

CONSTRAINTS RELATED TO THE IMPLEMENTATION OF COMMUNAL DEVELOPMENT PROJECTS IN BENIN. CASE OF THE “PORTO-NOVO GREEN CITY” PROJECT

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Abstract: *The issue of development through projects and that of their success remains an increasingly worrying subject in the municipality of Porto-Novo, as many projects experience biases in their implementation.*

In this research, the work of Voyer (1999) and that of Taylor et al. (2011) highlighted the various difficulties facing the implementation of the Porto-Novo Green City project. Through qualitative research using interview guides, it emerges from the interpretation of the various results cross-referenced with the analysis model constructed that the delay in the implementation of the Porto-Novo Green City project is subject to the inactive participation of partners during its implementation and the lack of a rigorous resource mobilization strategy.

Key Words: *project; implementation, technical and financial partners; local actors; Porto Novo*

1. INTRODUCTION :

A development project is a set of coordinated activities, implemented in a given territory and responding to the real and expressed needs of the populations. To this end, it requires the mobilization of financial, human and material resources, interactions between actors and the establishment of a specific objective which will have to be achieved within a given period on the basis of specified tools and in a process methodology, including also its evaluation mechanism. (Satoguina, 2019:1). In fact, one cannot speak of plausible development by obscuring the idea of projects. It is with this in mind that after various diagnoses, the municipality of Porto-Novo, in its Municipal Development Plan (PDM), has developed a specific project called " Porto-Novo Green City (PNVV) " to provide certain solutions to the problems related to green space, as the environmental aspect constitutes an essential stage for any development as stipulated in the Sustainable Development Goals (SDGs) and the Action Program of the Beninese Government (PAG).

Established to be implemented over a period of five (05) years (PDM 2016-2020, p.147), and taking into account urban planning, the development of peripheral areas, the preservation of the ecosystems of the lagoon shore and the conditions for adapting the city of Porto-Novo to climate change (Management Unit of the Porto-Novo Green City Project, 2016), it is clear that its overall objective is far from being achieved. Indeed, it has unfortunately been noted that since the start of its implementation, no mid-term evaluation has been carried out (exploratory surveys, July 2021); hence the non-compliance with the theory of project management which recommends the establishment of a rigorous monitoring and evaluation system and the definition of the roles of each actor. Also, we note that, although the necessary conditions are established for its success, we always come to witness the delay in its execution. Thus, one wonders what may be the factors justifying the delay in the execution of this project. It is therefore faced with this reality that this work has set itself the objective of analyzing the organizational and economic factors explaining the delay in the implementation of the Porto-Novo Green City project.

To achieve this objective, it is imperative to first consider the context of the study, then, the essentials of the state of the art. In addition, the methodology used will be described, followed by the presentation of the results and their interpretations. Finally, a conclusion will constitute the epilogue of this work.

2. CONTEXT OF THE STUDY

2.1. Study framework

This study was carried out in the city of Porto-Novo. Indeed, located in the south of Benin, 30 km from Cotonou, the city of Porto-Novo is located between 6°30 north latitude and 3°30 east longitude. It is bounded by the communes of Akpro-Missérété, Avrankou and Adjara, Sèmè-Podji and Aguégoué. It covers an area of 52 km² or 0.05% of the national territory and is subdivided into five (05) districts.

2.2. The context of Porto-Novo Green City (PNVV) project

Porto-Novo, capital city of Benin is a historic city with an exceptional natural, urban and cultural heritage, sheltering natural areas of great wealth, and located at a crossroads giving it a strategic position (metropolis of Lake Nokoué and connection with the city of Lagos in Nigeria). Its very strong spatial growth is at odds with its extremely low level of demographic and economic growth. Thus, after many reflections on the environmental space of Porto-Novo; reflections crossed with the diagnoses made since the development of the PDM 2016-2020, the PNVV Project was born because of the many harmful situations with which the city is confronted in spite of its multiple assets.

Porto-Novo Green City (PNVV) is therefore a sustainable urban development project, designed entirely by the city of Porto-Novo with the support of decentralized cooperation partners. Being above all, a territorial project – object and framework of intervention – and obeying a logic of multi-actor and multi-sectoral intervention, its main objective is to develop the lagoon area in partnership with all local actors (farmers, fishermen, inhabitants, civil society) to protect sensitive wetlands and structure existing activities. Among other specific objectives, it aims to:

- support a global strategic planning exercise to integrate the vulnerability of the territory and the conditions for its adaptation to climate change, the impact of planned developments and leading to the establishment of an Urban Development Plan;
- immediately deploy simple, even proven, development solutions and techniques in the field, allowing stakeholders to initiate the adaptation of their practices to environmental issues and to benefit from them in the short and medium term;
- demonstrate that the sustainable management of the natural resources of a lagoon ecosystem like that of Porto-Novo can be a source of wealth and an important lever for economic development and job creation for local populations;
- strengthen the institutional capacities of municipal services and promote the integration of a sustainable approach to ecosystem management (UGP-PNVV, 2016).

Through its various objectives, it should be noted that the success of the Porto-Novo Green City project would give a much more attractive and particular aspect to the municipality, which is also the capital of the country. Unfortunately, there are a number of factors that prevent its certain success and that it is urgent to elucidate through the brief problematization of this work.

3. State of the problem :

In order to better analyze the explanatory factors for the delay in the implementation of the Porto-Novo Green City Project, the reference system used in the context of this research was inspired by the work of Pierre Voyer (1999) and Taylor *et al* (2011).

Voyer (1999) developed the theory of the systemic model according to which the existence of an organization is subject to the definition of a precise mission in a well-defined environment. In other words, an organization exists because it has a mission in its environment. Indeed, it draws from this environment customers with their needs and resources (inputs) that it uses to produce, through its activities (transformation), results and achievements (outputs), which will have effects on its customers and the repercussions or consequences on its environment. It must respect the constraints of this environment and adapt to the feedback it receives. At this level, Voyer (1999) stipulates that the performance consists in fulfilling the mission, by adapting to the environment and taking advantage of what it has to offer, to produce quality results corresponding to the needs of the customers and meeting the organization's objectives, to do so efficiently by producing the expected results at the best cost, while respecting the organizational conditions related to the optimal use of resources and the quality of the process.

To these works are added those of Taylor *et al.* (2011) who outline the theory of the resource mobilization cycle. According to their approach, the resource mobilization cycle is similar to any other project or program cycle. Indeed, everything starts with programming, which is an essential step leading to the resource mobilization cycle. For them, this cycle is divided into three main phases which are:

- planning taking into account here, the design and evaluation conditions;
- action which is the implementation of the resource mobilization process; and
- the Reflection which brings together the various lessons learned from the mobilization of resources.

Taking into account the two theories presented above, makes it possible to note that the Porto-Novo Green City project is to be carried out in a given environment which is nothing other than the municipality of Porto-Novo itself. Said project, having a concrete mission, is furnished by a series of activities to be implemented by a steering committee made up here of local authorities, partners at various levels and the project coordinator. However, if the success of the project depends on them in the first place, it is necessary to emphasize the aspect according to which the performance

of the project supposes upstream the implementation of a clear strategy of mobilization of the resources (that they whether material, human or financial) and downstream, monitoring and evaluation conditions. All of this is key to the success of Porto-Novo Green City project. This theoretical framework would be better understood in relation to the development of the scientific construct.

If it is true that nowadays, many questions arise from all sides in terms of project failures, it would not be wrong to remember with Ika (2011) that project failures depend in one way or different from what its managers do with it. Indeed, the effective success of a project is subject to the establishment of the necessary conditions such as the establishment of a real implementation mechanism. Unfortunately, this is often not the case for African projects which experience biases in their implementation, such as Porto-Novo Green City project, which has struggled to experience good growth since its conception and for which one wonders what the reasons are which justify the delay in its implementation.

Several studies have already shown that the success rate of development aid projects leaves much to be desired. Indeed, statistics relating to the failure rates of international development aid projects, presented by the Meltzer Commission, have shown that these are around 60% (Houndete, 2020, p. 45). Similarly, Ouattara (2003) already deplored the fact that the various outcomes in the execution of multiple development projects have given mixed results because failures have remained numerous, successes rare or uncertain despite the impressive amounts of financial resources and the legitimate hopes raised.

If Houndete (2020) had the merit of highlighting that since the 1990s, the different results in the execution of multiple community development projects in West Africa have produced much less satisfactory results, it is urgent to examine the issue in order to highlight what is concretely hindering the implementation of projects in West Africa in general and in the commune of Porto-Novo, in Benin, in particular. It should already be noted that in Porto-Novo, the results of the various development projects almost always leave something to be desired. Indeed, according to the quantitative evaluations of PDM 1 (2005-2009), out of 100% of programmed projects, only 8% were completed while 39% were started and 59% did not even see the light of day (PDM 2016 -2020, p. 112). The observation is more glaring and much less rosy when one realizes that, with the exploratory surveys (July 2021), the evaluations of the PDM 2016-2020 estimate it at an achievement rate of only 7%. The evil remains but the issue of development is still a concern for the capital city of Benin.

Being the subject of research here, the Porto-Novo Green City project brings together not only a certain number of actors who must ensure its implementation through the realization of the programmed activities, but also has as assets, local actors, responsible for the mobilization of the resources necessary for its implementation and the presence of technical and financial partners. Despite its multiple potentialities and the various investigations carried out beforehand to envisage its certain success, it is clear that, having been scheduled to be executed within five (05) years (ibid), this development project has barely been seen the day and therefore is still running. Moreover, it is noted that since the start of its implementation, which itself has been lagging behind, no mid-term evaluation has been carried out (exploratory surveys, July 2021).

Despite the resources deployed to achieve development, the city finds itself facing delays in the implementation of major development projects, including the Porto-Novo Green City project. In view of this reality, a central question can be asked in these terms: what are the organizational and economic factors explaining the delay in the implementation of the Porto-Novo Green City project?

In provisional response to this question, it was stated that the delay in the execution of the Porto-Novo Green City project is due to the influence of its technical and financial partners and its poor resource mobilization strategy.

4. METHODOLOGY

To effectively answer the central question and with the aim of confirming or invalidating the hypothesis put forward, a methodology was used that takes into account qualitative research, the important points of which are as follows:

4.1. Survey population and sampling

On the one hand, the survey population here is of three categories. This is the steering committee created by municipal decree No. 023/DC/SG/DAFE/SA of March 30th, 2016 (UGP-PNVV, 2016); the Devolved State Services (SDE) and the beneficiaries of the project.

On the other hand, the sampling method adapted to this research is the non-probability one with the reasoned choice sampling technique. The people to be surveyed are those deemed capable of providing the information sought to achieve the objectives. This technique is adopted for all targets with the following characteristics:

- **Steering committee of the PNVV project**

The steering committee is all the state actors involved in the themes that concern the project. Its role is to validate the main orientations and bring together the various parties involving partner donors, ministries and entities involved in the overall management of the project (in particular the actors of decentralized cooperation). Among other things, he is responsible for ensuring the relevance of the project's strategic orientations, supporting the coordination, monitoring and facilitation of project activities and mobilizing political and financial support in the public, private and community sectors. They are eighteen (18) in number.

- **Representatives of Devolved State Services (SDE)**

The Deconcentrated State Services (SDE) are structures to which the State has delegated part of its powers for the purpose of representing it for certain activities. Their role here is to validate and approve the technical documents of the project. They are two in number (02).

- **Project beneficiaries**

The beneficiaries are those who will enjoy the direct fruits of the realization of the project. These are both men and women. They are two in number (02). They are chosen with a view to determining whether the population concerned is at least informed of the project and, by progress, whether it adheres to it.

3.2. Investigative techniques

Two (02) techniques were used to collect the data: documentary research and the survey by semi-structured interview.

- Documentary research was one of the techniques of investigation by documentation. The one that was discussed in this research made it possible to collect information related to the subject under study. The data collected made it possible to have a broader understanding of the question on the one hand and on the other hand, to understand the processes of implementation of the projects in the municipality of Porto-Novo and especially the strategies for mobilizing resources.
- The semi-directive interview was used for all the targets because it is the most suitable technique. Indeed, it made it possible to orient in part (semi-directive) the discourse of the people interviewed around the various predefined themes. The tool used for this purpose is the interview guide with open questions and types of reminders.

4.3. Data processing

The data from the documentary research made it possible to analyze the contents of the various documents used in the context of this research in order to highlight the salient points that were used to conduct the results and discussion phase. On the other hand, the data from the interviews were manually transcribed in order to make verbatim statements which were also used in the presentation of the results and their analysis. These transcriptions were the subject of a thematic categorization through the crossing of the interviews between them and in connection with the research question, the objectives and the hypothesis.

5. RESULTS AND DISCUSSION :

It is necessary to recall here that the objective of this research is to analyze the organizational and economic factors explaining the delay in the implementation of the Porto-Novo Green City project. Thus, the various results from the data analysis and their interpretations are as follows:

5.1. Identification of organizational and economic constraints related to the implementation of the Porto-Novo Green City Project

The certain success of any development project presupposes taking into account both organizational and economic aspects from its design to its completion, including its implementation. Indeed, if the implementation of the Porto-Novo Green City project should be a definite success, it depends on its conditions of execution and internal and external factors to its implementation.

First, in order to have much broader knowledge about the project and to the question of knowing the constraints that hinder its implementation, the interviewees think for the most part that:

The Porto-Novo Green City project is a long-standing project (...). But very early on, we understood that although the project is a good project with a high potential, it will have to face technical difficulties such as the delay

due to the procurement processes which took time because it is necessary to comply on the requirements of the donor. (R.H, member of the project steering committee).

It should be remembered at first glance that the implementation of the Porto-Novo Green City project is with the ultimate goal of solving not only the problem facing part of the population of Porto-Novo, but also of contributing to raising the level attractiveness of the city while also thinking about the dangerous effects of climate change. But this objective is far from being achieved within the time allowed for the project when it is necessary to force oneself to a long process of validation of the technical documents of the project by the donors. This is what one respondent argues when she insists that:

First to start from the start, the project which is supposed to start in 2016, really started in 2018. The factual activities of the project started in that year with more than ten markets launched. But do you say that the lessor's procedure forces us to sometimes take more than two months before carrying out a single activity since it must be validated before its implementation and to do this, we must wait for the notices of no objection. (O.H, member of the project steering committee).

Taking into account the comments of these respondents, suggests another difficulty with which the implementation of the Porto-Novo Green City project is confronted. Indeed, if we must always wait for notices of non-objection from the lessor, who is not present in the project's intervention environment, its success within a reasonable time is not conceivable. However, the said success of Porto-Novo Green City project must assume frank and good collaboration between the stakeholders, including the TFPs.

Thus, it is necessary that each of them performs its activities and fulfills its obligations on time in order to avoid delay in the implementation of activities. Concretely, the funders of this project must put in place much more flexible procedures in order to facilitate interactions. Otherwise, we will always witness the phenomenon that is observed. Youker (1999) supports this reflection, starting from the analysis model, when he thinks that the lack of interaction between the financing institutions and the local organization in charge of the project and the establishment of the rigorous conditions of the donor are often a factor in the failure of projects.

This state of affairs is also similar to what Ika (2012) and Madaule (2005) criticize when they maintain that several international development projects will result in failures given the fact that donors often seek to reproduce an external model ("ready-to-wear") which does not sufficiently take into account the diversity of the intervention environment and which does not respond to local realities.

Then, some subjects explain for their part that the delay in the implementation of the PPNVV is linked not only to external factors but also to those internal to the organization which is the town hall of Porto-Novo itself. They state with regret that:

The technical conditions of the project give him a hard time. Do you think it is wise for a single project to be executed within a predefined period, to change the actors of the project during execution and at any time? And what is more deplorable is the project manager who changes at any time. For this project, we have already known six project leaders. (G.L., member of the project Steering Committee).

If it is true that the success of a project depends on what the actors responsible for its implementation do with it, it is all the truer that failure to take into account its technical specifications and the conditions of its success leads him to his certain drift. Indeed, the management team of a project is called upon to be maintained as much as possible in order to perpetuate the activities of the project and to better consider the conditions of monitoring and evaluation of the latter. Unfortunately, what we are witnessing in the implementation of the Porto-Novo Green City project is completely the opposite. We even wonder if there are mid-term evaluations that are done. And this is precisely what an expert on the project adds when he says: "*Without a doubt, the project began concretely in 2018 with certain activities. But I don't know if so, far there have been mid-term reviews. It seems like we evolve to evolve*". (PL, expert).

Denjean (2004) comes at the right time to point out the limits observed in the implementation of the Porto-Novo Green City project by emphasizing that the implementation of all the activities of a program requires the active presence of all parties' program stakeholders. For him, a project is made up of a set of activities and it is a process that must be managed from the point of view of its conduct, the means implemented and the expected results. To this end, it is important to remember that the success of the Porto-Novo Green City project will be due to the establishment of a specific and experienced implementation framework, respecting the monitoring and evaluation requirements. of the

project. This is also one of the sine qua non conditions for relegating to second place the excesses observed in the implementation of the said project.

Based on this approach of Denjean (2004) cited above, we can understand that a large number of actors for the implementation of a project is an asset for this project. But the observation that is made here is strictly different when we find ourselves faced with what an authority of the town hall notes in these terms: “*A project, of course, is implemented by actors. But for this one, I think there is a plethora of players for its implementation. This means that we do not know who does what and when it is necessary*”. (K.L., authority at the town hall).

It emerges from these remarks that the multiplicity of actors involved in the process of implementing the PPNVV constitutes, for this project, a factor that hinders this implementation. However, the multiplicity of actors should normally be a success factor for projects. But if the opposite is felt here, then this implies that there is a poor definition of the roles of each actor at the base. And this is what another authority of the town hall deplors when he affirms that: “[...] *the actors who intervene in the realization of this (...), are people supposed to promote the evolution of the project. But the observation that is made is that people are not doing their job well. It is even as if their roles are not well defined*”. (O.T., authority at the town hall).

Finally, some of the respondents point out that the major constraints that have impacted the implementation of the project under study are the covid-19 pandemic and the delay in mobilizing resources at the local level.

Starting from the fact that the pandemic has crossed all social strata and all activities, a member of the steering committee notes that:

[...] the covid-19 pandemic, a global scourge, was also a very negative factor in the start-up of activities. Indeed, it was after having finished managing the development of the procedure manuals and the procurement process, both of which had taken time, and with a more or less shining hope of launching the activities that the disease began. by cracking down even more than twice the project. It was a really major case in the face of which nothing was done. (R.H., member of the steering committee).

From this intervention, it is necessary to note a lack of managerial competence on the part of the organization (Town hall) which is normally supposed to find ways and means to adapt to the changes that have occurred during the realization of the project to meet its objectives. This is undoubtedly what Voyer (1999) suggests when he asserts, through the analytical model constructed, that the organization which in this context is the Town Hall, must respect the constraints of its environment and adapt to the feedback it receives.

In this logic of thought and to raise the bar even higher, another asserts that: “*Let me tell you, we had great difficulty getting there. The town hall has no resources of its own. And the same thing happens when there are internal projects to carry out. We lack financial means and the mobilization of resources is a problem that must be solved first*”. (A.V., authority at the town hall).

From the analysis of these remarks, it appears that one of the major difficulties with which the town hall of Porto-Novo is confronted is that related to the mobilization of resources. Because, if it comes to not being able to mobilize the financial resources necessary for the implementation of its projects, it would be quite difficult for it to begin the achievements until the end; hence the deviations observed during the implementation of the projects and above all, the delay in the implementation of the Porto-Novo Green City project. In view of all these remarks and starting from the cross-referencing of interpretations with the analysis model, it is urgent to point out that if the Porto-Novo Green City project should be a certain success and within the time allotted for it, it would have been necessary that is part of the measurement of performance discussed by Voyer (1999). Indeed, according to him, the performance of a project is a function of six different parameters among which four (04) seem significant and best respond to the situation. It is about taking into account the partners – customers, the environment in general, the process and the resources.

4.2. Presentation of the resource mobilization mechanism set up for the implementation of the Porto-Novo Green City project

If a project is to experience good growth, it depends not only on taking into account organizational and economic factors, but also on its system for mobilizing resources. In this part of the work, the aim is to describe, based on the different interpretations of the interviewees, the mechanism for mobilizing resources set up for the Porto-Novo Green City project.

From the various questions posed to the targets, it appears initially that the strategy for mobilizing resources in the municipality of Porto-Novo leaves something to be desired. Indeed, a respondent explains the following: “*The mobilization of resources in our municipality or should I say, at the town hall, does not yet respond effectively to what*

it should be. Obviously, if the Porto-Novo Green City project had had a good strategy for mobilizing its resources, I believe that we would not be here today”. (M.A, agent at the town hall of Porto-Novo).

These remarks give a glimpse of the serious difficulty facing the town hall of Porto-Novo in the process of implementing its various projects. This could suggest that this organization does not apply the principles of resource mobilization; principles which are similar to those of project management and which assume preconditions.

Landreau et al. (2003) suggest to do this that, to effectively mobilize resources and take advantage of all the opportunities that arise, an organization must be prepared. To this end, one of the most important steps is to integrate the organization's resource mobilization plan into its strategic plan and ensure that it is in line with its vision, mission and objectives.

Unfortunately, we remember with one respondent that no mobilization plan was pre-established for the project specifically. She puts it more fully in these terms: *“Yes, we know that a good strategy for mobilizing resources requires the definition of a mobilization master plan. But I must point out to you that for the project we are talking about, no rigorous strategy has been defined in my opinion. It is also, it should be mentioned, a very important factor that influenced the start of the project”.* (T.J., SDE). However, as highlighted by IDRC and Venture For Fundraising (2010), the success of a development project necessarily involves the definition of a resource mobilization plan which, according to them, includes six (06) major planning stages, which are :

- revision of the organization's strategic plan;
- the definition of resource mobilization objectives;
- identification and expansion of the circle of partners;
- development of key messages;
- review and selection of resource mobilization strategies and
- the plan for resource mobilization.

It therefore goes without saying that the city of Porto-Novo will have to review its resource mobilization strategy in order to comply with the standards established in this area in order to best mobilize the resources it needs and in a sufficient manner in order to carry out to his projects.

Secondly, one respondent thinks that the real problem of the town hall of Porto-Novo in terms of mobilizing resources, lies not only in its inability to mobilize sufficient resources but also in the fact that it does not really know what resources to mobilize. To this end, it states the following:

Our municipality is very large but poor. Poor because we have enough thinking heads and despite their presence, the town hall suffers from certain things, from certain shortcomings which it should not suffer from. Do you think that for such a large municipality like ours, we don't know what to mobilize as resources in a concrete way? (M.N., agent at the town hall).

It appears from these remarks that the efficiency in the process of mobilizing resources leaves something to be desired within the town hall. Since, as pointed out by Taylor et al. (2011), effective resource mobilization is based on a comprehensive project or program framework, and discussions with potential resource partners at key stages of its design.

Thus, to respond effectively to the objectives of the Porto-Novo Green City project and increase its chances of success, the town hall of Porto-Novo had to establish a rigorous strategy for mobilizing the resources relating to this project while drawing inspiration from the resource mobilization set up by Taylor et al. (2011) in their exploited theory. Indeed, for them, the resource mobilization cycle is subdivided into three essential phases which are:

- planning taking into account here, the design and evaluation conditions while making an analysis of the environment of external resources;
- the action which is the implementation of the resource mobilization process; and
- the reflection which brings together the various lessons learned from the mobilization of resources.

Based on the various comments of the interviewees and the analysis model constructed within the framework of this research, it is urgent to note that in the process of implementing the Porto-Novo Green City project, the town hall finds itself confronted with certain factors as well internal and external, including organizational and economic ones that hinder the success of the project. Thus, it must henceforth take into account these aspects which could arise during the execution of projects in order to be able to adapt to new changes as stipulated by Voyer (1999) and think about the implementation of a concrete mobilization of the resources of the said project. Since, whether we like it or not, a bad resource mobilization strategy is a failure factor for any project.

6. CONCLUSION :

Porto-Novo, capital city of Benin, is a historic city with an exceptional natural, urban and cultural heritage, sheltering natural areas of great wealth. Its many riches make it a privileged space for harmonious development through the implementation of projects. Unfortunately, despite the many projects planned for its influence, the city is struggling to get out of underdevelopment as projects, such as the Porto-Novo Green City project, are experiencing delays in implementation or uncertain success even though they are designed entirely with the support of decentralized cooperation partners. Seeking to answer the question " what are the organizational and economic factors explaining the delay in the implementation of the Porto-Novo Green City project? this work has set itself the task of analyzing the organizational and economic factors explaining the delay in the implementation of the Porto-Novo Green City project.

At the end of the investigations, it was noted that the Porto-Novo Green City project is confronted with the inactive participation of partners during its implementation; the non-flexibility of the lessor procedure; the regular change of project manager; the multiplicity of actors and the poor definition of the roles of each of them and the lack of a rigorous strategy for mobilizing resources, which moreover confirms the hypothesis put forward above.

Moreover, if the project is to be successful in the best conditions, its actors must be part of a development approach that respects the principles of management of grassroots development projects while reviewing the conditions for concluding agreements partnerships and its resource mobilization mechanism. Indeed, whatever may be said, a poor resource mobilization strategy and a weak involvement of technical and financial partners in the implementation of a development project are factors of its failure.

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