
**COMPETENCIES OF MUNICIPAL PROJECT TEAM MEMBERS &
ITS IMPLICATIONS ON PROJECT EXECUTION IN BUEA
MUNICIPALITY, SOUTH WEST REGION OF CAMEROON**

¹NDONG M. NGEAH & ²MOLEM C. SAMA

Department of Economics & Management
Faculty of Social & Management Sciences
University of Buea, Cameroon

ABSTRACT

This study assessed the competencies of Buea municipal project team members and its implications on the execution of the Central Market Project in the Buea Municipality of the South West Region of Cameroon. The study was guided by four specific objectives: - To examine the skills of Buea municipal project team members and its effect on the Buea Central Market Project; assessed the knowledge level of project team members and its effect on the Buea Central Market Project. Establish the level of experience amongst project team members and its effect on the execution of the Buea Central Market Project. Data for the study was mostly collected from primary sources with the use of a questionnaire, and focus group discussions with stakeholders of Buea municipal council projects. The study adopted a mixed-method and made use of the descriptive survey design. 90 municipal project stakeholders were purposively and conveniently sampled to participate in the study. The data were analyzed using descriptive and inferential statistics. ANOVA test and multiple regression were used to test our hypothesis. The findings revealed that the skills, knowledge level, and experience level of the Buea municipal project team members significantly affected the execution of the Buea Central Market Project. The study recommended that: there should be non-politicization of municipal projects by the council authorities - through the recruitment of competent project team members void of political inclination; key project team members and advisers on municipal projects within the municipality should be given the opportunity to attend yearly training seminars and workshops on developmental projects. The council could also sponsor the training of key project team members through exchange programs in advanced nations

Keywords: Competencies, Municipal Project Team Members, Projects Execution, Buea Municipality, Cameroon.

1.0 INTRODUCTION

The involvement of municipal councils in economic development has been a major issue of discussion in many countries in sub-Saharan Africa. The current political and economic reforms, the renewed interest in decentralization policies and its implementation in many developing countries provide local governments with increased opportunities to become actively involved in local socio-economic development. The promotion of local economic

development has been a widely practised and increasingly important activity of many local governments in the world for decades, particularly amongst developed nations (Ward, 1990). Though the concept of local economic development is not a new phenomenon, what is new is the increasing incidence of such activity, its growing acceptability and the parallel increase in the importance of various locally based development initiatives (Nel, 2001). The attractiveness of the concept in developing countries in recent times may be attributed to the debt crisis, the effective inability of many of these countries to intervene at the local level, the imposition of structural and a series of political shocks which are very common in this part of the globe. It has also been accelerated based on the enhanced status of the locality in the global economy and the importance of local decision making, democracy and the recent state of decentralization in the developing world.

Todaro and Smith (2006) posit that for the past years, it has become imperative for many developing countries to pursue decentralization policies and devolve power to sub-national levels of government. Most central governments would also want to reduce overload and congestion at the Centre and speed up operational decision-making and implementation by minimizing the bottlenecks associated with over-centralization of powers and functions at just one or two points to boost their efforts at decentralizing. In the light of this, governments are in a way and through various means empowering local government units to carry out socio-economic development activities as they are closer to the action spots and will be in a better position to analyze challenges to economic development at the local level. The creation of a more conducive environment for successful local development is, therefore, one of the main rationales making the concept of decentralization very popular in development circles. Edralin (1996) state that local economic development is considered as one of the main policy fields where positive effects of decentralization are supposed to make themselves felt. In consonance with this, traditional top-down approaches of formulating and implementing development activities without consultation and involvement of the local people are gradually being replaced by a holistic approach to local level development.

Rogerson (1995) asserts that in the context of contemporary global economic restructuring, the nation-state is losing much of its capacity to promote the well-being of its community. Therefore, developmental projects have become increasingly a localized phenomenon, as significant shifts are occurring in the locus of responsibility for development planning from national to local levels. From the point of view of Sengenberger (1993), the local level is exerting an increasingly strong attraction on analysts and policymakers today across a wide political spectrum of opinion. In sum, making local government a potential strong candidate for economic development as they are permanent structures that can ensure stability overtime to support the local developmental project which is a long-term ongoing process.

This calls for the functioning and performance of the municipal councils as institutions which have been given the responsibility to spearhead local development, it is through the empowerment of local government that municipal programs and developmental plans have a higher likelihood of reflecting local needs more accurately than in centralized systems of government (Nkrumah, 2001). However, the dominant issue in the local government system is the efficient and effective provision of basic amenities and social infrastructures. Provisions of projects are key to the existence of local governments. They are required to

serve the public interest in areas of maintaining roads, construction of markets, health care centres, drainages, motor parks, among others.

While these functions of local government are well known and popularized by the constitution of the country, what seems to matter most to the people of the grassroots is to see tangible results of their taxes. Proper management of the interaction with these stakeholders is the key success criteria and factors for effective execution of council projects. Managing the expectation of the stakeholders will fulfil its mission effectively while maintaining investment attractiveness.

The overall success of the project and reaching the set goals depend on the cooperation of a whole project team and the leadership of its project manager (Cech and Chadt, 2015). Some professionals have a personality type that might hinder them from developing some soft skills (Araujo and Pedron, 2016). Therefore, it is the time to renew our understanding of the implication of the three components of the project team member's competencies, which are; skills, knowledge, and experience competencies on project execution.

2.0 STATEMENT OF PROBLEM

Cameroon, like many other African countries, is currently facing socio-economic challenges, and as a result, the government has seen the need for local councils to be involved in developmental projects by resolving to the process of decentralization through the Ministry of Decentralization and Local Development. As the 1996 Constitution of Cameroon as amended consecrated the country as a decentralized unitary state, the 2004 Decentralization law provides for the transfer of power to local entities who have been assigned functions as social care, education, and the promotion of economic, cultural and sports development (Cheka, 2007). It is believed that councils have a rich resource base and can legitimately develop strategies on project implementation that are within their constitutional spheres. Despite this, many local government authorities have been performing poorly in projects execution. This is evident in local council's periodic reports like that of the Buea Council where projects execution is often highlighted as a major challenge (Buea CDP, 2012).

Markus (2007) argues that local councils in Cameroon lack the human capacity with the necessary competencies to professionally conceive, plan and implement projects. Truly, inadequate planning skills can hamper project execution. This is particularly so because most councils in Cameroon employ staff based on political inclination instead of professional competencies. As such, incompetent people are put in positions which they cannot handle. This is coupled with the fact that they are rarely given proper training to improve their capacity which can create weakness in the conception, planning and implementation of municipal projects. The training that is available often takes a narrow focus, emphasizing economic appraisal rather than developing broader management skills and capabilities. In line with these responsibilities given to the councils, municipal councils in Cameroon are supposed to implement various measures to better the lives of their constituents.

The Buea Central Market project is a major project of the Buea Council that has been on for a long time but with very little visible results. The execution of the project appears to have been stagnant for a number of years now, and the quality of work so far executed raises a lot

of issues not only with regards to the conception, planning and execution of the project but particularly the competencies of the project team members. It is on the bases of all these that these researchers sought to study the competencies of Buea municipal project team members and its implications on the execution of the Central Market Project in the Buea Municipality. Through this, better project management strategies could be projected for the Buea council that can lead to efficient use of their resources and subsequently better services to the public in terms of projects execution within the municipality and elsewhere.

3.0 REVIEW OF RELATED LITERATURE

According to the definition given by the Organization for Economic Cooperation and Development (OECD), the municipal council is based on fiscal governance, legislative and executive authority over an area corresponding to the territorial limit and a certain group of people. Given the above definition, we see that this kind of governance is associated with two important elements, decentralization and local autonomy. The question of what is decentralization arises? Decentralization is the provision or distribution of certain functions, within administrative, political or economic attributes, from central government to local government. The latter is independent of the centre within the territory under its authority (Faguet, 2005; 6)

Municipal council according to Hasluck (Hasluck, 2010) is the sphere of government where local authorities are allowed by law to issue acts or decisions to adjust the way of governance. In his book "Elements of politics" (Sedgwick, 2014) considers municipal council as the government of some sub organs that have special powers to issue regulations or rules within the area which they manage. (Stones, 1968) defines municipal council as part of the governance of a country, but that deals with problems or issues of the population within certain territory or location. According to him, this kind of government does the so-called "housework" so that living in these areas can be affordable for its residents. It achieves this by keeping the roads clean, children's education, and Markets and residential housing construction etc.

Project execution involves building the deliverables and controlling the project delivery, scope, costs, quality, risks and issues. In this phase, the project team adheres to the management processes to monitor and control the deliverables being output by the project. However, Cleland (1986) introduced stakeholder thinking in Project management with identification and recognition that projects have diverse stakeholders with their own objectives, interests and expectations which at times conflict with each other. Stakeholders are so critical in projects that PMI defines project management as the process of adapting the specifications, plans and approaches to be in line with concerns and expectations of the various stakeholders (PMI, 2008). Thus, one of the key functions of a project manager is to manage project stakeholders' expectations and concerns as successful completion of the project is dependent not only on cost, time and quality but also on stakeholder satisfaction (Bourne & Walker, 2005; Cleland, 1995).

Stakeholder theory provides a framework of categorizing and understanding stakeholders in order to strategically manage them and hence get support for the project. Within project management, a variety of ways of categorizing stakeholders exist with the most popular

classification systems being based on the stakeholders' role in the project (for instance, sponsors, client, contractor, project team member, customers, supplier), stakeholders' involvement and the nature of their relationship with the project (for example, internal or external), the nature of stakeholders' claim and position towards the 22 projects (for example, promote or oppose), and the degree to which stakeholders' behaviour can be anticipated.

Given the diverse needs of stakeholders at various stages of the project life cycle, it is imperative that their stakes and roles in the whole project be determined during project conception. Mitchell, et al., (1997) contends that the importance of a stakeholder can be determined by three factors namely, legitimacy which refers to the moral or legal claim of a stakeholder. Secondly, power, the capability of the stakeholder to influence the project outcome. Thirdly, the degree in which the stakeholder's claim is compelling or urgent. Based on the importance of the stakeholder in the project, appropriate management strategies must be designed to win their support in the project and hence facilitate the attainment of project objectives in a timely and cost-effective way. For instance, within projects, project teams are considered as key stakeholders due to their capacity to influence project performance. After Akerlof (1970), much has been written on this subject. In 2001, George Akerlof, Michael Spence, and Joseph Stiglitz shared a Nobel Prize in economics for this important work. Information asymmetries apply whenever the principal and the agent are not in possession of the same information at the same time. In construction projects, we have four key parties that work together, and it is assumed that they will share important information in order to meet the main project's targets: time, cost, and quality.

However, because of self-interest, they will not be willing to share all the information all of the time. Therefore, the following types of information asymmetries apply for acting parties: hidden characteristics, hidden information, and hidden intention. Respectively, these three types of information asymmetries generate the following risks: adverse selection, moral hazard, and hold-up. Based on the principal-agent theory, relationships between the project owner and contractor, as well as the two project managers employed by them, are systemized according to related asymmetric information and corresponding types of risk. Hidden characteristics are associated with adverse selection; hidden action and/or hidden information are associated with moral hazard, and hidden intentions are associated with hold-up (e.g., Jäger, 2008). Hidden characteristics cause the adverse selection problem before the contract is signed between the parties involved. It means that the project owner does not have all the information about the contractor before the contractor is hired. Similarly, the project owner does not have all the information about the project manager before hiring. The same holds for the contractor and the project manager working on the contractor's behalf. Therefore, in the case of adverse selection, we have three different parties involved and three information asymmetries. The adverse selection problem occurs in the early phases of the project.

Hidden information or hidden action causes moral hazard risk. This occurs after the contract is signed between involved parties. For instance, the client cannot be sure that firms, once hired, will fully mobilize their capabilities on the client's behalf or on behalf of other clients of theirs (Winch, 2010). In our case, four parties are potentially involved in the moral hazard problem. After the relevant contracts are signed and the project owner has hired the contractor and the project manager, and after the contractor has hired the project manager, they cannot be sure that all information will be shared in an appropriate way because of the

self-interest of all the parties involved. The moral hazard problem also occurs between two project managers because they have their self-interest, as well.

Hidden intentions can cause hold-up problems. The project owner can invest some money at any stage of the project and trust that the contractor will cooperate, but it can happen that the contractor will actually behave opportunistically. After the project owner realizes that the contractor is acting opportunistically, it can be too late for the project owner to withdraw investment. The same holds in the opposite direction. The contractor can also invest some money at any stage of the project and trust that the project owner will cooperate, but it can happen that the project owner will act opportunistically.

To address principal-agent problem, project owners implement screening systems during the hiring of key project team members such as consultants and contractors. In addition, during project execution, customers also implement monitoring systems as a way of reducing information asymmetry. However, this can result in an increase in agency costs. Thus, arising from the agency theory, there is need for project managers to adopt appropriate leadership style and management strategies that deal with project team members' self-interests, conflict of interest, inadequate communication and information asymmetry as these would affect the execution of the project. Chan, et al., (2001) investigated the effect of inter-organizational teamwork on project outcome in Hong Kong. The study involved administration of 120 questionnaires to project managers, architects, quantity surveyors and engineers. Based on data from 53 questionnaires that were received back, the study found a positive relationship between teamwork, project team members' job satisfaction and successful project performance. The study findings were consistent with Assaf, et al., (2014) who found a positive and high correlation between teamwork and project performance in Saudi Arabia. In addition, the study noted that project leaders must not assume the existence of teamwork in a project but must adopt measures to build an effective team. However, the study did not consider the effect of project characteristics on the relationship between leadership style, teamwork and project performance.

Based on project categorization framework developed by Crawford, et al. (2005), they found that certain project manager's leadership competencies influenced project success. Specifically, emotional competence was found to be a significant contributor to project success for all projects, skills competence to be a significant contributor in some projects while knowledge competence was found to be negatively correlated with project success. In addition, different leadership competencies were found to be appropriate for different types of projects. For instance, they found emotional resilience and communication which are key teamwork aspects as important for projects of medium complexity while sensitivity was important for projects of high complexity, which points at transformational leadership being the appropriate style for projects which is in line with Keegan and Den Hartog (2004) prediction. However, they could not verify this due to an insufficient number of projects of low complexity.

4.0 METHODOLOGY

The study adopted the mixed research method and made use of the descriptive survey research design. We needed to answer the questions why Buea central market project is still

to be completed after many years of execution; the competencies possessed by municipal project team members and its effects on the execution of the Central Market project. In order to carry out the research in a particular subject, we need to collect data that would be of great utility to us.

We employed the primary source of data collection. Primary data was gotten through a questionnaire, and also through focus discussions with stakeholders of Buea municipal council projects. We also went further to indulge in conversations with other resource persons around not leaving out our own personal observations and opinions which we used to complement our findings at the end of the study.

A five-point Likert type response option questionnaire of strongly agree, agree, neutral, disagree, and strongly disagree was used. Open and close-ended questions were also included in the questionnaire. We administered 90 copies of the questionnaire to stakeholders using the purposive and convenient sampling techniques and all were returned. Some respondents completed and returned the questionnaire on the spot while others were collected at a later date. We used inferential statistics to analyze our data.

The method of data analysis included descriptive statistics, ANOVA and regression analysis. The data were coded to enable ease of data entry and analysis. The model proposed for this study was based on the assumption that the competencies of project team members will have an impact on the execution of Buea Central Market project.

The economic model was specified as

$$PE = \beta_0 + \beta_1 (SK) + \beta_2 (Kw) + \beta_3 (Exper) \text{ -----eq2}$$

The econometric method was specified as

$$PE = \beta_0 + \beta_1 (Sk) + \beta_2 (Kw) + \beta_3 (Exper) \text{ -----eq3}$$

$$\beta_0 \neq 0, \quad \beta_1 > 0 \quad \beta_2 > 0, \quad \beta_3 > 0, \quad \beta > 0$$

PE= project execution

SK= skills

Knw= Knowledge

Exper= Experience

5.0 FINDINGS AND RESULTS

5.1. The Effect of project team members’ competencies on Buea Central Market project execution.

Table 1: Skills of Project Team Members

	Percent				
	SD	D	N	A	SA
Communicates frequently.	25	31.3	43.8		
Encourage creative ideas.	31.3	18.8	37.5	12.5	
Provides direction to inspire others.	12.5	6.3		18.8	62.5
Use creative thinking process to solve problems.		18.8	18.8	37.5	25

Source: From Field Survey (2019)

Table 1, present findings on project team members’ skills. It is observed that findings on the item which aimed to investigate the weights attributed to team members’ skills within project teams show that 25 per cent of the participants strongly disagreed to the item on frequency in communication, 31.3 percent disagreed with the item that communication was frequent, while 43.8 percent were neutral. 31.3 percent of the respondents further strongly disagreed with the item that creative ideas are encouraged within projects while 18.8 percent have disagreed, 37.5 percent were neutral and 12.5 percent agreed with the item. Findings on the item which aimed to investigate whether team leaders provide direction to inspire others revealed that 62.5 percent of the respondents strongly agreed with the item, 18.8 percent agreed while 6.3 percent disagreed and 12.5 percent strongly disagreed. Finally, 25 percent of the respondents strongly agreed that they use creative thinking process to solve problems, 37.5 percent agreed to the item 18.8 percent of the respondents were neutral and another disagreed respectively. Generally, respondents tend to agree that communication skills enhance project execution and thus completion rates.

Table 2: Knowledge level of Project Team Members

	Percent				
	SD	D	N	A	SA
Identifies the positives and negatives ideas.	6.3	12.5	1.3	43.8	6.13
Identifies opportunities that are sensitive to stakeholder’s needs.	12.5	12.5	12.5	31.3	31.3
Has a clear vision and imagination for the future direction of the project?	12.5	12.5	18.8	31.3	25
Make judgments based on reasonable assumptions, and is aware of the impact of such assumptions.	18.8		43.8	12.5	25

Source: From Field Survey (2019)

Table 2 presents findings on knowledge of project team members. It is observed that 49.9 percent of the respondents tend to agree that they identify the positive and negative ideas within the project team while 18.8 percent disagreed with the item and 1.3 percent respondents neither agree nor disagree. Further, 62.6 percent tend to agree that they identify

opportunities and are sensitive to stakeholder’s needs while 25 percent disagree with the item and 12.5 percent was neutral with their responses. It can also be observed that 25 percent of the respondents reported that they do not always have a clear vision and imagination for the future direction of projects while 56.3 percent of the respondents agreed with the item implying that they have a clear vision and imagination of the future direction of the projects. 18.8 percent neither agree nor disagree that they have a clear vision and imagination of the future direction of the projects. Finally, 37.5 percent of the respondents agreed that they often make judgments based on reasonable assumptions, and are aware of the impact of such assumptions, only 18.8 percent of the respondents disagreed with this item. Therefore, most of the respondents tend to disagree with items under knowledge.

Table 3: Experience of Project Team Members

	Percent				
	SD	D	N	A	SA
Is willing to make decisions involving significant risk to gain a business.	18.8		6.3	56.3	18.8
Know the members strengths and weaknesses then encourages each other.	12.5	25	31.3	18.8	6.3
Organizes all resources and coordinate them efficiently and effectively.	6.3	31.3	31.3	18.8	12.5
Is enthusiastic in communication, engages others and wins support.	31.3	18.8	25	12.5	12.5

Source: From Field Survey (2019)

Table3 presents findings on experience. It can be observed that 75.1 percent of the respondents agreed with the item that they were willing to make decisions involving significant risk to gain business while only 18.8 percent disagreed with the item and 6.3 percent neither agree nor disagree that they were willing to make decisions involving risk. Further, 25.1 percent of the respondents reported that they also seek to know the member’s strengths and weaknesses in other to encourage each other’s while 37.5 percent tend to disagree with the item and 31.3 percent were neutral that they seek to know the members strengths and weakness in other to encourage each other’s. It can also be observed that 31.3 percent of the respondents agree that they Organise all resources and coordinate them efficiently and effectively while 37.6 percent of the research participants disagreed with the item and 31.3 percent were neither for nor against the fact that they organise all resources and coordinate them efficiently and effectively. Finally, 25 percent of the respondents agree that they were enthusiastic in communication, engage others and win support while 50.1 percent disagreed with the item and 25 percent of the respondents neither accepted nor refuse that they were enthusiastic in communication, engages other and wins support. Generally, respondents tend to agree with items under experience which suggest that these can have a significant impact on project execution.

Table 4. Regression Results

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	33.159	12.615		2.628	0.023
Skills	0.437	0.95	0.149	0.46	0.654
Knowledge	-0.117	0.431	-0.081	-0.272	0.791
Experience	0.789	0.292	0.099	2.702	0.035

Source: Field Survey (2019)

Table 4 presents findings on the implication of skills, knowledge, and experience in Buea central market project execution. It was observed that the coefficient of skills is positive that is 0.437 implying that skills have a positive impact on Buea central market project execution. The results show that a 1 unite increase in team members’ skills will lead to 0.437 units to increase project execution. This is in accordance with the a priori theoretical expectations which state that team members’ skills should have a positive impact on their projects. Testing for the statistical significance shows that the coefficient of skills is insignificant at 5% level of the test since the probability value of 0.46 is greater than the alpha value of .05.

We also estimated the implication of team member’s knowledge on Buea central market project execution. Accordingly, the coefficient of knowledge is -0.117 which is not in agreement with our priori expectations. The findings imply that any unit increase in knowledge decrease project execution by 0.117 units which is not in agreement with our priori expectations. Further analysis shows the coefficient of knowledge is not statistically significant since its significance value of 0.791 is greater than the alpha value of .05.

We also investigated the implication of team members experience in Buea central market project execution. The coefficient of team members experience is positive. Its coefficient of 0.789 implies a unit increase in experience will increase project execution by 0.789 units which are in agreement with our expectations that highly experienced team members should be able to deliver projects on time. The coefficient of experience is significant since the p-value of 0.035 is less than the alpha value of .05 hence policies aimed at designing the determinants of project execution should take into consideration the impact of the experience of project members.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Change Statistics			Change Statistics	
					R Square Change	F Change	df1	df2	Sig.
1	.458a	0.301	0.281	2.29063	0.281	10.094	4	84a	0.032

a. Predictors: (Constant), experience, knowledge, skills

b. Dependent Variable: Project execution

Source: From Field Survey (2018)

Table 5 presents findings on the model summary. The Adjusted R-squared also called the coefficient of multiple determinations as seen on the table measures the extent to which changes in the dependent variable are explained by the explanatory variables. Here, the value of adjusted R-squared is 0.281 implying that more than 28% variations in project execution at the Buea Municipal Council can be explained by the combined influence of skills, knowledge, and experience whereas about 72% variations is accounted for by the stochastic term that variables not included in our model. Therefore, this value is considerably low but many empirical studies have found that regressions with survey data generally end up having very low values of adjusted R-squared.

Table 6: ANOVA for Project Execution ANOVA

Model	Sum of Square	Df	Mean Square	F	Sig.
Regression	15.107	4	3.776	10.094	.032 ^b
Residual	2887.293	86	33.573		
Total	2902.400	90			

a. Dependent Variable: project execution

b. Predictors: (Constant), experience, knowledge, skills

Source: From Field Survey (2018)

Table 6 presents the findings on the overall significance of our model. This finding on the F-test shows that it is statistically significant implying our model was accurately specified and can be used for policy recommendations. This is because of the high F-statistics and further because the probability value of the F-statistic of .032 is less than the alpha value at .05.

The null hypothesis was rejected and the alternative hypothesis accepted that the project team member's competencies affect the execution of Buea central market project. Testing for the statistical significance shows that the coefficient of skills is insignificant at 5% level of the test since the probability value of 0.46 is greater than the alpha value of .05. Further analysis shows the coefficient of knowledge is not statistically significant since its significance value of 0.791 is greater than the alpha value of .05. The coefficient of experience is significant since the p-value of 0.035 is less than the alpha value of .05 hence policies aimed at designing the determinants of project execution should take into consideration the impact of the experience of project team members.

The study findings were consistent with Assaf, et al., (2014) who found a positive and high correlation between teamwork and project performance in Saudi Arabia. In addition, the study noted that project leaders must not assume the existence of teamwork in a project but must adopt measures to build an effective team. However, the study did not consider the effect of project characteristics on the relationship between leadership style, teamwork and project performance. Based on project categorization framework developed by Crawford, et al. (2005), they found that certain project manager's leadership competencies influenced project success. Specifically, emotional competence was found to be a significant contributor to project success for all projects, skills competence to be a significant contributor in some projects while knowledge competence was found to be negatively correlated with project

success. The conclusions highlight that the project management role requires a range of non-technical project management skills and characteristics to enable project management to be carried out successfully. These non- technical project management skills and characteristics include the ability to build relationships with stakeholders; possessing formal project management certification; understanding the creation and functioning of project teams; understanding the political environment that the project exists in; the ability to work in a team; possessing leadership and management skills; possessing interpersonal and communication skills and possessing a strategic orientation.

6.0 CONCLUSION AND RECOMMENDATION

To conclude, the study was based on the implications of the competencies of Buea municipal council project team members on Buea Central Market project execution. This study shows that Buea municipal council project team members competencies have a significant implication on the execution of the Buea Central Market project. Throughout the study, findings show that knowledge, skills, and experience significantly have an implication on Buea Central Market project execution. The following recommendations are hereby proffered;

To effectively manage individuals in the project team into making a project deliver successfully, there is a need to have a communication plan ready. The project manager should be able to reach out to each of the project team members. The project team members of Buea central market need to improve their knowledge because a unit decrease of knowledge decreases project execution. Buea council should provide regular training to its project team members where experts on projects will be invited to train the project team. The project adviser should attend seminars and workshops in other institutions on developmental projects. The council may sponsor project adviser for workshops in developing countries through exchange programs. Above all, municipal authorities must ensure that the process for the award of contracts for municipal projects is not politicized. This would ensure that the most competent project team members are recruited for efficient management of resources and quick delivery of completed projects.

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