

GHANA INSTITUTE OF JOURNALISM

**EVALUATING STAKEHOLDER ENGAGEMENT IN GHANA GOVERNMENT'S
DEVELOPMENTAL PROJECTS AT ADENTA. A CASE OF THE ADENTA
FOOTBRIDGE PROJECT.**

BY

ADABRA SEYRAM

DECEMBER, 2021



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MADC20002

**A DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH, GHANA INSTITUTE OF JOURNALISM, ACCRA IN PARTIAL
FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF ART
DEGREE IN DEVELOPMENT COMMUNICATION**

DECEMBER, 2021

DECLARATION

I declare that, with the exception of references made to other authors, this dissertation is an original product of my own efforts under the supervision of Dr. Stanley Marcus Semarco.

Seyram Adabra



.....13/12/2021...

Student's Name

Signature

Date

DECLARATION

I declare that, with the exception of references made to other authors, this dissertation is an original product of Seyram Adabra under my supervision.

Certified by:

Dr. Stanley Marcus Semarco



.....13/12/2021.....

Supervisor's Name

Signature

Date

DEDICATION

This project work is dedicated to my dad, Mr. Christian Adabra and mother Mrs. Vivian Adabra
for instilling the value of education in me.

ACKNOWLEDGEMENT

The process of developing this research proposal has been invaluable. Different individuals have been very supportive, and I cannot thank them enough.

To my Project Supervisor Dr. Stanley Marcus Semarco for your valued guidance, thank you.

Last but not least, to my dad, Mr. Christian Adabra, and my mum Mrs. Vivian Adabra, I can never thank you enough for your encouragement. God bless you all.

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ABSTRACT

A project is likely to be sustainable when there is stakeholder engagement. Hence, for a project to be successful, the stakeholders need to be involved in the planning, implementation, and monitoring stages of a project. In the case of the Adenta footbridge project, though the stakeholders identified the project, they neglected the project after its completion. The government exerted a lot of force to make the residents start to use the footbridge. Questions of why the neglect and the level of stakeholder engagement during the construction come to mind. The study established that there was low stakeholder involvement in the prioritization of decisions. It also established that there was inadequate stakeholder involvement in the development of teams. It indicated that there was a nadir stakeholder involvement in the execution of task assignments. Again, it also found that stakeholders were not involved in the updating of project schedules. It was established that the stakeholders were not involved in the risk control of the project. The finding also indicated that stakeholder involvement in project planning is significant in the performance of a project. The study indicated that stakeholders were not involved in the resource allocation of the project. It also revealed that stakeholders were not involved in the planning of the delivery method of the project. The study showed that the stakeholders were not involved in the resource specification of the project. The study found out that stakeholder involvement in project monitoring and evaluation is significant in the performance of a project. It indicated that stakeholders were not provided with updates and feedback concerning the project. The study established that stakeholders were not involved in the correction of errors. In addition, the study found out that stakeholders were not involved in the provision of direction and control activities. The study used the qualitative method of research, where 20 respondents were interviewed.

CHAPTER ONE

INTRODUCTION

1.1 Background

A community's level of development is very paramount. 'Development' implies improvement in social conditions and the quality of life of people in society (Gray, 1996). It can be building a school in that community, constructing a road in that community, constructing a footbridge, doing homelessness prevention projects, domestic violence community projects, among others.

Development is individualistic because it is understood and appreciated differently by different people. It encompasses a variety of issues; Socio-cultural, political, economic, among others (Ofori, 2011). In explaining further, Ofori stated Burkey's work in 1993 which says that the socio-cultural perspective reflects issues that are not primarily concerned with the production, output, or material things but with the more general well-being of people. It is expressed through indicators such as average life expectancy at birth, child mortality rate, health, school enrolment, and levels of literacy or social security. Citing Dale and Hill (1990), (Ofori, 2011) indicated that

Social development involves investments and services provided for the mutual benefit of society and can include health services and facilities, education, water energy, and others. To ensure effective social development, there are financial implications. There is, therefore, the need for strong economic development as an interdependent factor to provide a strong resource base. It is believed to be an avenue to provide financial means for all actors in the development process. The economic issues reflect a concern with production or output and related activities with their commercial or monetary aspects. These features reflect income and income-related characteristics expressed through indicators such as

GDP per capita, income distribution or rate of employment, income, consumer assets (pp. 5).

Todaro and Smith (2015) explained further that GDP is achieving sustained rates of growth of income per capita to enable a nation to expand its output at a rate faster than the growth rate of its population. Also, this dimension of development involves the process whereby people, institutions, and organizations through their individual and or group efforts boost production for direct consumption and a surplus, which they may sell for cash. But this requires the availability of production factors such as land, raw materials, labor, capital, energy, management, and entrepreneurship skills.

According to Ofori (2011)

the political aspect of development concerns itself with the distribution of power between different groups or individuals, particularly the power to control or make decisions about the use of popular participation in governance and decision-making. It is also a process of gradual change over time during which there is an increased awareness of peoples' capabilities, rights, and responsibilities. It helps those involved to participate in decision making at the local level and to choose their leaders, plan and share power democratically and create and allocate communal resources equitably and efficiently among individuals and groups (pp.5)

Therefore, the development of any community is not pinned to one aspect of development. It can be from any angle. Hence a developmental project can range from the socio-cultural aspect, political aspect, environmental, among others.

For a project to be successful, the community that the developmental project is taking place needs to be involved in the entire project. The people must be involved in the project identification, planning, implementation, and monitoring stage. This whole process is called stakeholder engagement. Stakeholder involvement is paramount because it makes or breaks the performance of a project. Magassouba, Tambi, Alkhlaifat, Abdullah (2019) nicely explain that project stakeholders are groups, individuals, or organizations that are actively involved in a project or who have a vested interest in project execution, completion, or results and may as well exert influence over the project objectives and outcomes. Stakeholders have a stake in the outcome of the project. It could be an interest, a right of ownership. Rights can either be legal or moral ownership in a circumstance. In explaining further, Phil (2016) stated that for a project to have elements of community involvement, it must have full community participation, bottom-up development approach, addressing the real needs of the community, initiated by the community, planned by the community, executed, and driven by the community, accommodating local knowledge, cultures, norms, and values, and interaction with the capacity of the social environment.

Phil (2016) added that

for a project to be sustainable, it must have to follow elements; respecting and caring for the community of life and nature, improving the quality of human life, conserving the earth's vitality and diversity, minimizing the depletion of non-renewable resources, keeping within the environment's carrying capacity, changing personal attitudes and practices, enabling communities to care for their environment, providing frameworks for integrating development and conservation and creating a global alliance at all levels (pp.6)

Hence, for a community development project to be self-sustaining, it must meet economic development, environmental protection, and social development (United Nations, 2002). A project

that does not meet the economic needs of the community will quickly become irrelevant and, the community will lose interest in it (Sneddon, 2000). The government has the uttermost priority of developing the country, and in Ghana, the same is excepted. Even though NGOs and corporate bodies perform their CSR activities to give their quota in developing the country, the government of the day is always tasked to develop the country. Decisions concerning developmental issues are taken by central governments and their allied ministries, departments, and, for that matter, local governments which are closer to the action spots of Local development. The *raison d'être* for the establishment of Local Government over -the -world is to bring the pulse and the activities of the government nearer to the people (Ozor, 2002). The Local Government shall be defined as a third-tier government with adequate statutory power designed to transmit the pulse and activities of other arms of government to the people at the grassroots and, at the same time, transfer the quest and aspiration of the rural people to those other arms of government (Abugu, 2014).

These Local Governments have upon their shoulders the responsibility of promoting local level development in their various jurisdictions. The Local Governments are to formulate consensus-based development strategies to aid productivity in specific economic sub-sectors through several measures involving local actors. They are also to link up with other actors through lobbying and resource mobilization to achieve these development objectives. However, most of the time, the citizenry is not involved in the decision-making process. Even if they do, they are not involved in the entire process. An example is the Adenta Footbridge project.

Regarding the Adenta footbridge project, there was a series of highway knock-downs on the Adenta stretch of the road, resulting in the death of some pedestrians. It led to a spontaneous reaction by the youth in the area, who resorted to several demonstrations, including the blockage of the highway and the burning of tires to draw the attention of the government to their plight. The

residents blocked the road and burnt car tires to prevent the movement of vehicular traffic as a way of expressing their anger over the frequent accidents and casualties due to the non-availability of footbridges.

It took the timely intervention of the Police and personnel from the Ghana National Fire Service to quench the fire to restore sanity and free flow of vehicular traffic. Some residents, however, staged another peaceful protest to re-echo the need for the government to urgently fix the uncompleted footbridges to safeguard the lives of pedestrians. The Procurement processes, which coincided with demonstrations by residents of Madina and Adentan and radio discussions, kick-started the construction of the footbridges. However, when the footbridge was completed, some residents of Adenta still found the highway more comfortable than the bridges. Although the Police arrested jaywalkers, it appears not to be deterrent enough as residents continue to compete with speeding vehicles on the highway.

1.2 Statement of Problem

Stakeholder engagement in a project seems to be widely accepted as the best way to lead to or promote the sustainability of a project. The locals of the said community are likely to use a developmental project when they own or accept the project. However, in most cases, the community and stakeholders are viewed as beneficiaries and hurdles in implementing the project (Peter et al., 2013). The best practice is to involve the stakeholders in identifying, planning, and implementing the project. When it is not done, the project tends to suffer; it gets rejected or abandoned.

As Bishop (2000) nicely puts it that, “with the evidence from secondary source studies reveal that stakeholder involvement, ownership, and commitments to the project implementation has helped to bring sustainability of intervention or initiatives.” The Adenta barrier footbridge project is one

out of the many projects that were abandoned by the residents or stakeholders even when they identified the need for that project.

The residents brought their need to attention by demonstrating (identification). However, residents still found the highway more comfortable than the bridges when the footbridge was completed. One will wonder why this is occurring. Many questions may be asked, such as did the government do a proper stakeholder engagement in the planning, implementing, and monitoring of the project? Even though there have been previous studies on the subject area, there has been a series of literature on the level of stakeholder engagement (Project identification, planning, implementation, and monitoring) in government's developmental projects in Ghana.

For example, Lomotey and Davidson (2013) conducted a study on factors influencing stakeholder participation in the strategic planning process: a case of Ga West Municipality, Ghana, and it was revealed that the provision of adequate financial resources and its timely release was perceived as the most influential because respondents perceived funding as having a rippling effect on other factors including the number of stakeholders that are invited. The inadequate funding was tied to the delays in the payment of incentives, especially financial incentives like traveling and transport as well as sitting allowances. The leadership is not very involved in the process, and therefore funding, implementation of agreed strategies, and the involvement of representative stakeholders are lacking. Though this study reveals a lot, it paid little analytics attention to the level of stakeholder engagement at the various stages.

Another example is Saaka's study in 2019 on stakeholders participation as a determinant of effective implementation of land use plans in tamale metropolis in the northern region it revealed that factors such as leadership qualities, transparency, resources availability, and centralization of decisions affect successful stakeholders participation in the implementation of land use plans.

However, it paid little analytics attention to the level of stakeholder engagement at the planning, implementing, and monitoring stage of the government's developmental project.

1.3 Objectives of the study

1.3.1 General Objectives

- To identify the level of stakeholder involvement in Government's developmental Projects.

1.3.2 Specific Objectives

- To determine the level of stakeholder involvement at the project planning stage of Adenta barrier footbridge Project.
- To establish the level of stakeholder involvement at the project implementation stage of Adenta barrier footbridge Project.
- To determine the level of stakeholder involvement at the project monitoring stage of Adenta barrier footbridge Project

1.4 Research Questions

- What is the level of stakeholder involvement at the planning process of the Adenta barrier footbridge Project?
- What is the level of stakeholder involvement at the implementation stage of the Adenta barrier footbridge Project?
- What is the level of stakeholder involvement at the monitoring stage of the Adenta Footbridge project?

1.5 Significance of Study

The study intends to contribute to the existing knowledge on stakeholder engagement in promoting project sustainability. The study will inform decision-making by assessing the gap in stakeholder engagement and providing input for remedial actions.

1.6 Limitation and Delimitation of The Study

In undertaking this study, there are some limitations; some of the interviewees may be unwilling to participate in the study. The interview session will be recorded for transcription purposes hence the unwillingness also they dreaded victimization. Another limitation is that the study focused on one stakeholder (the end-users) without considering other stakeholders. The scope of the research is stakeholder engagement in Municipal Assembly projects, precisely the Adenta footbridge project in the Adentan Municipal Assembly. The reason is that the footbridge project falls under projects identified by stakeholders but abandoned when completed.

1.7 Organization of The Study

This study is made of five chapters; the first chapter includes the study background, problem statement, research objectives, and questions. It also incorporated is the significance of the study, limitation, and delimitation of the study, organization of the study, and project management theory. The following chapter, (two), deals with a review of some relevant literature on the topic; the chapter is a review of books, journals, published and unpublished related works, articles, magazines, reviews, and conference papers. The third chapter contains the methodology and design, the research population sample, and the sampling methodology of the research. This chapter goes further to look at the variables of the methods of data analysis as well as the challenges of the study. Chapter four consists of the results and discussions of the research. The last chapter (five) consists of a summary of the findings, conclusion, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter attempts to review how studies relate to the performance of projects to stakeholder engagement. This study presents a theoretical review and empirical review, gaps identified in the literature reviewed which, if bridged, would contribute to the successful operation of projects.

2.2 Theoretical Review

2.2.1 Project Management Theory

There has not been an explicit theory of project management (Koskela & Howell, 2008). However, Project Management Institute (PMI) points out the underlying theoretical foundation of project management in the PMBOK Guide. Project management is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements. Project management knowledge draws on ten areas: integration, scope, time, cost, quality, procurement, human resources, communications, risk management, and stakeholder management (Project Management Institute, 2021).

The PMBOK Guide divides project management processes into initiating, planning, execution, controlling, and closing processes. The central idea is that these processes form a closed loop: the planning processes provide a plan that is realized by executing the process, and variances from the baseline or requests for change lead to corrections in execution (Koskela & Howell, 2008).

2.2.2 Development Projects

2.2.2.1 What is a development Project

Developmental projects are very important to the community because it enables the community to thrive and survive. Development projects are a major contributor to countries' development and

the participation of different stakeholders to ensure that performance is fundamental and capital (Magassouba et al., 2019). Development projects are central to international development. They represent the mechanisms by which development goals become development impacts, and we may define them in that way as organized means seeking to achieve specific development impacts (Heeks & Stanforth, 2014).

According to the UNDP report, as cited in (Odoom et al., 2014), development is a dynamic process that empowers people and promotes crucial changes in their lives. For development to occur, it requires an educated population, physical and financial resources. In improving the well-being of their people, governments, all over the world have initiated several approaches. One such approach is the adoption of centralization which, focuses all political power and government responsibility into the hands of a single authority (Odoom et al., 2018). Therefore, the end aim is to better the welfare of recipients. Based on this theoretical context, development project managers apply knowledge, skills, tools, and techniques to practical development activities to achieve stakeholder expectations from a project (Udenka, 2013).

One of the success factors of development projects is when planning involves people who will benefit or be affected by the project. Beneficiaries need to play a role in the planning and implementation of development efforts that will reshape their lives (Udenka, 2013).

The involvement of beneficiaries also increases the likelihood of development efforts realizing their intended benefits and can help avoid implementation problems. The concept of participation is concerned with ensuring that the intended beneficiaries of development projects are involved in the planning and implementation of those projects. It is crucial as it empowers the recipients of development projects to influence and manage their development and helps remove any dependency after the project is completed. Beneficiary participation is considered to be an

important concept in modern development theory (Project management for development organizations, n.d.)

2.2.3 Stakeholder Engagement

2.2.3.1 What is stakeholder engagement?

Stakeholder engagement, collaboration, or participation, have become buzz words, and hardly any environmental assessment today can be presented without a reference to stakeholders and their involvement in the process (Voinov & Bousquet, 2010). The number and nature of stakeholders will vary with the life of the project (Njogu, 2016). Stakeholder involvement plays a critical role in project performance (Magassouba et al., 2019). Stakeholders are individuals, groups, or organizations who may affect or be affected by the outcome of a project (Rajhans, 2018). Power, legitimacy, and urgency are key stakeholder characteristics.

2.2.3.2 Why Do Stakeholders Reject Projects?

The project environment is complex and changing (Gilbert, 1983). Problems and uncertainty caused by stakeholders that contribute to project failure include poor communication, inadequate resources assigned to the project, changes in the scope of work, antagonistic news about the project in the press, and pessimistic community reactions to the project (Karlsen, 2002).

Of the top 10 factors causing project failure, six relate to communicating with stakeholders. These are failure to set expectations and manage them;

- (i) lack of communication at any level
- (ii) culture or ethical misalignment
- (iii) inefficient documentation and tracking of progress
- (iv) competing priorities

(v) disregard of project warning signs.

The remaining four factors that contribute project failure are poor planning and/or inadequate process;

(i) poor leadership

(ii) inadequately trained project managers

(iii) and inaccurate cost estimates.

If the stakeholders do not understand fully how the project is progressing, that is miscommunication. If management has incorrect expectations of the project, that is also down to communications breakdown. Projects must start with a conversation about what is expected to achieve and a reality check about what is possible. It must be clear to the project manager what is important to stakeholders and what makes them tick as individual people. When project managers believe that communication is simply a transfer of information, there is a real danger that recipients will not interact with the messages sent out, and communications will be ineffective (ILX Group, n.d.).

2.2.3.3 Stakeholder Engagement in Construction

In this new global economy, stakeholder engagement is increasingly becoming a part of construction project practice to deliver excellent project outcomes. For example, stakeholder identification is a critical component of the initial phase and should occur before an engagement plan is formulated and consultations begin. As each stakeholder usually has their interest in the project, which may cause different priorities, conflicts and dramatically increase the complexity of the situation (Bal et al., 2013). In the Ghanaian construction industry, the broad categories of stakeholders have been identified by and as clients, contractors, and professional consultants. The

external stakeholders are the local authorities (service providers) and the beneficiary community, who are represented on projects by an elected assemblyman or woman (Tengan & Aigbavboa, 2017).

The fundamental concept of sustainable construction is to deliver long-term affordability, quality, and efficiency, value to clients and users while decreasing negative environmental impacts and increasing economic sustainability. It requires the development of appropriate management of risks and uncertainties and information and knowledge to assure intergenerational equity to serve humankind (Bal et al., 2013).

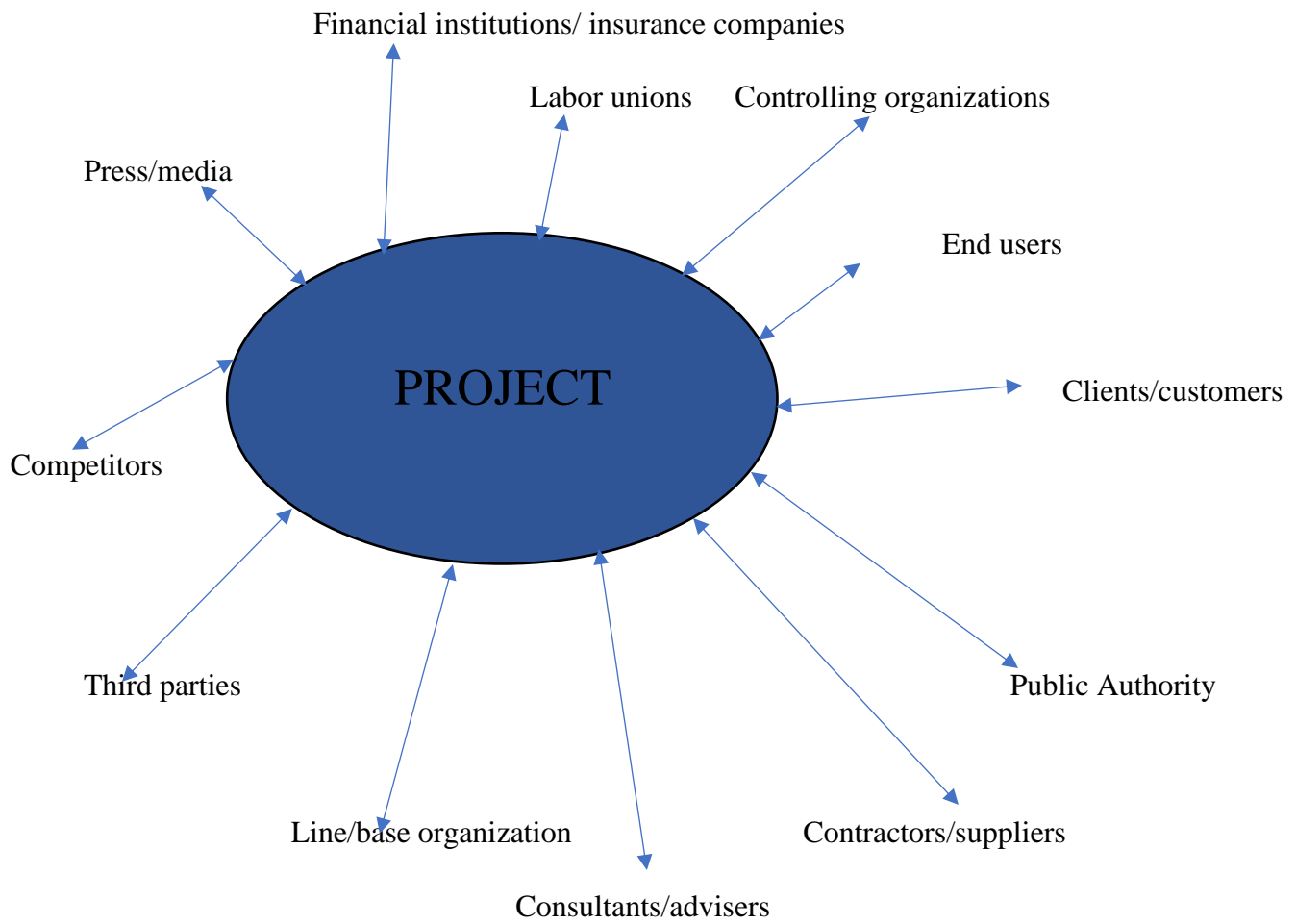
Stakeholder engagement is the practice to determine and include stakeholder concerns, needs, and values in the transportation decision-making process. Two-way communication provides a platform for information flow and, stakeholder involvement is essential between the stakeholder, the formal decision-makers, and the transport project team. The purpose of engagement is to gain a transparent decision-making process with input and feedback from stakeholders & their active supports of the decisions made.

Stakeholder Engagement avoids disputes that may put project plans and programs in danger and introduces

- (i) Quick
- (ii) Transparent
- (iii) Detailed
- (iv) Qualitative
- (v) and healthy decisions.

At the project delivery stage, engagement of the beneficiary, the community is seen during the early stages of the project when project sites are being handed over to the contractor to commence work (community entry). In most cases, at the local government level project delivery, the beneficiary community contributed the labor force for the project except for specialized skilled labor which, maybe imported if not available in the community. The local authority service providers, thus electricity and water companies, were involved or engaged when their services needed mostly, at the latter stages of the project (Tengan & Aigbavboa, 2017).

Figure 2.1 Stakeholders of a project- (Karlsen, 2002)



2.2.4 The level of stakeholder involvement at the project planning stage

2.2.4.1 Project planning

The planning processes are structured into core processes and facilitating processes. There are ten core processes: scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, schedule development, cost budgeting, and project plan development. The output from these processes, the project plans, make up an input to the executing processes (Koskela & Howell, 2008).

2.2.4.2 Stakeholder Involvement in Project Planning

Stakeholder involvement in project planning activities involves defining the project's work requirements, quality, and objective, the specification of resources needed and their allocation, the definition of schedule, evaluation of various risks, and determination of delivering methods. The advantage of stakeholder involvement during the planning stage allows project managers to strengthen the project implementation process or its outcome (Magassouba et al., 2019).

A critical process as project planning, identifying the roles and responsibilities of all stakeholders, and maintaining a warm working relationship with them is also generally suitable for project performance. The most common techniques or tools employed in the stakeholder involvement in the planning stage are project Plan and Milestones Reviews. At this level, the project managers prepare the project budget, set objectives for each participant, and plan works (Madeeha & Imran, 2014).

2.2.5 The level of stakeholder involvement at the project implementation stage

2.2.5.1 Project Implementation

According to Watt (2010), during the implementation phase, the project plan is put into motion and, the work of the project is performed. It is crucial to maintain control and communicate as needed during implementation. Progress is continuously monitored and, appropriate adjustments are made and recorded as variances from the original plan. In any project, a project manager spends most of the time in this step. During project implementation, people carry out the tasks, and progress information is reported through regular team meetings. The project manager uses this information to maintain control over the project by comparing the progress reports with the project plan to measure the performance of the project activities and take corrective action as needed. The first course of action should always be to bring the project back on course (i.e., to return it to the original plan). If that cannot happen, the team records variations from the original plan and record and publish modifications. Project sponsors and other key stakeholders are to be informed throughout this step to know the project's status according to the agreed-on frequency and format of communication. The plan should be updated and published regularly (pp37).

2.2.5.2 Stakeholder Involvement in Project Implementation

Stakeholder involvement in project implementation is one of the most crucial exercises in managing projects. Project managers during the implementation stage facilitate the coordination of people, efficient utilization of resources, and evaluation of risks to carry out the established project plan (Chang, 2013).

It should be noted that the association between projects and stakeholders' involvement has a bilateral effect. In other words, while stakeholders can exert some influence on project performance, development projects can affect stakeholders. For example, implementing a higher

standard project in the construction or mining sector can improve and change people living conditions but, the pollution and destruction of the environment will reveal the effects of the project on some stakeholders (Magassouba et al., 2019).

2.2.6 The level of stakeholder involvement at the project monitoring stage

2.2.6.1 Monitoring

The PMBOK guide divides the core of monitoring into two sub-processes: performance reporting and overall change control. Figure 2.2 states the project control functions, and also table 2.1 states the levels of information and reporting required for various stakeholders.

Figure 2.2: Project Control Functions



Table 2.1: Levels of Information and Reporting Required for Various Stakeholders

Role	Information	Caution
Executive	<ul style="list-style-type: none"> • High level cost, schedule, scope • Resource Availability/Challenges • Quality Status • Upcoming Major Decision Data 	<ul style="list-style-type: none"> • Over information can lead to micro-management • Too little information can lead to misdirection or misunderstanding
Resource Managers	<ul style="list-style-type: none"> • Upcoming events requiring resources • Skill set required to execute • Priority against total workload • Need for Full time vs. Temporary • Deliverable timing 	<ul style="list-style-type: none"> • Formal declaration of lead time needed for resources • Buy-in for support needs to be in writing

2.2.6.2 Stakeholder Involvement in Project Monitoring and Project Performance

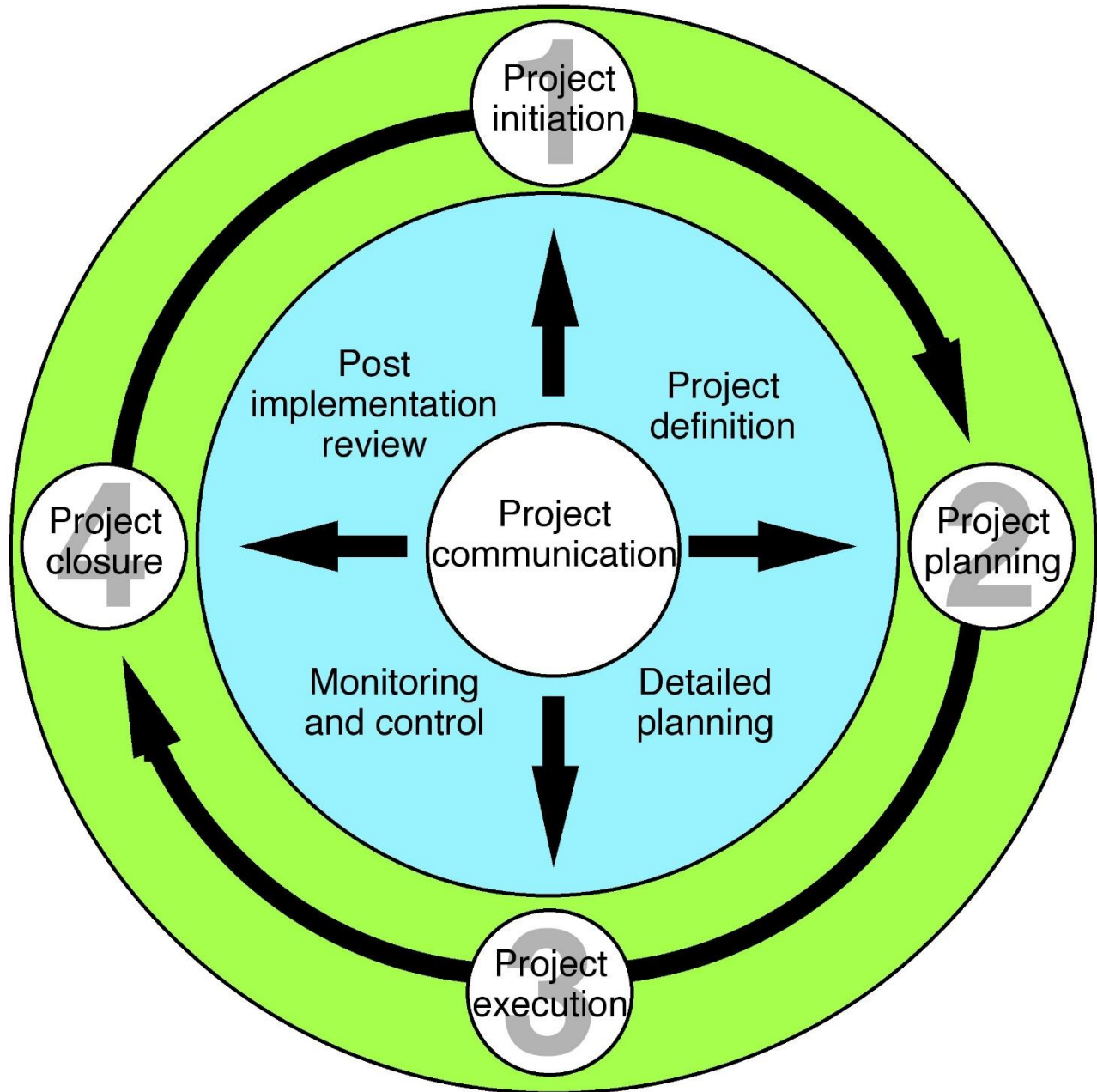
Project monitoring is the process of rigorous controlling and assessment. It compares the planned works with actual results to determine the progress and performance (Cleland,1999). Project

monitoring has an impact on project quality (Coulter, 2010). It is, therefore, necessary to provide an adequate control instrument that gives structured and continuous information on the performance of the project. The project should be appraised at both stages before and after its implementation. For instance, the purpose of monitoring and control is to estimate the effects of each factor and then analyze the performance of each element in the project's success (Chimoriya, 2014). Fayol (1949) noted that control means seeing that everything occurs in conformity with established rules and expressed command. The specific objective is to establish a comprehensive approach for planning, sustainability, and decision-making to meet project goals.

The key reasons for M&E can be summarized under four headings.

- (i) For accountability: demonstrating to donors, taxpayers, beneficiaries, and implementing partners that expenditure, actions, and results are as agreed or can reasonably be expected in the situation.
- (ii) For operational management: provision of the information needed to co-ordinate the human, financial and physical resources committed to the project or program and to improve performance
- (iii) For strategic management: provision of information to inform setting and adjustment of objectives and strategies.
- (iv) For capacity building: building the capacity, self-reliance, and confidence of beneficiaries and implementing staff and partners to effectively initiate and implement development initiatives (Cedep, 2014).

Figure 2.3 Life cycle of a project (Westland, 2006.)



2.2.7 Project management

2.2.7.1 What is project management?

Project management refers to the application of knowledge, skills, tools, and techniques to project activities to meet project requirements and objectives. It involves identifying the requirements, addressing the needs, concerns, and expectations of all stakeholders. It also requires balancing competing constraints such as the scope, quality, schedule, budget, resources, and risks to maximize gains (Scott, 2009). Odoom et al. (2018) defined project management as the application of a collection of tools and techniques including, the Critical Path Method (CPM) and matrix organization, to direct the use of diverse resources towards the accomplishment of a unique, complex, one-time task within time, cost and quality constraints. Each task requires a particular mix of these tools and techniques structured to fit the task's environment and life cycle. Thus, from conception to completion of the task, appropriate tools and techniques are used to achieve the desired results.

Measurement for project success would include achieving the following: that project completed at the scheduled time, the expense incurred during the execution of the project falls within the planned budget for the project, a review of the objectives set out to achieve during the implementation stages of the project were achieved, and stating the scope of the entire project, answering the question of whether the client was satisfied or not, would require an assessment of the quality of work, were their causalities, either on team or interrelationships (resources) (Udenka, 2013).

2.2.7.2 Factors Affecting the Management of Development Projects

Several factors have been identified as affecting project management. Odoom et al. (2018) have identified institutional, environmental, political, infrastructural, cultural, ethical, educational

including, people surrounding the project. Firstly, institutional factors constitute one major factor that affects project management. Institutional issues in the form of legal and policy frameworks within which projects operate affect the functioning of project management.

Cultural factors because sometimes the ethnic composition of people in the project catchment area affects the execution and management of projects. For instance, when there exists a sharp diversity in the ethnicity, it can bring about intermittent outbreaks of conflicts which will disrupt the unity and cohesion needed to effectively manage the project. In some instances, project implementation has to be postponed in the wake of conflict and violence. Sometimes the cultural diversity may manifest itself in the values and beliefs of people. In other words, the perceptions, norms, and interest held by workers, beneficiaries, and other stakeholders of the project may affect commitments and cooperation in the execution and management of projects.

Environmental factors influence project management and, it refers to the natural phenomena including climatic, vegetation, and topographical forces that exert influences on the project execution and management process. For example, favorable environmental factors such as moderate weather and temperatures, flat landscape, and positive vegetative cover will enhance cheaper and speedy execution and management of building projects. However, unfavorable factors including, excessive rainfall, drought, extreme temperature, undulating landscape, and less endowed vegetative cover will cause high cost and slow pace progress in the project execution and management (Odoom et al., 2018, pp 14).

Figure 2.4 (Cleland & King, 1988)

Project Organization and Stakeholders



2.3 Empirical Review

Although numerous studies have identified the impact of projects and why stakeholders abandon projects especially, in construction, little analytic attention has been paid to the level of influence of stakeholders in projects. The following are studies done related to the study area and also identify gaps in these studies.

Ankukumah's study analyses the impact of poor stakeholder involvement in the planning, and implementation of construction projects case study, Accra metropolis Ghana (Ankukumah, 2016). The research exposed that changes in the scope of work, poor communication, slow decision making, rejected projects by end-users/community, inadequate resources assigned to the project, slow information flow between parties, and abandoned projects were the impact of poor inclusion of stakeholders. Although this study showed the effect of non-stakeholder involvement, there has

not been enough data on why stakeholders neglect projects when they identify the project through the state of emergency and the level of involvement of stakeholders.

Ahmad (2016) revealed that an effective involvement of stakeholders contributes to resolving or improving several issues involved in the project early. However, the gap in this study is that it neglected to consider why stakeholders neglect projects and the level of involvement of stakeholders.

The result of Azizu's study on stakeholder participation in the development planning process in the Yilo Krobo Municipality established that the Municipal Planning Co-ordinating Unit (MPCU) of the Assembly has a high caliber of staff and the required logistical support (Azizu, 2014). This study contributes to knowledge because it shows that without logistics, the staff of MPCU cannot go into the community to engage with the stakeholders to get their input on a project. However, the gap in this study is that it neglected to consider the level of involvement of stakeholders.

Otieno et al. (2017) research on stakeholder involvement and sustainability of women's development projects in Kisumu central constituency, Kisumu County, Kenya, reveals that stakeholders were involved in project initiation and implementation ($M=3.98$; $SD=.861$). Stakeholders were also engaged at the monitoring stage for project sustainability ($M=3.63$; $SD=.854$) and were involved in decision-making in the project ($M=3.79$; $SD=.772$). However, this study has no account of the level of involvement of stakeholders.

In Saaka (2019) study on stakeholders' participation as a determinant of effective implementation of land use plans in tamale metropolis in the northern region, it revealed that factors such as leadership qualities, transparency, resources availability, and centralization of decisions affect successful stakeholders' participation in the implementation of land use plans. It continued to say

that the benefits of engaging stakeholders in the implementation process were identified to be the sustainability of the plan proposals, effectiveness and efficiency as well as self-reliance. In the same vein, when stakeholder engagement is practiced in the chosen study, it would have brought about sustainability, effectiveness, and efficiency however, the study paid little analytical attention to the level of involvement of stakeholders.

In explaining the monitoring and evaluation stage, Cedep (2014) said monitoring systems provide managers and other stakeholders with regular information on progress relative to targets and outcomes. It enables managers to keep track of progress, identify any problems, alter operations to take account of experience, and develop any budgetary requests and justify them. Periodic evaluation is also considered a good practice and can be used to investigate and analyze why targets are or are not achieved. It looks at the cause and effect of situations and trends recorded within monitoring. This statement though true has no account of why stakeholders reject the government's developmental projects and the level of involvement of stakeholders.

Lomotey and Davidson (2013) also conducted a study in factors influencing stakeholder participation in the strategic planning process: a case of Ga West Municipality, Ghana, and it was revealed that the provision of adequate financial resources and its timely release was perceived as the most influential because respondents perceived funding as having a rippling effect on other factors including the number of stakeholders that are invited. The inadequate funding was tied to the delays in the payment of incentives, especially financial incentives like traveling and transport as well as sitting allowances. The leadership is not very involved in the process and, therefore, funding, implementation of agreed strategies, and the involvement of representative stakeholders are lacking. The research also revealed that the Local government does not adequately mobilize stakeholders to participate. There is no comprehensive stakeholder list that is representative of all

stakeholder groups that need to be involved. However, these findings cannot be generalized since they used qualitative research hence the study. As such, this research work provides an insight into the level of stakeholder participation in the Adenta Footbridge project.

Again, Quarshie's study in 2014, in investigating the critical stakeholder management issues in construction project management, showed that project implementation officials did not consider stakeholder management as an issue for an effective project success story. Those consultants who had undertaken to consult with stakeholders had done so not as a process requirement but on an individual basis. These findings cannot also be generalized since they used qualitative research. As such, this research work provides additional insight into the level of stakeholder participation in the Adenta Footbridge project.

A study by Ignatius in 2016, on stakeholder management on construction projects: a key indicator for project success, revealed that there was inadequate explanation of the background, technical and material justification for the project to the stakeholders prior to project initiation. Stakeholders held that they had difficulty in participating in technical discussions and there was the perceived unwillingness of project implementers to involve them during decision making, to this end, the impact of stakeholders towards project success was significant. Although this research has identified the stakeholder management on construction projects, it has taken no account of the level of stakeholder engagement in Ghana government's developmental projects.

Effective stakeholder engagement processes should enhance sustainability by highlighting the potential for enhanced environmental, social and financial performance (Bruce et al., n.d). A well-managed stakeholder engagement process helps the project stakeholders work together to increase comfort and quality of life while decreasing negative environmental impacts. Stakeholder engagement should therefore be a core element of any "sustainable development" plan (Bal et al.,

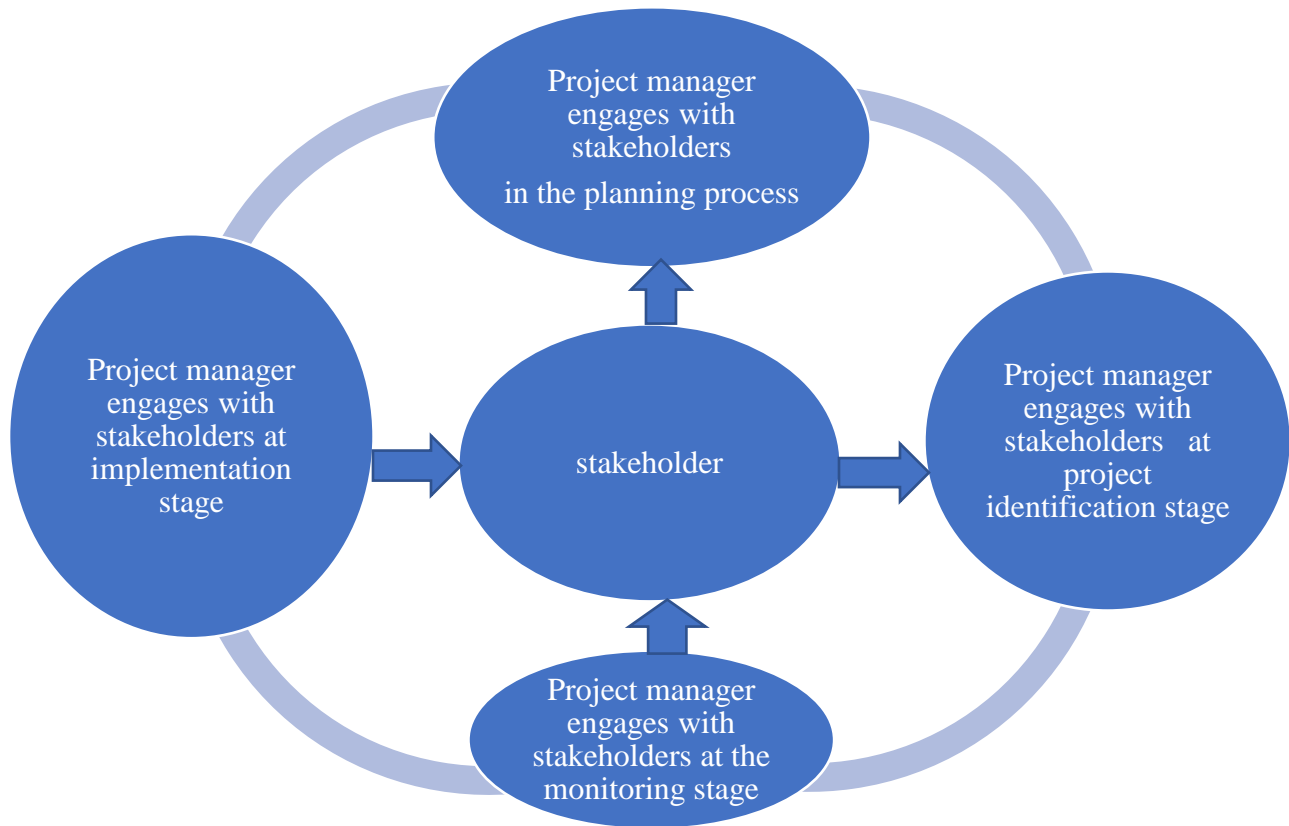
2013). This clearly was not the case for the Adenta Footbridge project, the project stakeholders did not work together to make the bridge sustainable. Again, this study paid little analytical attention to the level of involvement of stakeholders.

According to Magassouba et al. (2019), at the project planning stage, the stakeholders should be engaged and the logic behind this, is to deliver successful and sustainable projects through identifying, analyzing, scheduling, coordinating, controlling every factor that could influence project performance. However, this study has no account of why stakeholders reject projects and the level of involvement of stakeholders.

2.5 Conceptual Framework

The framework in Figure 2.5, which has been conceptualized for analysis, shows that the stakeholders(citizens) play an important role in the sustainability and effectiveness of projects. Therefore, the framework indicates that the citizens should be involved in the entire stages of any government's developmental project.

Figure 2.5: Stakeholder engagement in government's developmental projects



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the research design, sampling and sample procedure, data and data collection procedure, research instruments, pre-testing of instruments, method of data analysis, and operationalization of variables.

3.2 Research Design

This study adopted the Phenomenological research design. Phenomenological research helps in understanding an event the way the Perceived actors in a phenomenon see the world (Stan Lester, 1999). Using the Phenomenological approach, a researcher uses bracketing as a taken-for-granted assumption in describing the natural way of the appearance of phenomena to gain insights into lived experiences and interpret for meaning-making. The data collection and analysis are carried out to bring out the specific experience perceived by the actors in a situation (Qutoshi, 2018).

In the human sphere, this normally translates into gathering ‘deep’ information and perceptions through inductive, qualitative methods such as interviews, discussions, participant observation, and representing it from the perspective of the research participant(s). Epistemologically, phenomenological approaches are based on a paradigm of personal knowledge, subjectivity and emphasize the importance of personal perspective and interpretation (Stan Lester, 1999).

Numerous methods can be used in phenomenologically-based research, including interviews, conversations, participant observation, action research, focus meetings, and analysis of personal texts. The establishment of a good level of rapport and empathy is critical to gaining depth of

information, particularly where investigating issues where the participant has a strong personal stake (Stan Lester, 1999)

The phenomenological research design was suitable for this study because it helped to study the lived experience at a deeper level of stakeholders of Adenta thereby, making it possible to understand the level of stakeholder influence in the construction of the Adenta Footbridge. This study used interviews as the method for understanding the stakeholder influence.

3.3 Definition of Population

3.3.1 Physical Features

As of the start of this research, the Ghana Statistical Service was now conducting the 2021 Census in the country, hence the use of the 2014 report. According to the 2014 report, the Adentan Municipal Assembly (with Adentan as its Central Business District) lies 10 kilometers to the Northeast of Accra. The Municipal has a land area of about 928.4 sq km. It shares boundaries with Ashaiman Municipal Assembly and Kpong Katamanso District Assembly in the east and north, La Nkwantanang Municipal Assembly in the West and south, in the north (Ghana Statistical Service, 2014).

3.3.2 Population size, structure and composition

The population of Adentan Municipality, according to the 2010 Population and Housing Census, is 78,215. Males constitute 50.3 percent, and females represent 49.7 percent. About 62.5 percent of the population resides in urban and 37.5 percent in rural areas. The population depicts a broad base population pyramid that tapers off with a small number of elderly persons. The age dependency ratio for the Municipality is 51.1, the age dependency ratio for males is lower (49.5) than that of females (52.8) (Ghana Statistical Service, 2014)

3.3.3 Household Size, composition and structure

The Municipality has a household population of 76,601 with a total of 20,478 households with an average household size of 3.7 persons per household. Children constitute the largest proportion of the household members accounting for 35.1 percent. Spouses form about 12.4 percent. Nuclear households (head, spouse(s), and children) constitute 26.9 percent of the household structure in the Municipality (Ghana Statistical Service, 2014).

3.3.4 Literacy and education of the population

Ninety-one-point nine percent of the population who are eleven years and older are literate, and 8.1 percent are not literate. Slightly more than five out of ten people (54.8%) could read and write in both English and a Ghanaian language. Of the population, aged three years and older 24,740, are currently attending school in the Municipality (Ghana Statistical Service, 2014).

3.3.5 Zonal councils with their communities

Every Municipality in Ghana has a zonal council. The table below contains the zonal councils and the communities at Adenta Municipality.

Table 3.1 Zonal councils with their communities

Zonal Council	Communities
Koose	Maledjor, Amrahia, Amanfro, Ashieye, Ampomah Village
Gbentanaa	Adentan Old Town, New Adentan, Adentan Housing Estates, Approtech, Commandos, East Adentan, New Legon, SSNIT Flats, Frafraha, Ritz Areas, Alhaji

Nii Ashale	Ashale Botwe, Ogbojo, Sraha, Little Roses, Japan Motors-Lake side, Third Gate, Arap Adjei, Part Dzen Ayor
Sutsurunaa	Obudankadi, University Farms, Nmai Djorn, Dzornaaman, Otano, Trassacco Area, Adjiringanor, Bedzen, Tesaa, Otinshie, Part Dzen-Ayor

3.3.6 Sampling Frame

The sampling frame was taken from the Ghana Statistical service report in 2014, where it listed the total number of people at Adenta. According to the report, there were 78,215 people in the area; 39342 males and 38872 females. Out of these, 20 people will be used as the study’s sample size; 10 males and 10 females. According to InterQ (2020), a sample size of 20-30 is used in in-depth interviews if similar segments are built within the population.

3.4 Sampling and Sample Procedure

The study adopted purposive sampling to recruit participants (sample size) who can provide in-depth and detailed information about the phenomenon under investigation (Complete Dissertation, n.d.). Purposeful sampling is a technique widely used for the identification and selection of information-rich cases related to the phenomenon of interest (Palinkas et al., 2015). It involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Plano Clark, 2011). Snowball was also used to identify cases of interest from sampling people who know people that generally

have similar characteristics who, in turn, know people also with similar characteristics (Palinkas et al., 2015).

3.4 Data and Data Collection Procedure

The sampling frame was taken from the Ghana Statistical Service report in 2014, where it listed the total number of people at Adenta. According to the report, there were 78,215 people in the area; 39342 males and 38872 females. Out of these numbers, 20 people will be used as the study's sample size; ten males and ten females. According to InterQ (2020), a sample size of 20-30 is used in in-depth interviews if similar segments are built within the population.

3.4 Sampling and Sample Procedure

The study employed interviews as an instrument for collecting data thus in-depth interviews. In-depth interviews are used when detailed information is wanted about a person's thoughts and behaviors or to explore new issues in depth. Interviews provide context to other data (such as outcome data), offering a deeper complete picture of what happened in the program and why (Carolyn & Palena, 2006). The primary advantage of in-depth interviews is that they provide much more detailed information than what is available through other data collection methods. They also may provide a more relaxed atmosphere to collect data (Carolyn & Palena, 2006).

3.5 Research Instruments

The study enriched the data by using primary sources of data, thus semi-structured interviews through an interview guide. Semi-structured interviews involve a series of open-ended questions based on the topic areas the researcher wants to cover.

The open-ended nature of the question defines the topic under investigation but provides opportunities for both interviewer and interviewee to discuss topics in more detail. The interviewer

an use cues or prompts to encourage the interviewee to consider the question further when the interviewee has difficulty answering a question or provides only a brief response.

3.6 Pre-Testing of Instruments

In citing Bowden, Fox-Rushby, Nyandieka, and Wanjau (2002), Brown, Lindenberger, and Bryant (2008), Collins (2003), Drennan (2003) and Foddy (1998), Hurst, Arulogun, Owolabi, Akinyemi, Uvere, Warth and Ovbiagele (2015) stated that the practice of pre-testing is regarded as an effective technique for improving validity in qualitative data collection procedures and the interpretation of findings. The pre-test interaction helps to self-correct between design and implementation for the attainment of reliability and rigor in qualitative inquiry and analysis.

To pre-test data collection materials, two pre-test trials were conducted in Madina to avoid contamination of the sampling pool of subjects at Adenta. Data collected were managed and documented. Protocols for systematizing the translation and transcription of qualitative interviews and field notes were also integrated into the pre-test trials.

3.7 Method of Data Analysis

Some have depicted qualitative analysis as craftsmanship, others as an art, and still others as a process of detective work (Srivastava & Hopwood, 2009). Data was transcribed (some with the help of a translator) the audio-recorded interviews and discussions verbatim into English.

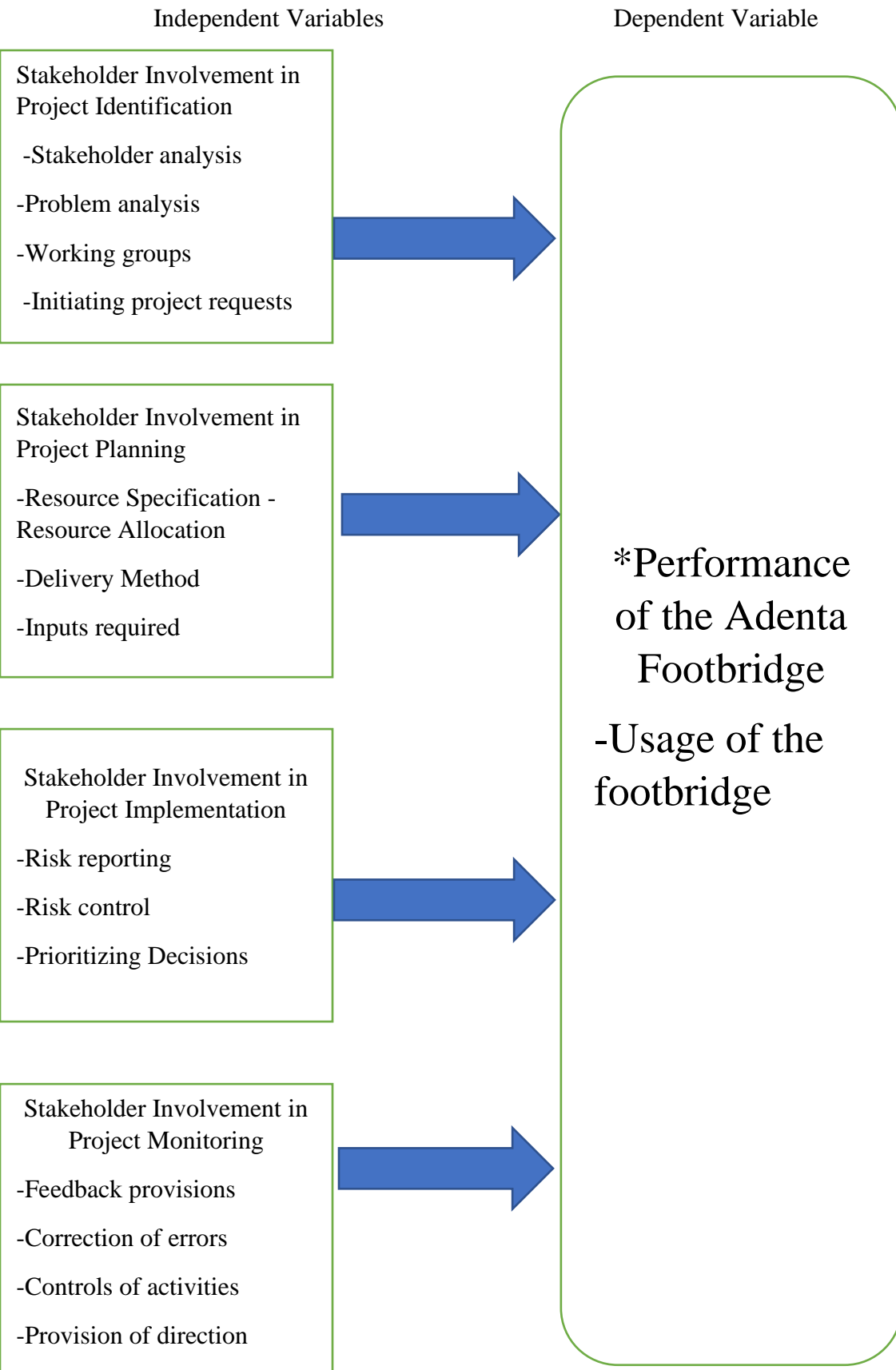
The content analysis method was used in presenting findings, as the researcher directly quoted responses of key informants and respondents under relevant thematic areas. It was used to quote and draw inferences from the response to help explain the findings. Content analysis using the Grounded Theory method has three cycles, this includes open coding, selective coding, and theoretical coding.

In open coding, the researcher starts with a close reading of the document. Every piece of content must then be given a code using short words that capture the essence of that content. The whole document must then be coded in this way (Pieterse, 2020).

At the second stage (selective or focused coding), the researcher now collects new data to construct an emerging theory based on the data. In the new data, the researcher has to look for new meaningful content that can enrich and strengthen a code derived from open coding or deliver a new code (Pieterse, 2020).

The researcher remains theoretically sensitive during the whole process of analysis, but especially during this third cycle of coding when theoretical memos are written with further refining of concepts. During this creative and theoretically sensitive phase, reading relevant literature can shed new light on the issue, without trying to force these ideas on the data. The literature can then bring to light where the emerging theory differs or support in some areas the ideas prevalent in homiletic literature (Pieterse, 2020).

Figure 3.1 Conceptual framework showing relationships among variables



When the stakeholders (residents) are involved at the project identification, planning, implementation and monitoring and evaluation stages, the Adenta Footbridge project will have a positive Performance and reduction of road accidents i.e., high usage of the footbridge.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter focused on data analysis, interpretations, and discussion of results. Findings and analysis in this chapter are based on the stakeholder engagement in the Adenta footbridge project, qualitative data from interviews held with respondents, as well as observations made during the study. For the purpose of confidentiality, “Interviewee 1,2, etc.” will be used instead of their names.

4.2 Results

4.2.1 The level of stakeholder involvement at the project planning stage

4.2.1.1 Isolation

When interviewed, majority of the respondents admitted that the project manager and or the Assembly did not engage them in the project planning process. This clearly indicates the lack of community inclusion in the project. Throughout all the interviews, the notion of community isolation was pervasive. For instance, according to Interviewee 10 (August 15, 2021), ‘no one spoke to me about how I want the bridge to be constructed. All we saw was that the contractors brought materials to the site for work to begin’. Additionally, Interviewee 17 (August 17, 2021) indicated that ‘in Ghana, no one consults or involves the citizens on these things, but they take our taxes. No one from the Assembly asked me how the bridge should be constructed, and the work plan.’ Further responses regarding community isolation from the project include;

Before the construction started, no one from the Assembly asked me how the bridge should be constructed and the work plan. I don't even know the company that constructed the bridge because I was not involved in any process. No one also spoke to me about the delivery method of the project and the personnel and resources (Interviewee 15, August 16, 2021).

These responses from the interviewees depict the level of community isolation that was witnessed in the project implementation.

4.2.2 The level of stakeholder involvement at the project implementation stage

4.2.2.1 Consonance

There seems to be a congruity response among a majority of respondents regarding the non-involvement of stakeholders at the implementation stage in the community. For example, Interviewee 17(August 17, 2021) indicated that “I was not involved in the decision making and also risk control.” Interviewee 16 (August 17, 2021) also reiterated this point by saying “lastly, I was not involved in taking decisions with regards to the footbridge when construction was in progress. Again, there was nothing like risk reporting whatsoever.” Additional responses regarding the theme include;

There was nothing like risk reporting and the project manager did not involve me in taking decisions with regards to the footbridge when construction was in progress (Interviewee 14, August 16, 2021).

The project manager did not report risk and did not involve me in taking decisions with regards to the footbridge when construction was in progress (Interviewee 13, August 16,2021).

I was also not given any updates about the Footbridge. During the construction of the bridge, no one involved me in the risk reporting. I was also not involved in taking decisions with regards to the footbridge (Interviewee 12, August 16, 2021)

These responses from the respondents suggests the low level of involvement of stakeholders at the implementation stage of the project.

4.2.3 The level of stakeholder involvement at the project monitoring stage

4.2.3.1 Evaluation

When interviewed, majority of the respondents reported that they were not involved in the monitoring and evaluation processes during and after the project. This clearly indicates the low level of community inclusion in the monitoring and evaluation of the project. Interviewee 1 (August 15, 2021) for instance, stated that “I wasn't given any update on the project as time went on. I was not given a chance to evaluate the work they have done.” Again Interviewee 10 (August 15, 2021) said “We were also not given any updates as time went on. The working areas were covered, so we didn't know what is going on. After the construction, no one has come to me to evaluate the work. If they did, we would have told them that the work is not complete.” Interviewee 14 (August 16,2021) also stated that “I was also not involved in the monitoring and evaluation process, and I do not know when they opened it for us to use. However, I am one of the opinion leaders of this neighborhood.” Below are additional responses concerning the theme evaluation;

I wasn't given a chance to evaluate the work they have done (Interviewee 19, August 17, 2021).

We were also not given any update on the project as time went on, and I wasn't involved in the evaluation process (Interviewee 5, August 15, 2021).

We were also not given any update on the project as time went on (interviewee 6, August 15, 2021).

I was also not involved in the monitoring and evaluation process. I was also not given any updates about the Footbridge (Interviewee 11, August 16, 2021)

These responses from the interviewees suggests that there was a lack of stakeholder involvement at the monitoring and evaluation stage of the project.

4.2.4 Road Safety

Road safety is the topmost priority of every country, and Ghana is no exception. The government of day takes precautionary measures to prevent road accidents on the road. Hence, the government constructs Footbridges and traffic lights to reduce the accidents rates. However, these structures are not in every part of the country, which leads to accidents. According to the police report at Adenta, there were 24 and 164 injuries due to road accidents in 2017. In 2018, residents of Adenta went on demonstration to demand from the government to construct a Footbridge. The majority of the respondents agreed to the fact that there have been lots of accidents on that stretch of the road, which led to the demonstration. For instance, Interviewee 1 (August 15,2021) stated that “I was around when the demonstration started, and I was told that a student from WASS was knocked down by a vehicle when crossing the road hence, the demonstration. However, this wasn't the first time it has occurred. At the demonstration ground, there was violence. People burnt tires, threw stones, shot a bullet that hit a woman and a child were driving nearby.” Interviewee 10 (August, 2021) explained further that “before the existence of the footbridge, pedestrians were knocked-down by vehicles leading to the loss of lives. I noticed a demonstration was going on because a WASS student was knocked by a car and died. It led to the burning of the tires and blocking of the

road.” The following are other remarks by residents which describes the rampant nature of road accidents on the Adenta road.

Some accidents occurred before the construction of the Footbridge, and what broke the camel's back was the death of a WASS student (Interviewee 12, August 16, 2021).

The demonstration occurred because of the death of a female student due to an accident on the road (Interviewee 13, August 16, 2021)

Regardless the rate of accidents, a minority of the respondents said they use the Footbridge to prevent an accident. For example, Interviewee 1 (August 15, 2021) said “I use it now because my safety is first, so whenever I have to, I use it.” Further responses regarding road accident prevention include;

For me the bridge is good, we complained to the government, and they have done it. So regardless of how they did it, we are ok with it. I utilize the bridge whenever I want to cross the road because my life is important to me, I want to grow it (Interviewee 2, August 15, 2021)

After the construction, I do use the bridge because it has reduced the accidents rate (Interviewee 8, August 15, 2021)

4.2.5 Misconception

A minority of the respondents had a misconception about how the government reacts to the citizens identifying a developmental problem in the country. A minority of the respondents had a misconception of the government punishing them for the demonstration. For instance, Interviewee

13 (August 16,2021) said “in this country, if there are no protests, nothing will be done hence, the demonstration. I was happy about the demonstration especially, the burning of the tires.” Further responses regarding misconceptions of the project include;

I don't know if it's a punishment for doing the demonstration (Interviewee 16, August 17, 2021)

I feel like they are trying to punish us because they think we are wicked people (Interviewee 17, August 17, 2021)

4.2.6 Fatigue

Fatigue is often thought of as the state of feeling very tired, and it is consequential from various sources such as insufficient sleep, prolonged mental among others. When interviewed, majority of the respondents related climbing of the footbridge to fatigue. For example, Interviewee 10 (August 15, 2021) complained “you have to walk a long distance when going to the top and it's like a zigzag, and it's very tiring.” Interviewee 12 (August 16, 2021) also related the climbing of the footbridge to her asthmatic attacks. “I suffer from asthma, and walking those long-distance causes me to lose breath. I need to find a seat to sit on for at least one hour before continuing my journey.” Further response regarding fatigue include;

I'm happy that we have a Footbridge, but it's so stressful, imagine an aged using it (Interviewee 13, August 16, 2021).

Though I'm not a technical person, it will take you more than 15 minutes to cross from one end to the other, so it's tiresome (Interviewee 15, August 16, 2021).

4.3.7 Theory of Inclusion

In the construction of a footbridge, all persons must be considered in terms of accessibility. Accessibility describes the degree to which an environment, service, or product allows access by as many people as possible, in particular Persons with Disabilities (Danso & Tudzi, 2017). However, the majority of the time, structures in the country do not meet this standard. In 2006, the UN passed the Convention on the Rights of Persons with Disabilities, and the Persons with Disabilities Act 715 for Ghana was also passed. A time frame of ten years was given for all public buildings and places to be modified. However, we are still faced with major accessibility issues. In a survey on the accessibility of major road interchanges in the capital city of Ghana, Accra, the Consultants who planned, designed, and supervised the construction of the interchanges intimated those adequate provisions were made for the disabled (Danso & Tudzi, 2017). Ironically, when all concentration is laid on the Persons with Disabilities, other persons will feel neglected. A minority of the respondents believed that the footbridge was not inclusive to all persons i.e., the footbridge has a walking way where persons with disability on a wheel or with crouches have access to but does not have stairs. Here is a comment by a respondent:

They should make stairs and the disability-friendly one (Interviewee 10, August 15, 2021).

4.3.8 Long-drawn

There seem to be a congruity response among majority of the respondents regarding to the length of the footbridge and others gave examples of some footbridges in the county that could have been followed. For instance, Interviewee 5 (August 15, 2021) stated that “after the construction of the bridge, I don't use it because it's very long, it takes about 15 minutes to get to the other side of the road.” Interviewee 10 (August 15, 2021) also said “it's difficult to climb and there are no stairs.

You have to walk a long distance when going to the top and it's like a zigzag, and it's very tiring.”

Interviewee 13 (August 16, 2021) also said “the length of it might tempt people to cross the road rather than using the bridge.” The following are other responses regarding the length;

I do not use the bridge because it's too lengthy (Interviewee 19, August 17, 2021)

To me, they wasted Ghana's money because the bridge is too long. They could have done something short for us to use. If you are carrying a load, using the bridge is very tiring. Hence, I don't use it because I can't be wasting my time and money using it (Interviewee 16, August 17, 2021)

It will take you more than 15 minutes to cross from one end to the other, so it's tiresome (Interviewee 15, August 16, 2021)

4.4 Discussions

Stakeholder engagement in a project is a concept that has been propagated over the years. However, the practicality of this concept has been a problem especially, in the field of construction. In the case of the Adenta Footbridge project, the majority of the respondents admitted that the project manager or the Assembly did not engage them in the project; planning, implementation and monitoring, and evaluation.

These responses from the respondents validate the statement in the opening paragraph and also in the literature review. Tengan and Aigbavboa (2017) for example, states that in the Ghanaian construction industry, the stakeholders are classified into two categories (internal and external stakeholders). The internal stakeholders comprise the clients, contractors, and professional consultants. The external group of stakeholders are seen as the local authorities (service providers)

and the beneficiary community, who are mostly represented on projects by an elected assemblyman or woman. It shows that the citizenry or the residents of where the project is taking place are not involved, hence the omission of their opinions from the project.

Consequently, the stakeholders did not feel that the project was their own hence rejected the project. Phil (2016) explained this better by stating that for a project to have elements of community involvement, it must have the following. Full community participation, bottom-up development approach, addressing the real needs of the community, initiated by the community, planned by the community, executed and driven by the community, accommodating local knowledge, cultures, norms, and values, in interaction with the capacity of the social environment and timeously executed.

The data on the other themes indicates that though the National Road Commission has educated on road safety, many people do not see the dangers involved in not obeying road safety protocols. Hence, the Commission needs to do a lot of education for people to comprehend and practice those protocols.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key data findings, conclusions drawn, and recommendations for policy and practice. Per the objectives and purpose of the study, the conclusions and recommendations were drawn. The purpose of this study is to evaluate the influence of stakeholder engagement in the Government's developmental projects at Adenta, a case of the Adenta footbridge project.

5.2 Summary of findings

This section presents the summary of findings on the influence of stakeholder engagement in project planning, implementation, monitoring, and evaluation during the construction of the Adenta footbridge project. It also presents the barriers in the stakeholder engagement process.

5.2.1 Stakeholder Involvement in Project Planning

The finding indicated that stakeholder involvement in project planning is significant in the performance of a project. The study showed that stakeholders were not involved in the resource allocation of the project. It also revealed that stakeholders were not involved in the planning of the delivery method of the project. The study showed that the stakeholders were not involved in the resource specification of the project.

No one also spoke to me about the delivery method of the project (Interviewee 15, August 16, 2021).

5.2.2 Stakeholder Involvement in Project Implementation

The finding indicated that stakeholder involvement in project implementation is significant in the performance of a project. The study established that stakeholders were not involved in the prioritization of decisions. It also confirmed that stakeholders were not involved in the development of teams. It indicated that stakeholders were not involved in the execution of task assignments. It also found that stakeholders were not involved in the updating of project schedules. It showed that the stakeholders were not involved in the risk control of the project.

We were also not given any updates as time went on. The working areas were covered, so we didn't know what is going on (Interviewee 10, August 15, 2021).

5.2.3 Stakeholder Involvement in Project Monitoring and Evaluation

The study found out that stakeholder involvement in project monitoring and evaluation is significant in the performance of a project. It indicated that stakeholders were not provided with updates and feedback concerning the project. The study established that stakeholders were not involved in the correction of errors. In addition, the study found out that stakeholders were not involved in the provision of direction and control activities.

I wasn't given a chance to evaluate the work they have done (Interviewee 2, August 15, 2021)

5.3 Conclusions

The study concludes that stakeholder engagement is significant in the project planning of the Adenta footbridge project. It also concludes that stakeholders were not involved in the resource allocation, planning of delivery method, and resource specification of the project. The study

concludes that stakeholders are to be involved in the planning stage of any government's developmental project.

Again, the study concludes that stakeholder involvement in project implementation is crucial in the performance of the Adenta footbridge project. It concludes that stakeholders were not involved in prioritization of decisions, development of teams, execution of task assignment, updating of project schedules, and risk control of the project. It concludes that stakeholders are to be involved in the implementation stage of any government's developmental project.

In addition, the study concludes that stakeholder involvement in project monitoring and evaluation is significant in the performance of the Adenta footbridge project. It again concludes that stakeholders were not provided with feedback, correction of errors, provision of direction, and control activities. The study finally concludes that stakeholders are to be involved in the monitoring and evaluation stage of any government's developmental project.

5.4 Recommendation

There is a need to involve the stakeholders in a project since it is clear that it has a positive effect on project performance. Stakeholder engagement should not be an isolated episode but rather should be throughout the various project development cycle.

The study established that stakeholder engagement is significant in the project planning of the Adenta footbridge project. Therefore, it recommends that project managers should involve stakeholders at the planning stage of any government's developmental project to enable them to feel like they own the project.

The study indicated that stakeholder involvement in project implementation is crucial in the performance of the Adenta footbridge project. Hence, it recommends that project managers should

continually involve stakeholders in the implementation stage of any government's developmental project.

Finally, the study indicated that stakeholder involvement in project monitoring and evaluation is significant in the performance of the Adenta footbridge project. Therefore, it recommends that stakeholders should be involved in the various aspects of the monitoring and evaluation stage of any government's developmental project.

5.5 Areas for Further Studies

This research focused on one stakeholder (end users) to ascertain the level of engagement of stakeholders in the construction of the Adenta footbridge. Hence, other studies could focus on the rest of the stakeholders (public authority, media, controlling organizations, third parties, labor unions, among others).

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INTERVIEWS

5.7 Transcribed Interviews

5.7.1 Interviewee 1

I was around when the demonstration started, and I was told that a student from WASS was knocked down by a vehicle when crossing the road hence, the demonstration. However, this wasn't the first time it has occurred. At the demonstration ground, there was violence. People burnt tires, threw stones, shot a bullet that hit a woman and a child were driving nearby.

Personally, no one from the assembly or the project manager came to me to ask me how I wanted the bridge to be constructed, nor did I know anybody who was. I was not involved in terms of labor, and I don't know anyone who was. No one was involved in the assigning of resources and personnel. No one also involved me in designing the Footbridge, and also I wasn't given any update on the project as time went on. I was not given a chance to evaluate the work they have done. No one informed me about the risks and also prioritizing decisions. The bridge was constructed awfully because they had examples to follow. Examples are the bridges at Shaishe or Spana. I feel like they wanted to punish for demonstrating that's why they make the bridge too long. We all complained about the length but not officially. I use it now because my safety is first, so whenever I have to, I use it. Whenever I'm exactly at the barrier, I cross the road but, whenever I'm at WASS I use the bridge.

5.7.2 Interviewee 2

The demonstration started when a student was knocked down by a vehicle when crossing the road. No one from the assembly or the project manager came to me to ask me how I wanted the bridge to be constructed, nor know anyone who was. I was not involved in terms of labor, and I don't know anyone who was. I was not given any risk report and also informed about decisions

taken. No one was involved in the assigning of resources and personnel. No one also involved me in designing the Footbridge, and also I wasn't given any update on the project as time went on. I wasn't given a chance to evaluate the work they have done. For me the bridge is good, we complained to the government, and they have done it. So regardless of how they did it, we are ok with it. I utilize the bridge whenever I want to cross the road because my life is important to me, I want to grow it.

5.7.3 Interviewee 3

I was also around when the Footbridge was constructed and when the demonstration started. I heard that a female student from WASS was knocked down by a vehicle when crossing the road hence, the demonstration. I feel the bridge sometimes helps because it has reduced the rate of accidents. But sometimes it doesn't help because people are complaining about the length of it. No one from the assembly or the project manager came to me to ask how I wanted the bridge to be constructed. I was not given any risk report. I was not involved in terms of labor, and I don't know anyone who was. No one was involved in the assigning of resources and personnel. No one also involved me in designing the Footbridge, and also I wasn't given any update on the project as time went on. I wasn't given a chance to evaluate the work they have done.

5.7.4 Interviewee 4

I heard that a female student from WASS was knocked down by a vehicle when crossing the road hence, the demonstration. No one from the assembly or the project manager came to me to ask how I wanted the bridge to be constructed. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and personnel. No one also involved me in designing the Footbridge, and also I wasn't given any update on the project as time went on. I wasn't given a chance to evaluate the work they have done. I feel the bridge is

helpful because it has reduced the rate of accidents, but it's too lengthy. Even though it is long, I still use it.

5.7.5 Interviewee 5

I was also around when the Footbridge was constructed, and when the demonstration started. After the construction of the bridge, I don't use it because it's very long, it takes about 15 minutes to get to the other side of the road. No one from the assembly or the project manager came to ask how I wanted the bridge to be constructed, and that is wrong. I was not given any risk report and also informed about decisions taken. In Ghana, the government does not involve anyone in these kinds of projects. If they had asked us, we would have told them how we wanted it and where it should be. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and personnel. No one also involved me in designing and work plan of the Footbridge. We were also not given any update on the project as time went on, and I wasn't involved in the evaluation process.

5.7.6 Interviewee 6

The demonstration that occurred during that time was because of the knockdown of students. After the construction, I do not use the bridge because it's too lengthy. No one from the assembly or the project manager, came to me to ask how I wanted the bridge to be constructed, and it is wrong. But we are "common floor members" so we have nothing to say. I was not given any risk report and also informed about decisions taken. I wasn't given a chance to evaluate the work they have done. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and personnel. No one also involved me in designing and work plan of the Footbridge. We were also not given any update on the project as time went on.

5.7.7 Interviewee 7

I only heard about the demonstration when happened, and after the construction, I do not use the bridge because it's too lengthy. No one from the assembly or the project manager, came to me to ask how I wanted the bridge to be constructed. I was also not given any update on the project as time went on. I wasn't given a chance to evaluate the work they have done. I was not given any risk report and also informed about decisions taken. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and personnel. No one also involved me in designing and work plan of the Footbridge.

5.7.8 Interviewee 8

The demonstration that occurred during that time was because of the knockdown of students. No one from the assembly or the project manager came to me to ask how I wanted the bridge to be constructed. I feel it's because of the agency that was attached to it. I was also not given any update on the project as time went on. I wasn't given a chance to evaluate the work they have done. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and personnel. No one also involved me in designing and work plan of the Footbridge. I was not given any risk report and also informed about decisions taken. After the construction, I do use the bridge because it has reduced the accidents rate.

5.7.9 Interviewee 9

The demonstration started when a student was knocked down by a vehicle when crossing the road. I was part of those of the demonstrators. No one from the assembly or the project manager came to me to ask how I wanted the bridge to be constructed. All we could see was that there was construction going on. I was also not given any update on the project as time went on. I wasn't given a chance to evaluate the work they have done. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and

personnel. I was not given any risk report and also informed about decisions taken. No one also involved me in designing and work plan of the Footbridge. The overhead is lengthy, it takes about 15 minutes to get to the other side of the road, so I don't use it.

5.7.10 Interviewee 10

Before the existence of the footbridge, pedestrians were knocked- down by vehicles leading to the loss of lives. I noticed a demonstration was going on because a WASS student was knocked by a car and died. It led to the burning of the tires and blocking of the road. After construction, I don't use it even though I risk losing my life. It is because it's difficult to climb and there are no stairs. You have to walk a long distance when going to the top and it's like a zigzag, and it's very tiring. There was a time the police made us use it, but after they left, I have started crossing the road again. No one spoke to me about how I want the bridge to be constructed. All we saw was that the contractors brought materials to the site for work to begin. I didn't feel anything when no one spoke to me because the construction of the bridge was what was necessary. No one also talked to me about the delivery method of the project or anyone I know. I think that happened because it was an emergency. I was not given any risk report and also informed about decisions taken. I was also not told about the work plan, the personnel, and the resources. I was not involved in the labor force, and I don't know anyone who was because I heard the contractor brought his guys to do the work. We were also not given any updates as time went on. The working areas were covered, so we didn't know what is going on. After the construction, no one has come to me to evaluate the work. If they did, we would have told them that the work is not complete. I appreciate that we have a Footbridge, but the way it was constructed was poor because it's a long way up. They should make the stairs and the disability-friendly one. After the construction, some people use it, others don't, but the majority of the people don't patronize it.

5.7.11 Interviewee 11

I was a resident of Adenta when the construction started, and the reason for the demonstration is the death of the female student. I use the Footbridge whenever I have to go to the other side of the road because my life is important even though it is long. Before the construction started, no one from the Assembly asked me how the bridge should be constructed. I didn't feel anything when no one spoke to me because the construction of the bridge was what was necessary. No one also talked to me about the delivery method of the project or anyone I know. I was also not told about the work plan, the personnel, and the resources. I was not given any risk report and also informed about decisions taken. I was not involved in the labor force, and I don't know anyone who was involved in the labor force, but they used our tax for the project. I was also not involved in the monitoring and evaluation process. I was also not given any updates about the Footbridge. The Footbridge has helped a lot because it has prevented accidents on the road.

5.7.12 Interviewee 12

Some accidents occurred before the construction of the Footbridge, and what broke the camel's back was the death of a WASS student. I use the Footbridge whenever I have to go to the other side of the road even though it is long. I suffer from asthma, and walking those long-distance causes me to lose breath. I need to find a seat to sit on for at least one hour before continuing my journey. The walk to the other side of the road is like a 15 to 20-minute walk, it is just too lengthy. Before the construction started, no one from the Assembly asked me how the bridge should be constructed. No one also spoke to me about the delivery method of the project. I was also not told about the work plan, the personnel, and resources. I was not involved in the labor force, and I don't know anyone who was involved in the labor force. I was also not involved in the monitoring and evaluation process. I was also not given any updates about the Footbridge.

During the construction of the bridge, no one involved me in the risk reporting. I was also not involved in taking decisions with regards to the footbridge.

5.7.13 Interviewee 13

The demonstration occurred because of the death of a female student due to an accident on the road. In this country, if there are no protests, nothing will be done hence, the demonstration. I was happy about the demonstration especially, the burning of the tires. I use the bridge, but I prefer to alight at taxi rank (taxi rank is the next bus stop after the Adenta barrier) and then cross the road from there. No one from the Assembly asked me how the bridge should be constructed. No one also spoke to me about the delivery method of the project. I was also not told about the work plan, the personnel, and resources. I was not involved in the labor force, and I don't know anyone who was involved in the labor force. I was also not involved in the monitoring and evaluation process. The project manager did not report risk and did not involve me in taking decisions with regards to the footbridge when construction was in progress. In Ghana, if someone is awarded a contract, they don't care about how you feel, the contractors do what they want. I was also not given any updates about the Footbridge. I'm happy that we have a Footbridge, but it's so stressful, imagine an aged using it. The length of it might tempt people to cross the road rather than using the bridge. A friend was robbed on the bridge at night because it's long and there is no light. I feel this bridge is a waste of resources and land. Regardless, I will use it as a form of excise, half a loaf is better than none. However, part of the bridge is not complete, so we are pleading with the one in charge to finish it up.

5.7.14 Interviewee 14

The demonstration occurred because of the death of a female student due to an accident on the road. No one from the Assembly/ project manager asked me how the bridge should be constructed. I was not involved in the labor force, and I don't know anyone who was involved in the labor force. I was also not given any updates about the Footbridge. No one also spoke to me about the delivery method of the project. I was also not told about the work plan, the personnel, and resources. I was also not involved in the monitoring and evaluation process, and I do not know when they opened it for us to use. However, I am one of the opinion leaders of this neighborhood. There was nothing like risk reporting and the project manager did not involve me in taking decisions with regards to the footbridge when construction was in progress.

5.7.15 Interviewee 15

After the footbridge construction, I use it. I saw the beginning of the construction but, I was going to and fro to Ho. I heard that a WASS student was knocked down by a car and died, which incited the demonstration. There have been accidents, but this one, in particular, broke the camel's back. The Footbridge started a long time ago but stopped when a new government came into power. When a new government comes into power, they turn to forsee previous projects by the past government. Before the construction started, no one from the Assembly asked me how the bridge should be constructed and the work plan. I don't even know the company that constructed the bridge because I was not involved in any process. No one also spoke to me about the delivery method of the project and the personnel and resources. I was not involved in the labor force, and I don't know anyone who was involved in the labor force. I was also not involved in the monitoring and evaluation process. I was also not given any updates on the Footbridge. I was not given any risk report and also informed about decisions taken. Though I'm not a technical person, it will take you more than 15 minutes to cross from one end to the other,

so it's tiresome. People, including me, did not use it until the police started enforcing the law before I started using it. "The MP for Assin North, Hon. Kennedy Agyapong passed a comment that even a qualified contractor will not construct this, so they should go to Japan for them to see what is happening there". So why can't we learn from things that have happened in other countries? The community has a shared responsibility of making input for them to feel a sense of ownership of any project. Or else it will be left there like a white elephant, just as what is happening now. As a leader, you are not supposed to do what you want to do, but rather what the people want to do.

5.7.16 Interviewee 16

Accidents have occurred on this stretch of the road especially, among WASS students. The day the demonstration sparked, a female WASS student was knocked down by a speeding vehicle which cost her life. That week, an accident occurred on this road that motivated the youth to go to a demonstration. To me, they wasted Ghana's money because the bridge is too long. They could have done something short for us to use, and I don't know if it's a punishment for doing the demonstration. If you are carrying a load, using the bridge is very tiring. Hence, I don't use it because I can't be wasting my time and money using it. Before the construction started, no one from the Assembly asked me how the bridge should be constructed and the work plan. I don't even know the company that constructed the bridge because I was not involved in any process. No one also spoke to me about the delivery method of the project, the personnel, and the resources. I was not involved in the labor force, and I don't know anyone who was involved in the labor force. I was also not involved in the monitoring and evaluation process. I was also not given any updates on the Footbridge. Lastly, I was not involved in taking decisions with regards

to the footbridge when construction was in progress. Again, there was nothing like risk reporting whatsoever.

5.7.17 Interviewee 17

If it hadn't been because of the demonstration, I don't think they would have done it. The overhead is just too long, resulting in people racing with cars to cross the road. I feel like they are trying to punish us because they think we are wicked people. I think they should reconstruct it. I use it myself, but the majority of the time race with the cars. In Ghana, no one consults or involves the citizens on these things, but they take our taxes. No one from the Assembly asked me how the bridge should be constructed, and the work plan. I was not involved in the labor force, and I don't know anyone who was involved in the labor force. I was also not involved in the monitoring and evaluation process. I was also not given any updates on the Footbridge. No one also spoke to me about the delivery method of the project. I was also not involved in assigning the personnel and resources of the project. I was not involved in the decision making and also risk control.

5.7.18 Interviewee 18

The reason for the demonstration is the death of the female student. I do not use the Footbridge whenever I have to go to the other side of the road because it's too long. Before the construction started, no one from the Assembly asked me how the bridge should be constructed. I didn't feel anything when no one spoke to me because the construction of the bridge was what was necessary. No one also talked to me about the delivery method of the project or anyone I know. I was also not told about the work plan, the personnel, and the resources. I was not given any risk report and also informed about decisions taken. I don't know anyone who was involved in the

labor force and I was also not involved in the monitoring and evaluation process. I was also not given any updates about the Footbridge.

5.7.19 Interviewee 19

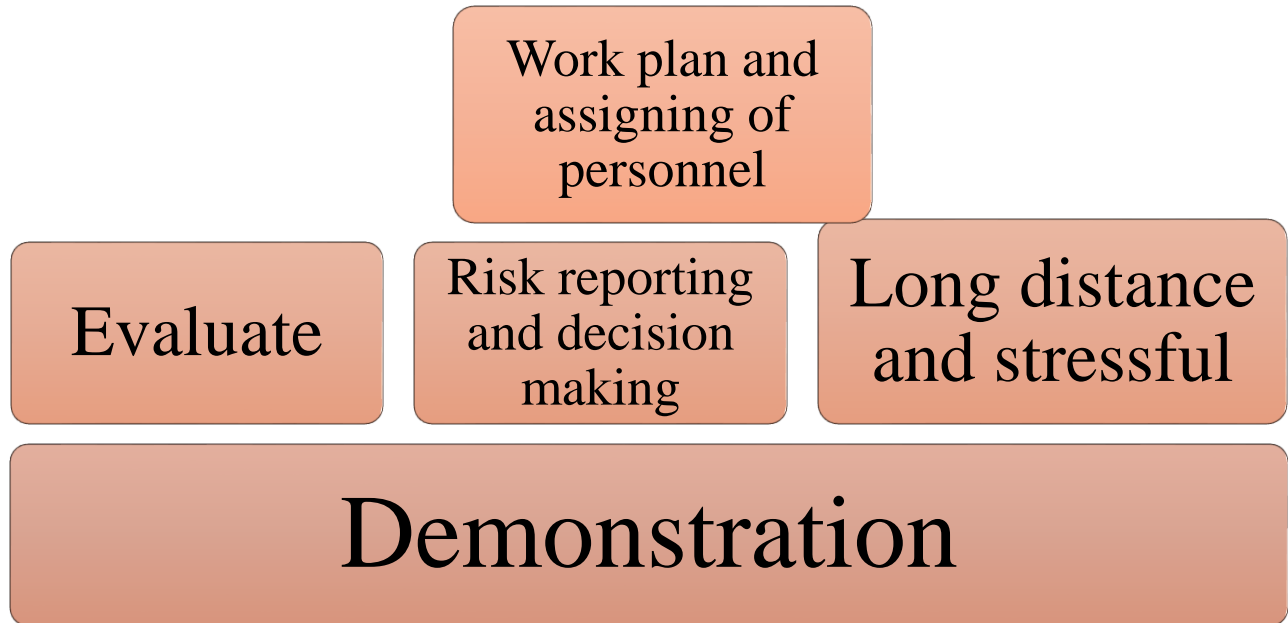
The demonstration that occurred during that time was because of the knockdown of students. After the construction, I do not use the bridge because it's too lengthy. No one from the assembly or the project manager, came to me to ask how I wanted the bridge to be constructed, and it is wrong. I wasn't given a chance to evaluate the work they have done. I was not involved in terms of labor, and I don't know anyone who was. I was not involved in the assigning of resources and personnel. I was not given any risk report and also informed about decisions taken. No one also involved me in designing and work plan of the Footbridge. We were also not given any update on the project as time went on.

5.7.20 Interviewee 20

The demonstration started when a student was knocked down by a vehicle when crossing the road. No one was involved in the assigning of resources and personnel. I was not given any risk report and also informed about decisions taken. No one also involved me in designing the Footbridge, and also I wasn't given any update on the project as time went on. No one from the assembly or the project manager came to me to ask me how I wanted the bridge to be constructed, nor know anyone who was. I don't know anyone who was involved in terms of labor and I wasn't given a chance to evaluate the work they have done. I utilize the bridge whenever I want to cross the road and for me the bridge is good.

CODING

1. Open Coding



2. Selective or Focused Coding

Evaluate		
I wasn't given a chance to evaluate the work they have done.	We were also not given any update on the project as time went on, and I wasn't involved in the evaluation process.	I was also not involved in the monitoring and evaluation process, and I do not know when they opened it for us to use. However, I am one of the opinion leaders of this neighborhood.

Risk reporting and decision making

Lastly, I was not involved in taking decisions with regards to the footbridge when construction was in progress. Again, there was nothing like risk reporting whatsoever.

There was nothing like risk reporting and the project manager did not involve me in taking decisions with regards to the footbridge when construction was in progress.

I was not involved in the decision making and also risk control.

Demonstration

I was around when the demonstration started, and I was told that a student from WASS was knocked down by a vehicle when crossing the road hence, the demonstration. However, this wasn't the first time it has occurred. At the demonstration ground, there was violence. People burnt tires, threw stones, shot a bullet that hit a woman and a child who were driving nearby.

Before the existence of the footbridge, pedestrians were knocked-down by vehicles leading to the loss of lives. I noticed a demonstration was going on because a WASS student was knocked by a car and died. It led to the burning of the tires and blocking of the road.

The demonstration occurred because of the death of a female student due to an accident on the road.

Long Distance and Stressful

You have to walk a long distance when going to the top and it's like a zigzag, and it's very tiring.

I suffer from asthma, and walking those long-distance causes me to lose breath. I need to find a seat to sit on for at least one hour before continuing my journey.

I'm happy that we have a Footbridge, but it's so stressful, imagine an aged using it.

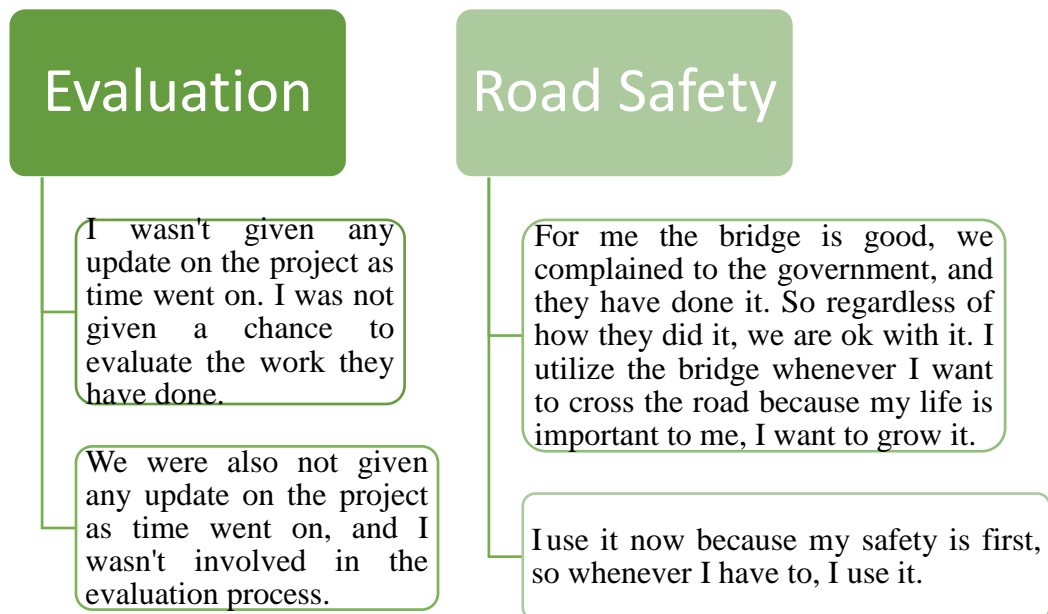
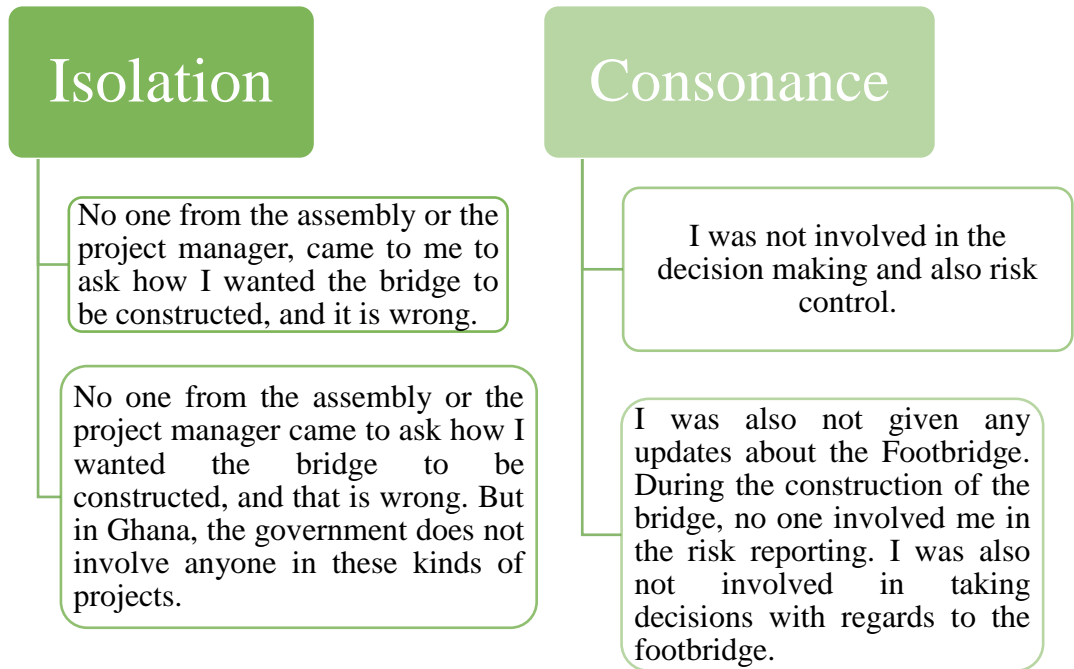
Work plan and assigning of personnel

Before the construction started, no one from the Assembly asked me how the bridge should be constructed and the work plan. I don't even know the company that constructed the bridge because I was not involved in any process. No one also spoke to me about the delivery method of the project and the personnel and resources.

In Ghana, no one consults or involves the citizens on these things, but they take our taxes. No one from the Assembly asked me how the bridge should be constructed, and the work plan.

I think that happened because it was an emergency. I was also not told about the work plan, the personnel, and the resources. I was not involved in the labor force, and I don't know anyone who was because I heard the contractor brought his guys to do the work.

3. Theoretical



Misconception

In this country, if there are no protests, nothing will be done hence, the demonstration. I was happy about the demonstration especially, the burning of the tires.

I don't know if it's a punishment for doing the demonstration.

Fatigue

You have to walk a long distance when going to the top and it's like a zigzag, and it's very tiring.

I suffer from asthma, and walking those long-distance causes me to lose breath. I need to find a seat to sit on for at least one hour before continuing my journey.

Theory of Inclusion

They should make stairs and the disability-friendly one.

Long-drawn

The bridge was constructed awfully because they had examples to follow. Examples are the bridges at Shaishe or Spana. We all complained about the length but no officially.

After the construction of the bridge, I don't use it because it's very long, it takes about 15 minutes to get to the other side of the road.