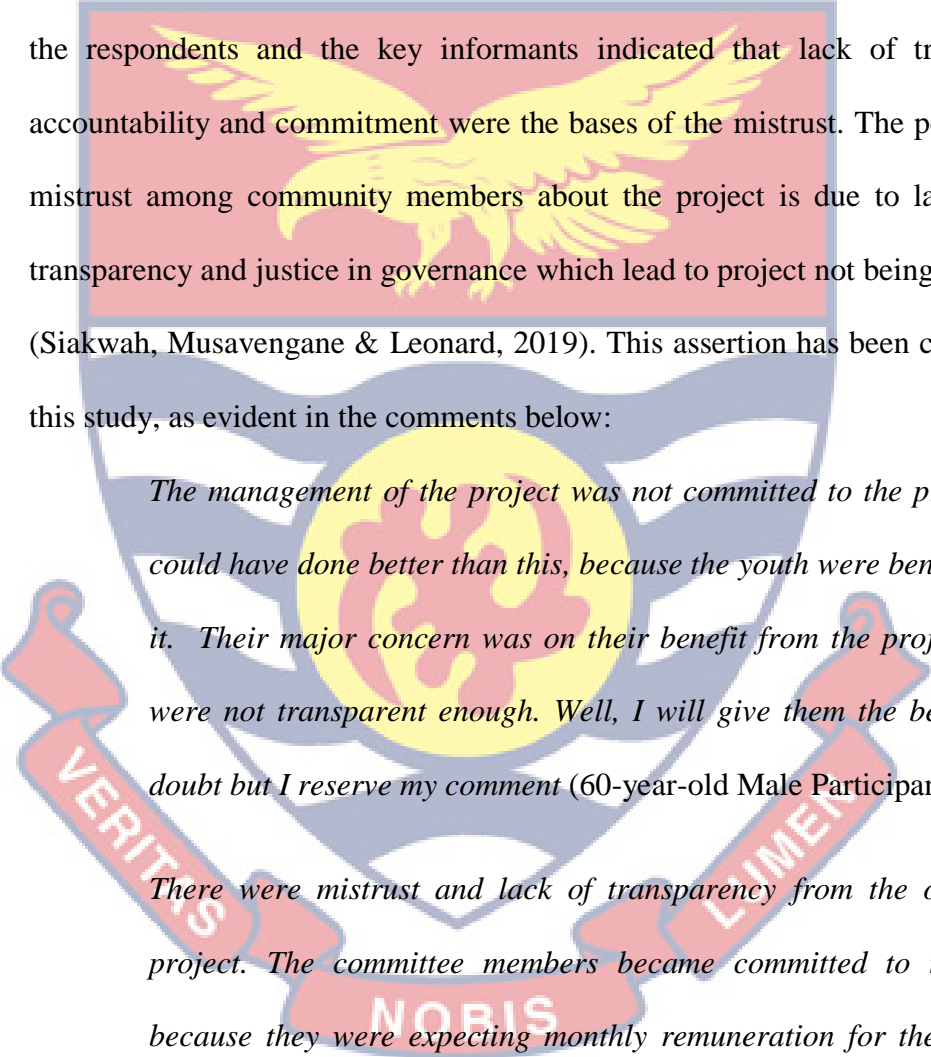
The youth leader also raised a concern about the share of the proceeds that went to the youth:

For the youth, our share of the proceeds was what mattered to us. We use to guide a lot of tours but we don't know what happens to the monies collected, which affected the operations of the activities. They don't listen to anybody, so the youth also just cared about ourselves (Youth Leader, March 2019).

The narrations from the participants and the respondents confirm Ahebwa and Duim's (2013) findings from an intervention in Uganda. Their findings showed that despite the success of the project, the problem of unfair distribution of the proceeds marred the project's objective. This study's finding on lack of funds has a basis in the literature. Some previous studies have emphasised that the issue with the distribution of proceeds lead to lack of funds in a project's operation after closure and it has been a major challenge in the governance and sustainability of projects (Ika & Hodgson, 2014; Khang & Moe, 2008).

Social Concerns

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Social issues also emerged as a barrier in the STEP project's sustainability. Lack of trust in the committee managing the activities of the project was identified by respondents (12%) under this barrier in Table 13. According to Nunkoo (2015), unclarified functions and power with an institution created mistrust among stakeholders. In the case of this study, the responses from the respondents and the key informants indicated that lack of transparency, accountability and commitment were the bases of the mistrust. The perception of mistrust among community members about the project is due to lack of trust, transparency and justice in governance which lead to project not being sustainable (Siakwah, Musavengane & Leonard, 2019). This assertion has been confirmed in this study, as evident in the comments below:

> *The management of the project was not committed to the project. They could have done better than this, because the youth were benefiting from it. Their major concern was on their benefit from the project, so they were not transparent enough. Well, I will give them the benefit of the doubt but I reserve my comment* (60-year-old Male Participant).

> *There were mistrust and lack of transparency from the onset of the project. The committee members became committed to the project, because they were expecting monthly remuneration for their services, which they did not know was not part of their conditions of service. I believe this was due to lack of understanding and information during the training period of stakeholders* (District Development Officer, March 2019).

Summing up the discussions and opinions on perceived barriers to the project's sustainability, it could be asserted that the STEP project was faced with many issues which affected the project. Transparency and accountability, lack of structures, lacks of funds and the competency of the management were common among the responses. The presence of these barriers may have been resolved if structures were well laid out for the governance of the project.

It is therefore revealed that these barriers affected the performance and sustainability of the project's activities, which has been portrayed in the conceptual framework of the study. Likewise, it can be mentioned that the project was governed on contingency basis, considering the propositions of the contingency theory where issues are handled based on the situation as they come up with little or no established structures of operation.

Chapter Summary

This chapter discussed issues that were perceived to be barriers in the effective governance of the project and its sustainability. The barriers were categorised into managerial, structural, financial and social barriers. These broad concerns were expressed by both the residents and the key informants in the study. Specifically, managerial barriers were highly perceived as having affected the governance of the project. Poor accountability, mismanagement of funds and inadequate flow of information, which fall under managerial barriers, were identified as the major issues. Another salient observation was the structural issues of the project, which were highlighted by the key informants as the basis of

all the problems that emanated in the governance of the project. It was therefore, indicative that the governance of a project can be undermined by barriers if the right structures are not well instituted. Likewise, with little structures in place in the governance of the project, it implied that the contingency theory's proposition was adopted in the running of this project.

CHAPTER EIGHT

SUMMARY, CONCLUSIONS, RECOMMENDATIONS

Introduction

This is the concluding chapter of the study and it presents the summary and the key findings of the study. In addition, it discusses conclusions and recommendations based on the results and the objectives of the study. The contributions of the study to existing knowledge are also presented. Furthermore, sustainability checklist deduced from the findings and the discussions were also discussed.

Summary of the Study

Various projects have been implemented across many sectors of the economy in Africa and Ghana, including tourism. However, many locally and internationally assisted projects have failed to operate after the cessation of the external support. This explains the recent surge in the study of sustainability, though relatively few in project management, especially tourism related projects. This study, therefore, sought to assess the post-project sustainability of the STEP

project implemented in Busua, which came to a closure in 2011. To achieve this objective, the study specifically:

1. assessed the performance of the project in relation to expected outcomes

2. analyze the governance system instituted for the management of the project

3. explored the barriers to the governance of the project

4. propose a sustainability checklist for tourism related projects from the assessment of the STEP project in Busua

Theories that underpinned the study were the program theory of change (Weiss, 1995), the stakeholder theory (Freeman, 1984), the contingency theory (1964) and sustainability principles (WCED, 1987). Likewise, a conceptual framework was adapted from Harries et al.'s (2014) logic model for a supported housing project. The conceptual framework served as a guide in assessing the sustainability of the project in Busua. The various components in the conceptual framework were explored in the study. In the framework, the performance of the inputs and the activities were assessed, which revealed the benefits and the functionality of the activities. Likewise, the discussion showed a link between the governance, performance and the sustainability of the project outcomes.

Regarding the methodology, descriptive and cross-sectional research design were adopted. Again, pragmatism research philosophy was used with mixed method approach of enquiry. The multi-stage and systematic methods of sampling was used for the 176 households, while 14 key informants were purposively sampled. Data were collected from the respondents using interview

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schedule, whereas focus group discussion and in-depth interview guide were employed for the key informants.

The pre-testing of the data collection instrument was done in January 2019 in Butre and the actual fieldwork was conducted on 18th Feb to 7th May, 2019. In analysing the data, IBM SPSS version 21 was used after editing and coding the quantitative aspect, while the qualitative data were transcribed verbatim, with the major themes identified and presented in a narrative form. Some direct quotations from the participants' responses and pictures were used to support the findings and discussions.

Key Findings of the Study

The key findings are summarized in line with the objectives of the study and they are presented below:

Objective One seeks to assess the performance of the project outcomes, which was observed under effectiveness, efficiency, benefits, relevance and functionality. The effectiveness of the project was achieved as the intended activities were implemented and it was within the scheduled period of the project. The study identified that four major activities were implemented, including capacity building, socio-economic activities, direct tourism interventions and environmental activities. However, information on the budget (cost aspect) of the project was not available to assess the efficiency of the project in details. More importantly, the project activities were perceived by the residents as relevant based on the benefits they accrued from it. The benefits from the project were categorised under economic, socio-cultural and environmental benefits. More so,

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it was found that most of the activities that generated these benefits are presently not functioning. Tourism, which was the main focus of the project, had all the respondents indicating that tourism-related interventions are not functioning at the time of the study.

With the second objective, it was revealed that there was no established governance structure, apart from the Town Tourism Development Committee, which consisted of the residents and was established to be in charge of the project. The project was therefore governed on contingency basis. It also emerged that community participation was effective in the project. However, issues such as lack of transparency and accountability prevailed more in the project's governance. It was revealed that power relations played a major role in decision-making, where the royals of the community influenced decisions. All these inadequacies may have contributed to the performance of the project as depicted in the conceptual framework.

Regarding Objective Three, it was shown in the study that there were four main factors that served as barriers in the project's governance and sustainability. They included managerial, financial, structural and social factors. Majority of the respondents perceived the managerial barrier as the key distractor to the project's sustainability, followed by the structural barrier. Within the managerial barrier, poor accountability, mismanagement of funds and inadequate information flow were indicated as the major contributors, while lack of skilled personnel emerged under the structural barrier.

Finally, Objective Four, which discusses the sustainability of the project, was categorized into five main dimensions: (a) economically, (b) socially, (c) environmentally, (d) technically and (e) operationally. The sustainability of the project and checklist were deduced from the findings and the discussions of the study, and they are detailed as follows:

Economic Sustainability

Economic sustainability is conceptualized to connote the continuous benefits of the economic activities that emanated from the project, including tourism and other local sectors of the community. On the economic front, the project aimed to increase the economic capacity of the area through the provision of various economic opportunities, with the intent to provide employment, business linkages and development of tourism and other community-based enterprises. Accordingly, the intent was achieved, as deduced from the perceived benefits of the project indicated by the residents (Chapter 5). Here, employment creation, income generation, development of tourism businesses and business linkages were mentioned. The perceived economic benefits mentioned of this project are generally observed in many tourism projects (Doncheva, 2019). Studies on a community-based ecotourism project in Tafi Atome, Ghana by Afenyo (2011) and Ahebwa and Duim's (2013) research on Bwindi Impenetrable National Park in Uganda prove this assertion. However, these economic benefits were not experienced by the people of Mesomagor from the Kakum National Park project (Mensah, 2016). Reasoning from these studies suggests that benefits

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accrued from projects are destination or project specific, which may also be influenced by the objective of the project.

The focus of project sustainability ideals with the continuous provision of outcomes or existence of the project's activities for the present and the future generation (Muluh, Kimengsi & Azibo, 2019; Okeniyi, 2013; Salla, 2014), which was also the objective of the study. On this ground, inferring from the results of the study (Chapter 5), it emerged that the sustainability of the economic activities and/or the outcomes were not existent. This was suggestive from the responses of 89% of the respondents who perceived that the activities and the outcomes are presently not functional.

It is significant to note that the ownership of the interventions appeared to shape sustainability. As the results show, individually-owned interventions such as sewing machines, cooking utensils for chop bar owners and hairdryers were well maintained and are still functional, as compared to the communally-owned ones. An instance is the direct tourism activities and provisions which were communally-owned, perceived by all the respondents as non-functional, though tourism was the mainstay of the project aimed to generate economic gains and opportunities for the community (RC, 2011).

In the literature, it is argued that economic benefits from projects are given much attention, relative to other needful aspects of projects like the socio-cultural and the environmental (Martorano, Metzger & Sanfilippo, 2020), which may be due to the fact that they are directly benefited and easily observed (Afenyo, 2018;

Ashley, 2000). However, the sustainability of many economic activities and benefits are questionable, as shown by this study.

Socio-cultural Sustainability

This dimension has been conceptualized to describe the socio-cultural contributions that the community benefited from the project and the ability to ensure it continuous existence. The dimension has been categorised in the literature to comprise changes in people's behaviour, family relationships, local moral values, traditional activities and events, community organisation, local amenities and infrastructure, and the local culture (Pizam & Milman, 1986; Zaei & Zaei, 2013).

In the study, it became evident that the project has ensure the continuous upliftment of the image of the destination, influenced the rehabilitation of the road to the community and helped in the foundation building of the community's market. It also enhanced resident-visitor relationships and finally the community can boast of trained tour guides (Chapter 5). It was detailed that residents and visitors' relationship has been perceived as cordial and has reached personal levels where intermarriages have occurred. Likewise, the growth of social relationships in the community transcended to the creation of Asabaako festival, which is celebrated every year in the community, attracting different people to the community.

Following on the sustainability of the socio-cultural interventions and their outcomes, it was revealed that the resident-visitor relationships are still cordial and the festival was well celebrated yearly. However, the concern was on the state

of the road that faced the challenge of maintenance, which is a bane of many development projects in Africa, including Ghana (Efobi, 2014). It was noted that the community market which was started through the project had been completed by the MP for the District and is currently perceived as very much operational. The MP stepped in when the funds used to finance the market building were not forthcoming due to the breakdown of the tourism-related intervention, which was the source of funds. This clearly shows the effect of sustainability on development.

More importantly, the completion of the market and branding with the names of political personalities question the motive of the support (Plate 2). The reason is that politically-linked investments in Ghana are made with the motive of attracting political gains over other competitor parties instead of the developmental need of a community (Abdul-Gafaru, 2016). More so, affiliation to the government in power has been used to determine the distribution of development, and this also follows into the maintenance of such development, reflecting in their sustainability (Gyampo, 2015), which is mostly challenging and non-existent.

Considering the socio-cultural outcomes of the project, it is evident that there were positive achievements and contributions to the community, though it was faced with the challenge of lack of maintenance and funds. These challenges were captured in the conceptual framework of the study as barriers that affect performance and sustainability. Notwithstanding, the socio-cultural dimension of

sustainability was better handled in comparison to economic sustainability where most of the activities were not functional at the time of the study.

Environmental Sustainability

Poor management of the environment has an effect on its sustainability, which is fundamental to the tourism industry (Kostic & Jovanovic-Toncev, 2014). It showed from the responses of the residents to questions on the activities of the project that efforts were made to protect the environment. Respondents mentioned environmental awareness creation, sanitation and cleaning exercises, the provision of sanitation management materials like litter bins and planting of trees in the community as the environmental activities.

On the sustainability of these environmental achievements, the findings and discussions showed that most (90%) of the respondents perceive the instituted activities as non-functional at the time of the study, except the trees which are visibly present in the community (Chapter 5). The non-functionality of most of these benefits may portray that the environmental management and protection aspect of the project in Busua was not sustainable, which is one of the concerns that tourism sustainability seeks to achieve (UNEP & UNWTO, 2005).

Environmental resources are the foundation of many tourism activities and have therefore, created much concern for environmental issues currently than ever (Mihalic, 2013). Hence, Goals 6 and 15 of the SDGs demand the protection, conservation and sustainability of natural resources (Siakwah et al., 2019; UNDP, 2015), which this project failed to achieve. The fight for environmental sustainability has caused the European Union to compulsorily instil

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environmental protection in sectors such as industrial, energy, tourism, transportation and agriculture since its fifth Environmental Action Program conducted in 1993-2000 (Tambovceva, 2010). Therefore, the inability of this project to ensure the continuous environmental activities raises concern for future projects and that of sustainability expected of tourism projects.

Technical Sustainability

Under this aspect of sustainability, the ability of the project to be maintained, its continuous existence based on the governance of the project and the competency of management to operate with were questioned (IFAD, 2009; Kuria & Wanyoike, 2016; Salla, 2014). In the study, it was indicative that the governance of the project was handled with no strictly instituted structures. Hence, issues were handled as they cropped up, which is a practice in the contingency theory. Discussions on the governance of the project's activities considered issues on monitoring, distribution of proceeds, community participation, accountability, transparency and decision-making (Chapter 6). It was suggestive from the respondents' perceptions that apart from the community's participation in the project (from the preliminary stage to the completion stage) which was commendable, the governance system was perceived to be problematic. This reflected in the issues of barriers to the performance and the sustainability of the project in the conceptual framework.

In the literature, community participation has been expressed as the best tool of sustainability in project development (Gursoy, Chi & Dyer, 2010; Noori, 2017; Thetsane, 2019). To Lapeyre (2010), community participation in the

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management of tourism projects in a destination enables the residents to be
empowered, build managerial skills and create the satisfaction of ownership. In
this sense, the project in Busua may be assumed to have a root in sustainability.
However, the negatives associated with the governance system, such as lack of
transparency, poor accountability, and power play in decision-making outweighed
the good of community participation in ensuring the continuous benefits from the
project.

One other important issue that cannot be ignored in technical sustainability
is the competency of the project managers (Silvius & Schipper, 2014), which was
perceived to be complicated in the case of this project. It was rightly stated in the
final report of RC (2011, p. 10) that "a 3-day non-residential tour guide and
TTDC refresher training was organized from 6th – 9th December, 2010 to sharpen
skills of TTDC and tour guides (TGs)". However, technically, the ability of the
TTDC members who were the managers of the project in Busua could not be
adjudged as assessed, since the report was silent on it. This may also be based on
the fact that the community appointed the TTDC members (Chapter 6). However,
it was mentioned that consultants were involved in the planning and
implementation of the project (RC, 2011)

These assertions on the management competencies tend to suggest that
community involvement in the management of any community-based project
should not be totally separated from the authority and supervision without any
instituted structures or procedures. Arguing from the findings, the essentials to
ensure technical sustainability of the project were not sufficient, and that may

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have contributed to the non-functionality of the activities presently. This argument was portrayed in the conceptual framework, where governance shows a relation to performance and sustainability.

Operational Sustainability

Responses to questions bordering on the operational sustainability of the project in Busua saw both the respondents and the key informants indicating that there were inadequacies at the time of the study. Oslo (2000) and Morfaw (2014) described this dimension as the ability of an enterprise to function continuously and grow after the exit of any external funding. It is operationalised to include resources and tools to operate with such as institutional support and structures, staffing, local support system, financial sufficiency and structures (OECD, 2006).

Recognising the importance of institutions in project sustainability, the project implementers aimed to strengthen the capacity of the Western Regional office of Ghana Tourism Authority, then Ghana Tourist Board, by providing it with office equipment and training on monitoring, data collection and website management (RC, 2011). In line with the provisions, the institution was charged to oversee the project's activities. A response from an informal interview on the present functionality of these equipment showed that few of the items were operational at the time of the study. Likewise, detailed documented information on the project was unavailable. These inadequacies reflected in the discharge of their duties in Busua, where none of the respondents mentioned the institution as the monitoring body of the project (Chapter 6).

Additionally, no financial institution was visibly related to the activities of the project from the perspectives of the respondents, though National Board for Small and Medium Scale Businesses (NBSSI) was mentioned as having a relationship with the project (RC, 2011, p. 12). Once again, the challenge of unavailable information on the project was faced when the document was informally requested from the institution. It was realized that information on the project from the government institutions is untenable. A concern which was raised in the literature about tourism as lacking information has once again been observed in the study (Bormann, Asimah & Ahiave, 2016; Tavares, Neves & Sawant, 2018).

Financial sufficiency is another issue that was proven to be inadequate in the project. It was realized during the focus group discussion that lack of funds is one factor that affected the breakdown of the direct tourism intervention. In another angle, respondents attributed the insufficient funds for the project's operations to mismanagement of funds by the managers (Chapter 7). The financial inefficiency in the project is one issue that affected the sustainability of the project, as projected as a barrier in the conceptual framework. This barrier to sustainability is confirmed in the literature by Kwangware, Mayo and Hoko's (2014) research in Zimbabwe, where lack of financial issues affected the maintenance and performance of the project.

Regarding staffing for the operation of the project activities as an element in operational sustainability, the project largely used the residents to constitute a committee (Town Tourism Development Committee) to be the local management.

This system of community involvement garnered support for the project (Chapter 6), confirming Panyik's (2015) assertion that community involvement in tourism management influences their attitudes. Currently, the committee is inactive, as the activities they were put in charge are non-operational.

Deducing from the arguments on the operational sustainability of the project, it is indicative that it was problematic and may have affected the sustainability of the project, ranging from the perceived inadequate financial resources and inconspicuous relationship with financial institution as well as inactive institutional supervision, coupled with inadequate documentation on the project.

Conclusion

Arguing from the objectives and the findings of the study, it can be concluded that the project performed well within the duration of the project. The project achieved its purpose, which is to help poverty alleviation and improve the livelihood of the community through the economic, social and environmental benefits that accrued from the project. Based on the benefits, the residents deemed the project as relevant and attracted their support as explained by the social exchange theory. However, the difficulty in accessing information and lack of documentation on the project from institutions hindered the assessment of the project's efficiency. The same applies to inadequate information on the condition of service for the local management, which developed into lack of commitment. Generally, the project may be deemed as non-performing since almost all the implemented activities and interventions are currently not functioning. However,

there are remnants of the activities of the projects in the community, which may have contributed to the resilience of the community to uphold tourism activities

Secondly, it was implicated from the findings that the governance system of the project was on contingency bases, where issues were handled as and when they cropped up. Though the project enabled the institution of a committee (TTDC) as local management, there were no specified procedures or structures of operation. This is a reflection of the contingency theory. Also, there were inadequate institutions in both supervisory and financial areas of the project. Relatedly, the available representatives that helped with the monitoring lacked resources to operate. These issues culminated into barriers that may have affected the performance and sustainability of the project as shown in the conceptual framework.

Thirdly, some factors served as barriers to the governance of the project, which may have affected the performance of the project. The factors were categorised into managerial, structural, financial and social. The managerial and structural factors were of greater concern to the residents; where transparency and accountability, inadequate information flow to the residents, mismanagement of funds and skilled personnel were detailed as lacking.

Also, the findings from the study indicated that the sustainability of the project was questionable. The project's sustainability, assessed along economic, social, environmental, technical and operational dimensions proved that, at the time of the study, most of the social benefits were still being enjoyed by the residents. In the same vein, few of the economic outcomes are still operational,

especially for the individually-owned. However, the major sustainability issues of the project were of the technical and operational dimensions, where issues such as the governance structure, financial structure and inadequate institutional support were key.

Recommendations to Practice and Policy

Recommendations from this study are based on the findings, discussions, challenges and the conclusions drawn. This may be considered in future externally supported projects in the community or for any community-based project.

Lack of information was a major challenge from the beginning of this study, and it affected the performance of the project. This lacuna of information has been a bane to the tourism industry. Hence, it is recommended that detailed information about the project and future tourism projects must be placed in the GTA, Western Region and the district office (Ahanta West) by project managers and implementers, such as RC, for easy accessibility to tourism practitioners, academia, relevant individuals and bodies who may require them and as a point of reference. Furthermore, every pertinent information, including benefits and cost accrued to the stakeholders especially the local management, must be clearly communicated. Such lack of clarity of benefits became a demotivation to the management who were in expectation of monthly allowances.

It was demonstrated in the study that there were weaknesses or no established governance structure for the project in Busua, which created barriers in the governance of the project, which may have led to the technical

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sustainability of the project. The study therefore, recommends that governance structures and procedures for transactions and activities be instituted by the project implementers, GTA and the local management. This will ensure that the perceived mismanagement of funds, transparency and accountability, which were key barriers, are resolved.

In addition to the inadequate governance structures, issues such as competency of management, monitoring of project activities, and maintenance of project activities and interventions were also identified. Based on these inadequacies, the study recommends that the experience, technical abilities, attitude and commitment of the local management are considered in the appointment of local management. More so, capacity building of the managers of interventions must be enhanced through refresher courses and training on current trends. Frequent survey on the management of the project activities are encouraged for future projects, as it reveals current situations of the projects. Generally, with the frequent failure in the performance of external development projects, it is recommended that the Ministry of Tourism, Ghana establish an agency purposely in charge of the execution and monitoring of implemented projects in Ghana.

Given the issue of inadequate institutions for the project in both supervisory and financial areas, the study recommends that RC (project implementer) and the sponsors or donors of funds must establish a relationship with a financial institution which will ensure the monitoring and auditing of financial transactions of the project. Likewise, the Ghana Tourism Authority, the

District Assembly and the local management committee (TTDC) must work together to ensure proper supervision of future projects.

Inasmuch as structures for operation and technical competencies are needful for the project's continuous existence, the issue of funding was identified as a drawback in the performance of the project. The inadequate funds from the activities for operations contributed to the non-performance of direct tourism activities. It is recommended that the government, NGO's, and development agencies intermittently inject some funds into their funded projects, as wells monitor the financial operations of implemented projects.

Generally, the project cannot be described as sustainable at the time of the study though it attained some successes during the project. It became clear in the study that technical and operational sustainability were the main drawbacks of the project's overall sustainability. The findings of this study highlight to practitioners and academia that sustainability of tourism interventions goes beyond the iron trio of economic, socio-cultural and environmental. Future tourism interventions must inculcate at least these five dimensions of sustainability-economic, socio-cultural, environmental, technical and operational both in policy and practice.

Deducing from the perceived challenges to the sustainability of the project in Busua and the literature, a checklist is recommended for other tourism projects which might ensure sustainability. It is presented in Table 14 below:

Table 14: Checklist for Tourism Interventions

Dimensions	Categories	Task
Economic	Employment	Create jobs from the project.
		Enhance existing jobs through training

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		Train service providers
	Business linkages	Link local businesses to other sectors
	Community development	Project to raise funds for community development
Social	Promote local culture	Package and promote the local culture
	Infrastructural development	Engage stakeholders to establish infrastructural need
	Social relationships	Encourage cohesion among residents and visitors
	Promote community pride	Educate residents on the importance of their history and festivals
Environmental	Waste management	Educate locals on the importance of proper waste management
		Adaptation of proper waste disposal
	Environmental awareness/cleanliness	Educate on the importance of protecting the ecosystem
	Environmental protection	Institute cleaning exercises
Operational	Usage of local resources	Use local resources available in the community
	Benefits and cost of project	Resource stakeholders on the benefits and cost of the project
	Financial institutions	Partner financial institutions for prudent auditing of finance
	Supervisory institutions	Establish strong external monitoring institution
	Community participation	Involve stakeholders from the community in implementation to closure of the project
	Operational 1ogistics	Durable and well-resourced premises for operation
		Equip management with relevant logistics
	Project documentation	Ensure documentation on the project processes are at the regional, district and local offices
Technical	Management	Assess and appoint the local managers of

competency	the project.	
	Train local management for the project activities	
Succession plan	Plan exit strategies by implementers and District Assembly	
Monitoring procedures	Institute processes for monitoring	
Decision making process	Establish procedures on how decisions are made	
Maintenance	Institute measures on the maintenance of activities and interventions	
Accountability procedure	Institute procedures for rendering accounts	

Source: Field survey, Anderson (2019)

Contribution to Knowledge

This study adopted five (5) dimensions in the assessment of sustainability in tourism and project management. Generally, economic, socio-cultural and environmental dimensions are employed in sustainability research in tourism and project management. In some cases, studies in project management adopted individual dimensions such as technical and institutional. However, this study involved a broader perspective, where economic, socio-cultural, environmental, technical and operational dimensions were assessed together in a single research, especially for tourism. This study has shown that tourism project outcomes rely on other elements to be sustainable.

From the findings of the study, sustainability checklist was derived for tourism related projects. It highlighted issues that must be considered in the planning and implementation of projects, which were categorized into economic, social, environmental, operational and technical. Furthermore, the study buttressed the importance of institutions and governance structures in the

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management of community-based tourism projects. Such issues that need attention in the governance of projects, especially tourism interventions were highlighted in the checklist.

Lastly, the study also contributes to knowledge by acknowledging that there are distractions, not enablers alone, as portrayed by Harries et al.'s (2014) model, in the achievement of a project's intended objective. The conceptual framework of the study included barriers to the elements of the model adapted from Harries et al. (2014) which had its basis in the theory of change. This inclusion gave the study a broader perspective in the assessment of the project's sustainability. This, therefore, acknowledges the need to consider factors that serve as barriers to the achievement of a project's objective from the planning, implementation and closure stages. Finally, this study serves as a basis in the assessment of the community-based tourism project in Busua and other related community-based projects.

Limitations of the Study

The scope of the study is delimited to assessing the sustainability of the STEP project implemented in Busua. Furthermore, the study was limited in accessing accurate information from the residents due to the challenge of recollection after the project came to a closure nine years ago. Likewise, information on the project, records on tourist arrivals and receipts, and the financials of businesses in Busua were not forthcoming from public institutions and residents. As such, detailed discussions could not be given to some results in the study. It is advised that caution is taken in the generalisation of interpretations

and discussions from this study, as the findings in this study represent views from the perspectives of the residents in Busua.

Given that the study revolves around recollection of information and the design of the data collection instruments, it would have been appropriate to use purely qualitative approach instead of the mixed method adopted for the study. This is one weakness of the study which came to fore at a later part of the data collection. Nonetheless, the study has provided information that may inform future decisions on tourism projects implementation and sustainability.

Suggestions for Further Studies

This study assessed the post-project sustainability of a project in Busua. The findings and limitations of the study revealed some areas that require further studies and they are detailed below:

It is also recommended that studies be conducted using only qualitative approach. This will allow for more explanations and understanding of meanings attached to the perceptions of residents on the project's sustainability. Again, in-depth knowledge required to ensure the sustainability of projects will be uncovered.

Likewise, a longitudinal study should be conducted to understand the various cycles of the project. This form of study may expose the shortcomings and the strengths of the project's activities as it progresses over time, compared to the cross-sectional study which gives results as a point in time.

This study focused on residents' perceptions about an externally assisted project in their community. Stakeholders involved in tourism development are

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inclusive of visitors. Though the residents perceived the project as relevant, it is important to conduct studies on the opinions of visitors who are also beneficiaries of the project's activities. This will give broader views on the satisfaction of projects to all beneficiaries.

The study showed a challenge in the sustainability of the project based on the non-adoption of some dimensions in the planning, implementation and management of the project. Therefore, further studies should be undertaken to explore the sustainability of projects perceived to have employed all the five (5) dimensions assessed in this study. Those studies will allow for comparison between the sustainability of projects that adopted or did not adopt the recommended dimensions in their implementation.
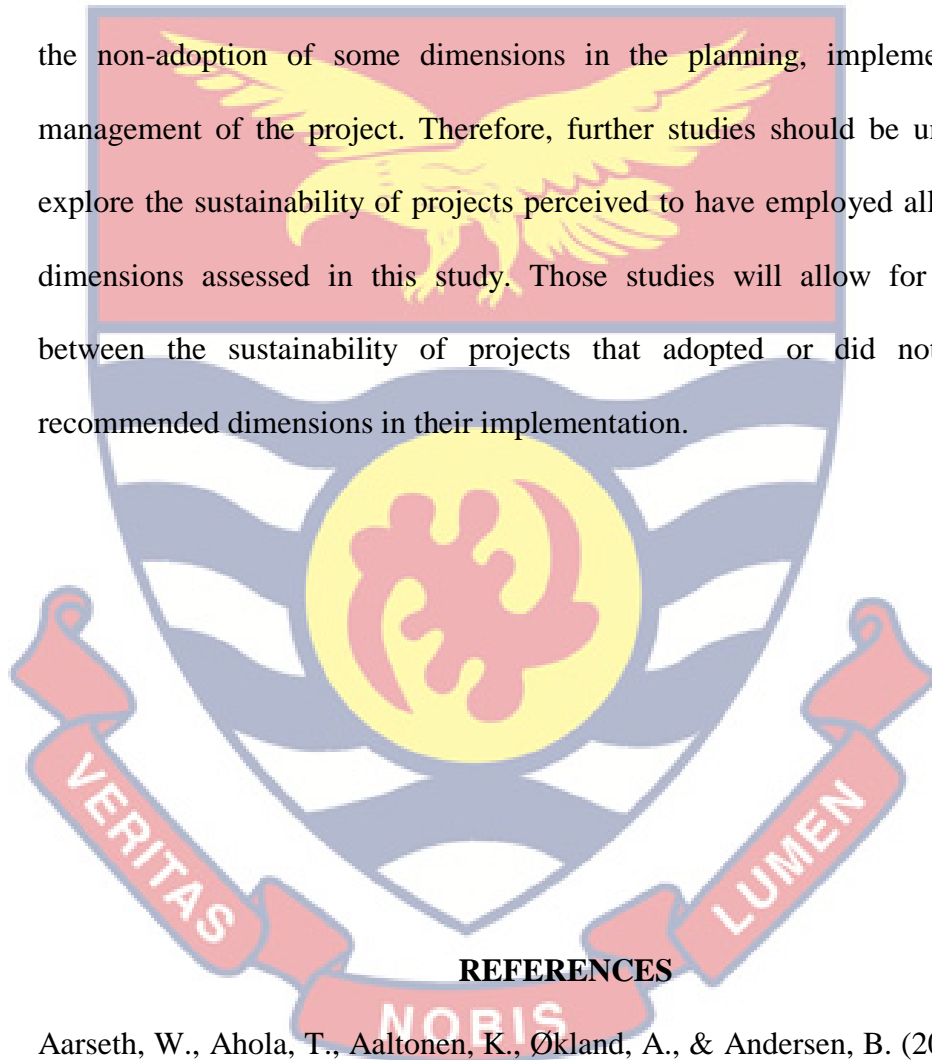
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APPENDICES

APPENDIX A

In-Depth Interview Guide

Dear Sir/Madam.

I will be grateful if you have time to participate in a study which is to assess the post-project sustainability of the STEP project in Busua. The study is undertaken to fulfil a requirement for the award of a PhD degree in Tourism Management (University of Cape Coast). This is an academic exercise and the findings would be used solely for its intended purposes. The researcher assures your confidentiality and anonymity.

Thank You.

Adriana Narkwa Anderson (PhD Candidate)

Code of Interviewee:

Date of interview:

Place of Interview:

Issues for Discussion:

1. Performance of the STEP project in Busua

   - What activities were implemented through the project

   - What were the benefits generated through the project

   - What is current functionality of the project's activities/ outcomes

2. What was the governance system operated for the project:

   - Who was the governing authority?

   - What was the decision making procedure for the project?

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- What was the monitoring process of the activities: body in charge, frequency, issues of concern

- How was transparency and accountability undertaken?

3. What factors were seen as barriers to the governance of the project?

4.   What is your views on the sustainability of the project

APPENDIX B

Interview guide for Focus Group discussion with Opinion Leaders

This discussion is being conducted to assess the post-project sustainability of STEP-RC project in Busua, Western Region, Ghana. The study is undertaken to fulfil a requirement for the award of a PhD degree in Tourism Management (University of Cape Coast). This is an academic exercise and the findings would be used solely for its intended purposes. The researcher assures your confidentiality and anonymity.

This is a purely academic exercise and confidentiality and anonymity is assured by the researcher.

Name of Facilitators …………………………………………

Date of Discussion……………………………………...............

Place of discussion…………………………………………….

Issues for Discussion

1. What activities were implemented through the STEP project in Busua?

2. How did the community and individuals benefit from the project?

3. What is the current performance of the project's activities?

4. How was the project managed? (Governing authority, decision making, accountability, transparency, conflict resolution, proceed distribution?

5. What factors do you think were barriers to the governance of the project

6. How do you view the sustainability of the project?

APPENDIX C

Interview Schedule for Residents

Dear respondent,

This questionnaire seeks information to examine the post-project sustainability of the STEP-RC project in Busua. This is purely an academic exercise undertaken to fulfil a requirement for the award of a PhD degree in Tourism Management (University of Cape Coast). The information provided will be used for academic purposes. The researcher assures you of confidentiality and anonymity. I will be most grateful if you could complete this questionnaire.

For further clarification, please contact Adriana N. Anderson on telephone number 0244060309. Thank you

Module 1: Resident's view of the Performance of the Project

1. How long have you been living in Busua? ....

2. Do you know of the project by Ricerca e cooperazione (RC)?

   a.   Yes [   ]   b. No   [   ]

3. If yes to question 2, how did you know?

   a.   Heard of it [   ]   b. participated [   ] c. beneficiary [   ] d. others, please specify……………

4. If yes to question 3, please mention as many as you can remember and their present state.

Activities	Outcomes/Functionality

b. please explain your answer to question 4a………………………………

5. Do you think the project is necessary for the community? Yes [   ]   No

b. Please give reasons for your answer…………..……………………………………..

..…………………………………………………………………………………………

…………………..…………………………………………………………………………

6. Have you benefited from the project? a. Yes [   ] b. No [   ] c. don't know [   ]

7. If yes to question 5, what was the benefit……………………………………….

………………………………………………………………………………………………

8. How were the benefits distributed?…………………………………………………

………………………………………………………………………………………………

………………………………………………………………………………………………

9. How has the community benefited from the project?....................................

…………………………………………………………………………………………………

…………………………………………………………………………………………………

10. Do you think the community was involved in the development of the project?

a. Yes [   ] b. No [   ]

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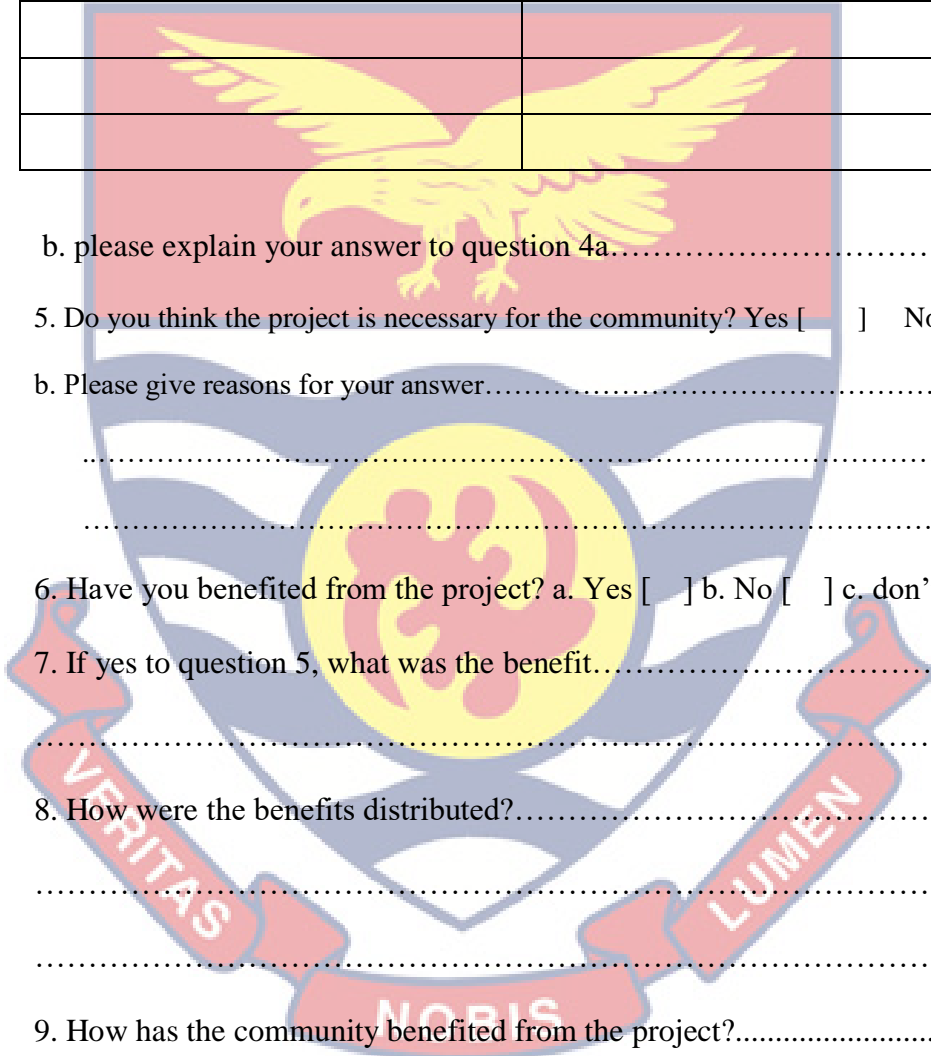
11. Please give reasons for your answer to question 9……………………………..

……………………………………………………………………………………………

……………………………………………………………………………………………

Module II: Governance of the RC project

12. Who are the people in charge of the management of project?

a. Community [   ] b. RC [   ] c. District Assembly [   ] d. Ghana tourism

Authority [   ] e. don't know [   ]   f. others…………………………………………

13. How are tourism activities organized in Busua?

……………………………………………………………………………………………

……………………………………………………………………………………………

14. How are the proceeds from tourism activities distributed?...........................

……………………………………………………………………………………………

……………………………………………………………………………………………

15. How often do the management of the project account for the proceeds from

the project?

……………………………………………………………………………………………

……………………………………………………………………………………………

16. Who monitors the management of the projects?

……………………………………………………………………………………………

……………………………………………………………………………………………

17. Do you think the activities of the management team are transparent to the community?

a. Yes [   ]   b. No [   ]
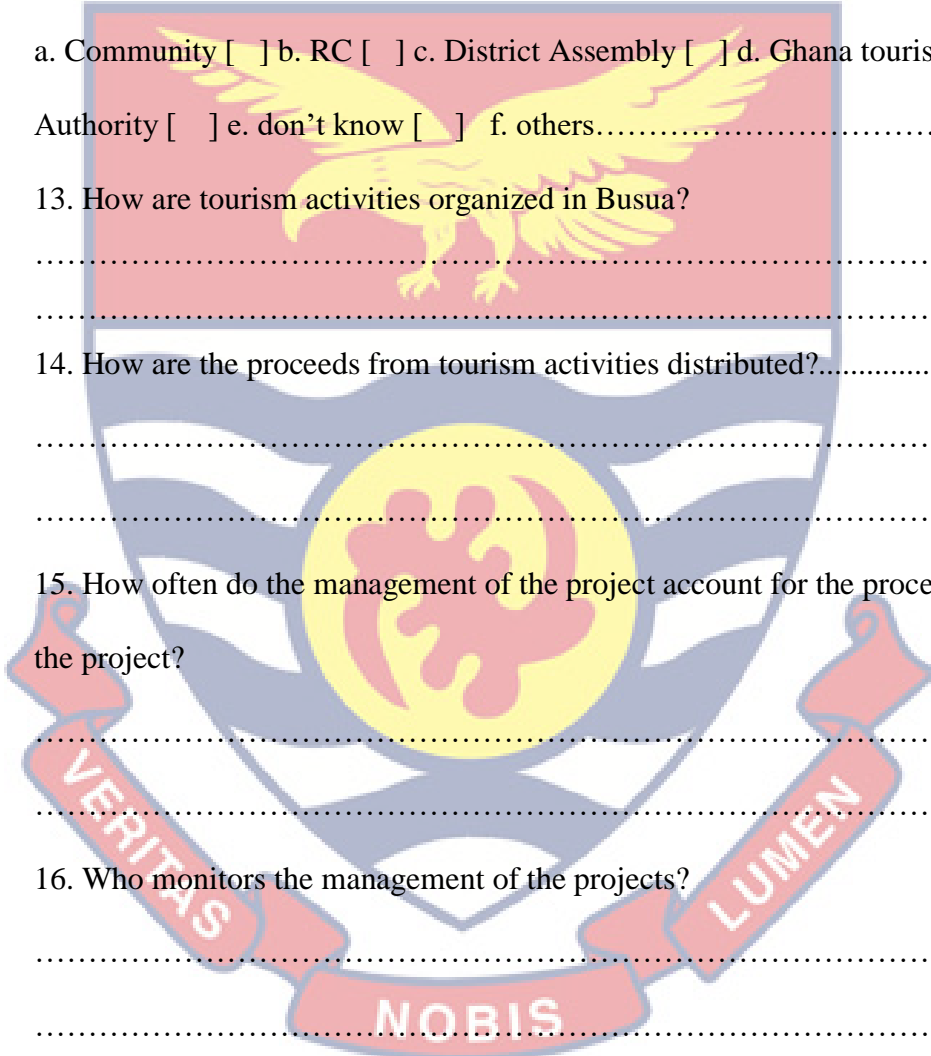
18. If you have problems related to the project, how do you resolve them?

.................................……………………………………………………………

………………………………………………………………………………………

19. Who do you think has great influence in decision making about the

project?...

……………………………………………………………………………………

20. Can you say, the people in charge of the project managed the project well?

a. Yes [   ]   b. No [   ]

21. Please explain your answer to question 19…………………………………….

………………………………………………………………………………………

………………………………………………………………………………………

Module III: Challenges faced to the Governance of Project

22. Do you support the continuity of the project? a. Yes [   ] b. No. [   ]

23. Please explain your answer to question 21……………………………………

………………………………………………………………………………………

24. What do you think are some of the challenges facing the

project?...

………………………………………………………………………………………

25. In your opinion, what should be put in place for the continuity of the projects?

………………………………………………………………………………………

....

26. What do you suggest must be considered for future tourism projects in

Busua…………………………………………………………………………..

………………………………………………………………………………………

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Module IV: Background Characteristics of Residents

Please tick [√] the appropriate responses as shown below.

27. Sex: a. Male   [   ]   b. Female [   ]

28. Age: ....

29. Marital Status: a. Single [   ] b. Married [   ] c. Divorced [   ] d. Widowed [   ]
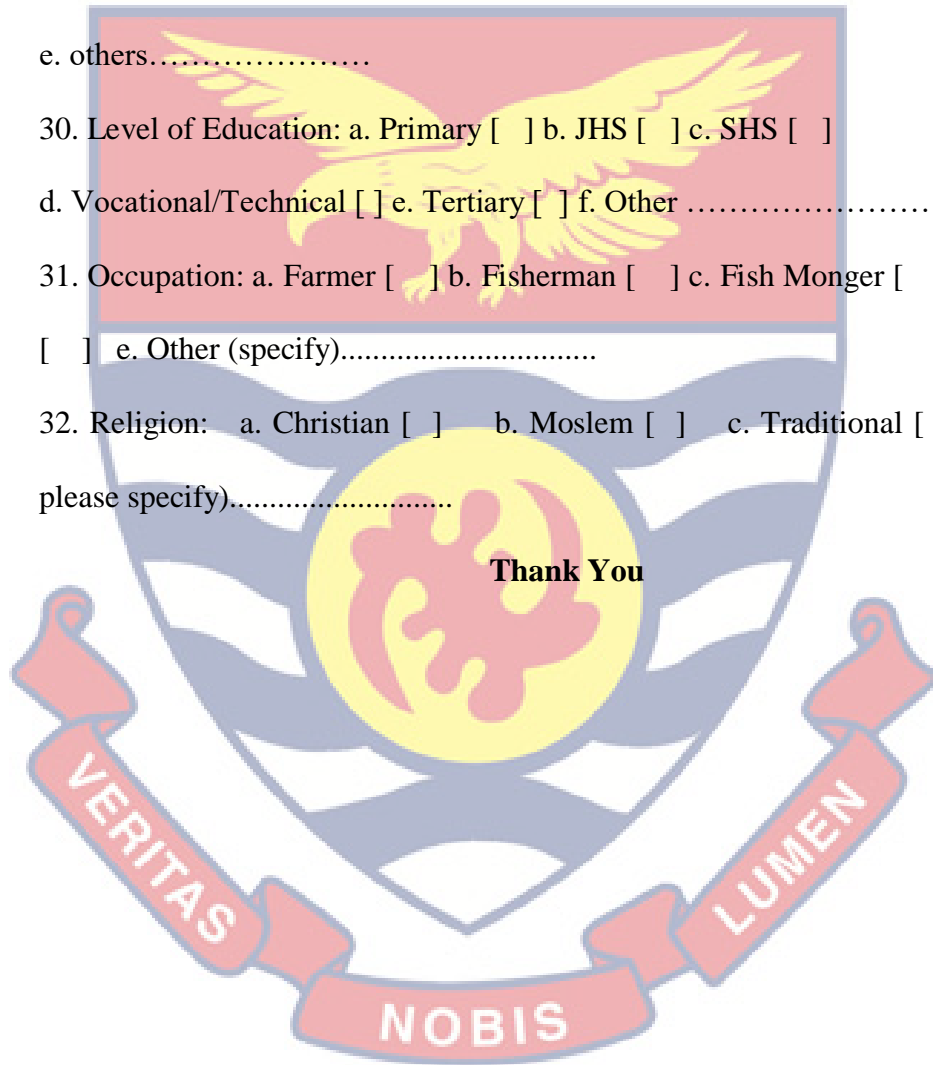
e. others…………………

30. Level of Education: a. Primary [   ] b. JHS [   ] c. SHS [   ]

d. Vocational/Technical [ ] e. Tertiary [ ] f. Other ……………………

31. Occupation: a. Farmer [   ] b. Fisherman [   ] c. Fish Monger [   ] d. Teacher

[   ] e. Other (specify)...............................

32. Religion: a. Christian [   ]   b. Moslem [   ]   c. Traditional [ ] d. Others,

please specify)..........................

Thank You

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