

## COMMUNITY PROJECT IMPLEMENTATION ISSUES IN THE KINGDOM OF ESWATINI: A BUSINESS MANAGEMENT PERSPECTIVE

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### ABSTRACT

*This study was a qualitative research based on twenty-two community projects implemented in the Kingdom of Eswatini's four regions of Hhohho, Lubombo, Manzini and Shiselweni. The researcher triangulated semi-structured interviews and observation methods to solicit information from eleven respondents who were project team members in their respective communities. Interviews were conducted with the eleven project committee members who were purposively selected, based on their leadership roles in implementing projects; the data collectors (research assistants) also made observations while visiting the participating projects. The findings revealed a number of challenges in four key areas: project budget cuts, cost over-runs as a result of scope creep, poor quality of a product and projects that took long to complete or were never been completed. It was concluded that in the Kingdom of Eswatini, community-based projects are failing to meet primary project objectives owing to different challenges. The need for intervention is recommended, in the form of self-help techniques to capacitate community members to address their local challenges, thus empowering them to participate in resolving future problems.*

**Keywords:** community projects, implementation challenges, Kingdom of Eswatini, management perspective, project implementation, project management

## 1. INTRODUCTION

Communities in the Kingdom of Eswatini depend heavily on government and donor funded projects to meet their social and economic development needs. The Kingdom of Eswatini is a monarchical democracy whereby both parliamentary and traditional systems run concurrently. According to African News Agency (2016), the Kingdom's position is that it believes in democracy as an idea but not an ideal, because what is considered ideal to some people may not be ideal to others. To protect this 'philosophy,' the Kingdom's culture espouses respect for its traditional leaders by allowing them to play an active role in implementing community projects. Monarchical democracy in the current context implies that donor-funded projects can fail if they do not comply with the Kingdom's system of governance. A study by Khalifu al Muqeemi, Said, Pakir, Abd and Osman (2008), concluded that in developing countries, the existence of several social, cultural, political and financial problems lead to poor project management performance.

The synergy effect, which the project management concept portrays, tends to generate improved benefits when project stakeholders pull their efforts and resources together to pursue their objectives, than if stakeholders pursued the same objectives as individuals (Thuive & Struive, 2012; Groenewald, 2013; Lazenby, 2016). Thus, community members often organise themselves into groups to execute community projects or to approach Government or donors for support. Typical community project needs for eSwatini are enshrined in the King's plan for the next three years, Vision 2022, which states that the main objective is to improve the standard of living for all Eswatini people through access to quality services, wealth creation and employment opportunities, addressing issues of poverty and access to quality health, gender equality, social integration and the pursuit of

development models (Ministry of Finance, Eswatini, 2009). In line with the objectives espoused under Vision 2022, most community projects in Eswatini involve poverty alleviation, helping the poor and disadvantaged, rural electrification, water and sanitation, road construction and agro-based projects. However, the researcher realised that there were many project implementation challenges that hinder development in the Kingdom.

### **1.1 Statement of the Problem**

A classical study of problems associated with project management in developing countries concluded that prescriptions that violate the social, cultural, political and organisational traditions of developing countries will not work. Consequently, there is a need for techniques that are sensitive to national needs, constraints and opportunities (Rondinelli, 1976:15). The Eswatini Ministry of Finance (2014) in his Budget Speech clearly stated that national projects were hampered by, among other things, laxity, wasteful expenditure, delayed implementation of Government projects, limited focus on outputs and results, and the 'I don't care' attitude of civil servants towards the Kingdom's development agenda.

When implementing a community project, the project manager is responsible for initiating and managing all tasks, directing team project efforts, monitoring and controlling stakeholders, and managing project risks (Oosthuizen & Venter, 2011). At the same time, community development allows communities to come together to plan, generate solutions and take action towards developing the social, economic, environmental and cultural aspects of the community so that the projects can transform undesirable contextual challenges (Udensi, Daasi, Emah & Zukbee, 2013:62). In the Kingdom of Eswatini, there is a missing link in the way in which community projects are implemented. A major problem seems to be that most community projects are poorly executed, fail and deprive potential beneficiaries of the benefits they were supposed to enjoy, courtesy of investments made by the Government and Non-Governmental Organisations (NGOs) in community projects. It is not clear what the real project

implementation challenges and their causes are, and the absence of concern for effective project implementation is also a cause for concern. The study therefore explores the challenges of implementing community projects in the Kingdom of Eswatini.

## **1.2 Research Objectives**

The research sought to explore the challenges of implementing community-based projects in the Kingdom of Eswatini, in order to increase understanding and knowledge about these challenges. The research objectives were to:

- identify challenges that were experienced during the implementation of community projects in Eswatini, and
- explore the effects that the project implementation challenges have on the community.

New knowledge gained from the research can improve stakeholders' capacity to deliver change and derive more benefits from different community projects implemented in Eswatini and beyond. Reducing project implementation challenges can be beneficial to different project stakeholders, including community members, projects planners and project managers, donors, and administrative authorities that are involved in implementing community-based projects. More effective project implementation can enable community members to achieve their developmental goals and uplift their standard of living. Community members can learn and understand the importance of actively participating in projects that are implemented in their communities. Project planners and managers who are aware of implementation challenges can easily develop appropriate strategies to deal with the challenges. Donors and sponsors prefer funding projects that do not have problems with transparency, ineffectiveness, and lack accountability.

## 2. LITERATURE REVIEW

A project is a limited, temporary, unique and multidisciplinary undertaking which has time, cost and quality constraints (Lavagnon, 2012). Thus, the key features of projects are a defined beginning and end, resource requirements, unique outcomes, a planned approach, people involvement and a unique set of stakeholders (Fox, 2007). From a community-based viewpoint, project funding can help reduce poverty, achieve sustainable development, ensure environmental conservation and the preservation of cultural heritage, as well as protect vulnerable groups from exploitation (Kims, Park & Phandanouvong, 2014). Therefore, project implementation requires project managers who are equipped with appropriate project management skills and techniques. From a developmental point of view, projects have been the basic building blocks of development and the primary instruments for grants, credit, loans and technical aid to developing countries by international assistance agencies (Rondinelli, 1976).

The UK Project Management Body of Knowledge (1995) defines project management as the planning, organising, monitoring and controlling of all aspects of a project and the motivation of all involved to achieve the project objectives safely and within the agreed time, cost and performance criteria. Key community project objectives include empowering community members, building beneficiary capacity, increasing project effectiveness, improving project efficiency and sharing of project costs (Thwala, 2009).

At the project implementation phase, a project is subject to strong and bureaucratic procedures or guidelines, such as stringent reporting, monitoring and evaluation requirements (Lavagnon, 2012). However, research shows that ignorance of project implementation processes seems to be the greatest challenge for community members because it limits their participation (Meredith & Mantel, 2012; Kims, Park & Phandanouvong, 2014). Odoyo (2013) is of the view that the way in which a project is implemented can have a significant impact on whether it will be successful or not. This is made more complex by variables which influence

implementation, including resource management, operational systems, organisational culture and leadership. According to Lock (2013), project implementation requirements include effective control, effective communication, effective leadership, skills and know-how, monitoring and evaluation, cost management, time management, change management and conflict resolution.

## **2.1 Project Implementation**

The management perspective of projects views projects as business cases. They must have clear goals and targets whose ultimate aim is to satisfy the customer. Even though individual projects are unique and different, all projects require management and projects must be professionally managed on the basis of the four management elements of planning, organising, leading and controlling (Nicholas & Styn, 2017, Wright, 1998; Oosthuizen & Venter, 2011). Furthermore, at the project implementation phase, trade-offs must be made for project scope, quality, cost, schedule, resources, and risks (Kloppenborg, Anantatmula & Wells, 2015). When implementing a business strategy, trade-offs must be anticipated because of the dynamic nature of the business environment, and this is equally applicable to project implementation. Thus, the operationalization of planning, organising, leading and controlling must be at its best in the project implementation phase, accounting for the dynamic nature of projects.

## **2.2 Empirical Evidence**

Project implementation is based on a project plan which itself is a mere guide that tends to change as the implementation process progresses. Accordingly, the project manager must have an efficient management system that is flexible and responsive to current needs and changed situations because the project is rarely implemented according to the initial plan (Wright, 1998; Young, 2013; Interact, 2018). The classical project implementation challenges which have been identified include inadequate project execution,

operations and supervision. These are further broken down into cost overruns, inadequate information flow, poor supervision and problem solving, insufficient capacity and incompetence, untrained/unskilled project managers, fragmented responsibility for implementation, inadequate resources, delivery delays and poor procurement, staff turnover, and failure to develop indigenous management skills (Rondinelli, 1976).

### **2.2.1 Project Management and Culture Traps**

High project implementation failure rates of up to 64% at international level, attract the attention of scholars (The Bank Information Centre, 2012; Hekala, 2012). According to Collier (2007), this is a result of four traps, namely, the one-size-fits-all trap, accountability for results trap, lack of project management capacity trap and cultural trap. A brief explanation of the four traps is given below.

### **2.2.2 The One-size-fits-all Trap**

The one-size-fits-all trap is a technical trap often known as the prescriptive or blueprint approach. Organisations with this problem assume that all projects share the same characteristics, hence they provide them with standard solutions based on financial and technical feasibility study results (Rondinelli, 1976; Ika & Hodgson, 2010). This is done at the expense of social, cultural, environmental and political feasibility.

### **2.2.3 The Operational Trap**

The accountability for results trap is an operational trap that emphasises guidelines and procedures. Aid recipients are forced into the culture of accounting for their results at the expense of managing for results. Thus, performance information is primarily for external reports and not to improve project performance (Ika & Hodgson, 2010). This simulates the results-based management approach (RBMA), which emphasises the reporting regime, knowing how and when to report, rather than the results-informed regime

(Bennendijk, 2007:7). The Bank Information Center (2012) and Ika and Hodgson (2010), are of the view that western management practices and tools frequently fail, because they do not achieve acceptance in the developing countries and often encounter formidable political, organisational and cultural obstacles.

#### **2.2.4 The Lack of Project Management Capacity Trap**

The lack of project management capacity trap is based on the notion that a major limitation to implementing projects and operating them is not financial resources but rather, administration capacity (Rondinelli, 1976). Aid agencies have not trained enough people to implement projects throughout the world. Collier (2007) notes that development agencies' performance is assessed based on the ratio of their administrative expenses to money given to donation seekers. To keep administrative costs low, they avoid supervision expenses, thereby compromising project quality. Poor countries are inconvenienced because they lack project management skills and do not have adequate funding to train and develop staff. This puts them in an unenviable situation.

#### **2.2.5 The Cultural Trap**

The cultural trap refers to the top-down approach associated with high formalisation as a common strategy used in project management. It does not take into account local conditions and the multiplicity of project stakeholders. It often leads to most projects being viewed as 'donor projects' with little effort and commitment coming from the local community members. Ika and Hodgson (2010) argue that projects have not been tailored to the cultural context of Africa owing to their lack of group solidarity, known as *Ubuntu*, between project stakeholders. *Ubuntu* is a key characteristic of African culture that revolves around teamwork.



Failure to address challenges posed by these threats, when implementing projects, will perpetuate continued poor project implementation and loss of resources. It has been observed that under-development in Africa has worsened, owing in part to poor project management, yet projects have been used as part of national development plans and poverty reduction strategies in Africa (Lavagnon, 2012).

Various projects implemented in South Africa, Nigeria, Rwanda, Tanzania and other developing countries were reviewed with special attention being given to project implementation challenges. Challenges encountered in four of the evaluated projects are summarised in Table 1.

As reflected in Table 1, general community project implementation challenges in less developed countries are linked to unclear project objectives, poor planning, lack of financial support, lack of project management capacity, skills or training, lack of commitment from other community members, poor communication and conflicts and corruption (Thwala, 2009; Udenis, Dassi, Emah & Zukbee, 2013; Kim, Park & Phandanouvong, 2014; Kilewo & Frumence, 2015). Gatari, Mbabazi and Jaya (2016) add that community participation, finance availability, project management practices, community training, accountability and transparency can influence the sustainability of community projects. This implies that project implementation cannot be the end goal of any project since projects survive beyond the implementation phase.

**Table 1: Project implementation challenges in selected developing countries**

<b>COMMUNITY DEVELOPMENT IN NIGERIA (UDENS, DAASI, EMAH &amp; ZUKBEE, 2013)</b>	<b>COMMUNITY-BASED TOURISM IN LAOS (KIM, PARK &amp; PHANDANOUVONG, 2014)</b>	<b>URBAN RENEWAL PROJECTS IN SOUTH AFRICA (GAUTENG PROVINCIAL GOVERNMENT, 2004)</b>	<b>COUNCIL HEALTH PLANS IN TANZANIA (KILEWO &amp; FRUMENCE, 2015)</b>
Inadequate awareness Poor project planning Tradition & culture Non-involvement of youth in planning Finance Government policy Corruption	Low educational levels Poor living conditions Lack of financial support Busy/no time to participate Perceptions of tourism as a seasonal business Power struggles between locals and administrative authorities	Lack of clear objectives Lack of pilot projects Lack of training Lack of, or inappropriate, technology Low capacity Inappropriate administrative arrangements Lack of commitment from other community members	Low levels of awareness Poor communication and information sharing Lack of role clarity among members Lack of management capacity Lack of financial support

### 3. RESEARCH METHODOLOGY

This research was a qualitative study that triangulated in-depth interviews and observations to closely examine challenges faced in implementing community projects in Eswatini. Researchers in the qualitative tradition rely on in-depth interviewing and observations to understand phenomena and allow respondents to talk about their experiences, concerns, and their view of the world (Royse, 2004; Creswell, 2014; Maree, 2016). Observation helps

to understand respondents' behaviour, social processes and individual interests (Royse, 2004). In-depth interviews were conducted by eleven University of Eswatini Project Management (BA303) students under the guidance of the researcher. Each student investigated at least two community projects. Interviews were held with purposively selected respondents who play leadership roles in community projects. Results from the interviews were aggregated and there was no mention of project names and regions for the sake of confidentiality.

While Patton (2002) says that triangulation leads to methodology rigour, Zikmund and Babi (2010) add that a handful of people is usually the source of qualitative data. The twenty-two respondents were project committee members viewed as rich with local project implementation information owing to the leadership positions they held in these projects. Another advantage of qualitative research is that information gathering, analysis, conclusions and recommendations can take place simultaneously (Gummerson, 1991).

However, no generalization could be made on the basis of the twenty-two cases that were examined. Moreover, the study could have been affected by the Hawthorne effect, owing to the respondents being aware that they were participating in the research study, and this could have influenced the way they responded to questions.

#### **4. RESULTS AND DISCUSSION**

The results show that the most projects implemented in Eswatini include poverty alleviation projects, agro-based projects, diseases control projects, water and sanitation projects, environmental protection projects and national projects. These projects are found in the country's four regions of Hhohho, Lubombo, Manzini and Shiselweni.

National projects, such as road construction and the management of national disasters, are initiated and driven by the Government. They are funded through the national budget, but sometimes money is from other Government projects to projects that are more critical. Commenting on whether the Government consults community members, Respondent 2, who participated in a road construction project, said: *...this was a very good project which can reduce road accidents in the area. Community residents cannot decide on what they want or when they want the road, the Government does that for us. The problem we have in the area is that the contractors do not want to employ local people and Government does not adequately compensate the families that were displaced by these projects.*

Donor-initiated projects are common in areas, such as disease and environmental control. In this instance, the donors do not want to provide 100% funding for a project; they prefer to share project costs with either Government or community members. For example, in projects about the protection of natural springs and rainwater harvesting, community members were required to source part of the required equipment before donors moved in to provide training and additional equipment that could not be sourced locally.

Respondent 11 complained that donors distributed standard packages for the ventilated pit latrines although community members faced different geographical conditions. As a result, the distributed materials were inadequate for those who needed special foundations and walls and the donated toilets collapse easily.

Other projects are also initiated by community members. Community members will approach Government or private donors for support. Respondent 9 said: *...such projects usually face sustainability problems because equipment and facilities delivered during project implementation need to be maintained when donors have gone. This does not always happen because donors do not provide maintenance funds. That is why we have all these white elephants.*

All the respondents concurred that the traditional leadership must be consulted and involved in all the projects. Respondent 4 commented that *every community has traditional leaders who require recognition and are power holders. As their subjects, we are not expected to oppose them.* The same respondents cited three big projects that did not even start because the chiefs declined to endorse them.

Designs for most of the projects were driven by participating donors and fall short of meeting beneficiaries' expectations. Respondent 6 said: *In our area, a feeding project was run for only four months before the donors withdrew without notice in the middle of the project, despite the serious poverty situation at that time.* Project design disparities also led to project scope creep, project budgets being cut and project funds not released on time. In one region, project money was deposited into a bank account, but the bank did not have a branch in that region. In addition, Respondent 1 said: *...the problem with this is that such projects end up benefiting civil servants mostly and other employed community members because they are the only ones who made monetary contributions in these community projects, the poor remain segregated.*

Lack of compatibility also affected community projects as indicated by Respondent 5, who stated:

*The Government provided vehicles for transport in a donor-funded project in our area. However, this did not work out because the Ministry applied its administration policies to the project. This was absurd; the vehicles seconded from the Ministry could not be driven before eight in the morning and after five in the evening as per the Ministry's policy, yet community members considered these periods their prime working hours, given high temperatures in the region and the fact that they had other business to attend to during the day.*

Specific project implementation challenges were categorised under project identification factors, project design and alignment factors and project execution or operational factors. These are summarised in Table 2.

**Table 2: Identified project implementation challenges and their effects**

<b>PROJECT IDENTIFICATION FACTORS</b>	<b>EFFECTS</b>
Poor participation by community members	Traditional leaders and community members did not endorse projects.
Projects not pro-poor	Community members left out in projects that were patronised by community members who were gainfully employed.
No ready market for projects output	Because of poor quality and marketing strategy, community members failed to sell their products.
No funding for projects on Eswatini	Donors cannot fund projects on national land because it belongs to Royalty. Community members staying on Eswatini will experience some difficulties in accessing project donations.
<b>Project design and alignment factors</b>	
Lack of cooperation and sustainability issues	When community members refuse to cooperate, projects are abandoned before they are completed and are eventually not completed.

<b>PROJECT IDENTIFICATION FACTORS</b>	<b>EFFECTS</b>
Strings attached to donations	When donors dictate terms, there might be disagreements with community members. Some Indian and Chinese lenders appoint their own contractors from their home country thus limiting participation by locals.
Interference by traditional authorities	When there is a clash of interests between traditional and administrative authorities, the former prevails and the community cannot oppose the traditional authority.
Politics or ulterior motives from project drivers	Project drivers whose projects are not supported are usually forced to leave before the project is completed.
<b>Project execution and operational factors</b>	
Government procurement bureaucracy	Projects financed through public funds have to go through rudimentary administrative checks before they are approved. Costs accumulate amounting to budget over-runs.
Project objectives not clear	Poor planning, organising, leading and controlling.
Corruption and abuse of facilities	Project resources can be squandered for unknown reasons or on activities not originally on the project plan.
Lack of, or poor, human skills.	Poor management of projects owing to inadequate skills or lack of skills often leading to time, scope, budget and quality constraints.

The most critical challenges associated with implementing projects in the Kingdom of Eswatini are traditionalism, poor project management, lack of funds, lack of sustainability, poor quality and standardisation of solutions in relation to community problems.

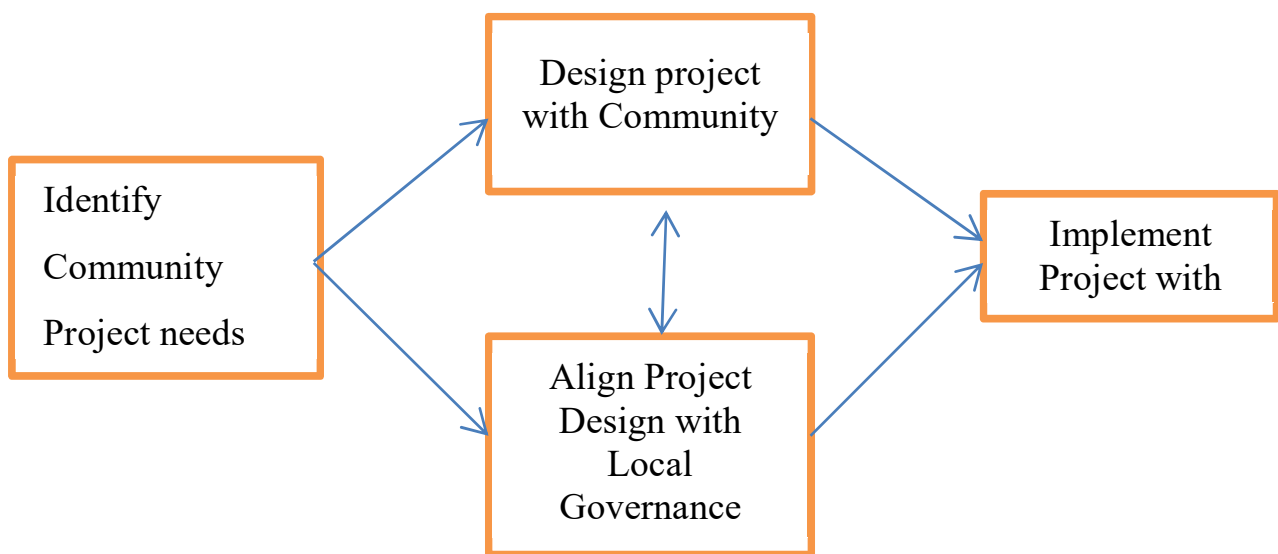
Generally, Africa has a project management skills shortage, but the Eswatini situation is complicated by the fact that traditional leaders are imposed as project leaders even if they are not trained in project management. They also lack project leadership skills. They become project leaders by virtue of their cultural positions. They have powers to interfere in projects being carried out in their areas but there are also intra-conflicts. Respondent 7 revealed that a critical project in his community was abandoned because it fell under two different traditional leaders who failed to agree on who was going to be in charge of the project when it was completed.

Projects lack funding if the project proposals are not bankable but funding can be reduced through directives from respective authorities. Respondent 2 said: *Our budget was cut from €500 000 to €300 000 and we failed to have the project completed. Inadequate funding and poor planning are the main causes of non-sustainability.* Projects that are implemented without clear goals and plans can run short of funds during implementation. New activities that are adopted during implementation cause budget over-runs and scope creep. Respondent 3 pointed out that, in one of the projects carried out in their region, a project which started with two hundred households ended up with three hundred households. In addition to this, in Eswatini when people turn out for meetings, they expect to be fed. At times, project managers do not budget for meetings and they overlook post-project maintenance budgets. This can ground the project immediately after its completion. Poor quality of outputs can be a result of poor project management. Inadequate project budgets sometimes force project managers to compromise on the amount and quality of project inputs, eventually leading to poor quality. International donors try to implement off-the-shelf solutions in Eswatini, without due regard to the country's specific situation and specific needs. Community members and the authorities do not find this satisfactory.



#### 4.1 Proposed Conceptual framework

The research was conceptualised around the premise that community projects are meant to benefit community members who in turn know what kind of help they need. Community members acknowledge and respect both traditional and administrative structures who manage their projects, and they want to participate in projects implemented in their communities. Figure 1 below is a diagrammatic representation of a community project implementation model deriving from the current study.



**Figure 1: Proposed conceptual framework for community project implementation in the Kingdom of Eswatini**

Ideal community projects are meant to deal with social, cultural and developmental challenges of the community (Rondinelli, 1976; Kim Parp and (Phandanouvong, 2014). Thwala (2009) and community members are expected to participate fully in the planning and implementation of projects that affect them. Therefore, the identification of community problems is best done with the involvement of the community members themselves. Once the problems have been identified, appropriate project designs can be developed in conjunction with the intended beneficiaries namely, the community.

According to the United Nations (1956), a community-driven development approach is a process by which the efforts of the people themselves are united

with those of the Government authorities to improve the economic, social and cultural conditions of the communities and to enable them to contribute fully to national progress. This means that project designs must be aligned with traditional and parliamentary systems which jointly constitute the monarchical democracy in the Kingdom of Eswatini. Once the parties involved are in agreement, project implementation is expected to be done with minimum disruptions and community members must be the ultimate beneficiaries of community projects. However, it must be noted that a professionally organised project follows a project life cycle which is made up of the initiation, planning, implementation (execution) and close-out phases.

## **4.2 Limitations**

The research was limited by its limited focus on the implementation phase only. The implementation phase is the phase where most project resources are consumed (Kloppenborg, Anantatmula & Wells, 2015; Gido, Clements & Harinarain, 2018). In the main, the success or failure of a project depends on what happens at project implementation in terms of time, cost and performance (Lock, 2007:19).

## **5. CONCLUSIONS AND RECOMMENDATIONS**

The findings of this study reveal a number of challenges in four key areas, namely, project budget cuts, cost over-runs as a result of scope creep, poor quality of a product and projects that took long to complete or were never been completed. Based on these findings, it can be concluded that in the Kingdom of Eswatini, community-based projects are failing to meet primary project objectives owing to different challenges. In order to improve project execution and the attainment of project goals, there is a need for intervention in the form of self-help techniques to capacitate community members to address their local challenges, thus empowering them to participate in resolving their problems in future.

The conflict between community leaders where a project overlapped with those that were under two community leaders, is a unique finding. This implies that there was no consensus among leaders on which of the leaders was to be in charge of the project which cut across regions and this led to donors withdrawing with the eventual loser being the community. The research recommends that administrative procedures must have conflict resolution structures to ensure some quick resolution of administrative challenges.

Project management policy is influenced by what happened in the past, current and existing developments, and what the Government and communities in the Kingdom expect with regard to shaping their future. It is therefore recommended that policy developers scrutinise not only the project implementation challenges identified in the study, but also the reasons behind the challenges. This kind of analysis will lead to curative, preventative and innovative policies to guide future community projects.

It is further recommended that an aggressive communication strategy be adopted to widely disseminate information through multimedia so as to address challenges like poor awareness, poor participation, non-inclusion and ignorance with regard to the benefits of a project. The policies for implementing project management in developing countries must be consistent with the culture and characteristics of the particular society and consider the configuration of its economic, political and administrative systems (Khalifu al Muqeemi et al., 2018).

Sponsors who want to fund and support community projects in a country must believe in the country's 'philosophy.' Projects that do not support the system and its *status quo* are bound to be rejected. In addition, for community development projects to effectively alleviate poverty, they must be pro-poor. Consequently, project donors are advised to steer clear of politics and to have no ulterior motives and hidden agendas when they promote projects among community members. The research recommends a "people-first" "people-driven" approach in addressing the communities' needs.

It can also be concluded that, while well-researched and well-developed project implementation tools and techniques are required, they must be modified so that managerially, economically, culturally and politically, they are acceptable to the people of Eswatini. This is one sure way to maximise community participation and, by extension, project management benefits for community members. The unique nature of the Kingdom of Eswatini as a monarchical democracy requires unique and customised project implementation strategies. To achieve effectiveness, loan and grant providers or their agencies cannot unilaterally identify projects that are supposed to be implemented, determine objectives for the projects and decide how they are implemented (Youker, 2003). The community that will benefit from these projects must be actively involved at all the stages of the project, particularly implementation, so that their needs are clearly understood and met by the donors.

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