

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KUMASI, GHANA

**ASSESSING THE ROLE OF PUBLIC RELATIONS IN IMPROVING
BENEFICIARY PARTICIPATION IN KUMASI METROPOLITAN
ASSEMBLY'S ACTIVITIES**

By

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**THIS THESIS SUBMITTED TO THE INSTITUTE OF DISTANCE
LEARNING, KWAME NKRUMAH UNIVERSITY OF SCIENCES
AND TECHNOLOGY, KUMASI, IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR THE DEGREE OF MASTER OF PUBLIC
ADMINISTRATION**

NOVEMBER, 2018

DECLARATION

I hereby declare that the submission of this result is of my own work and that it has not been submitted either in part or whole for any other degree elsewhere. Works by other authors have been duly acknowledged.

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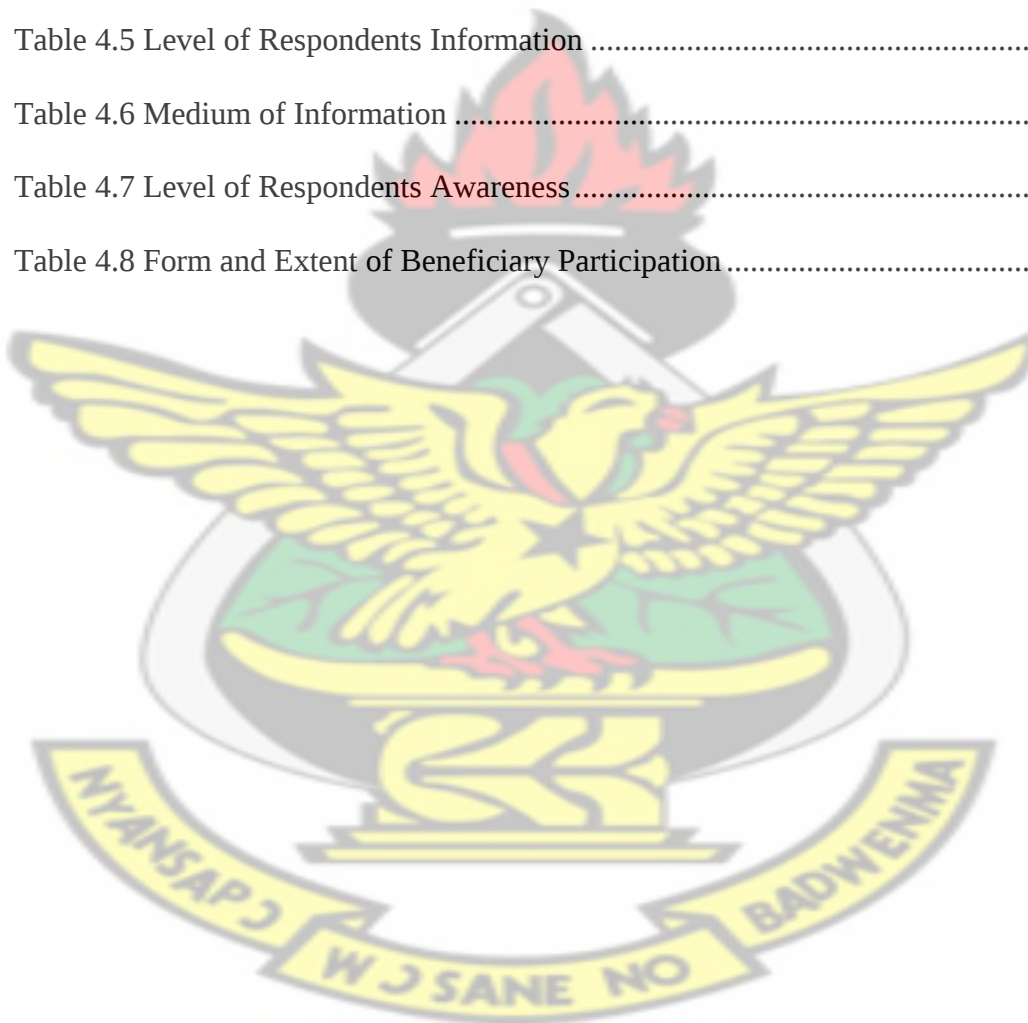
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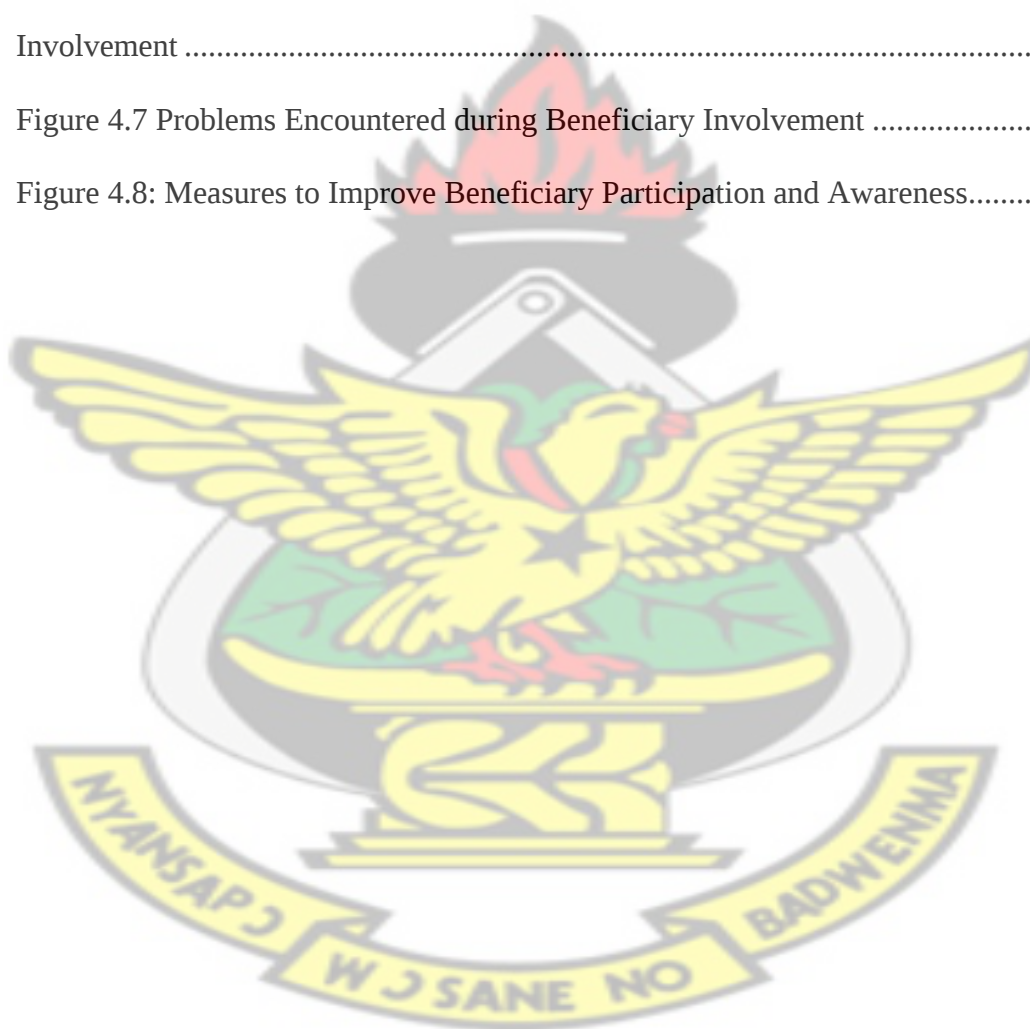
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DEDICATION

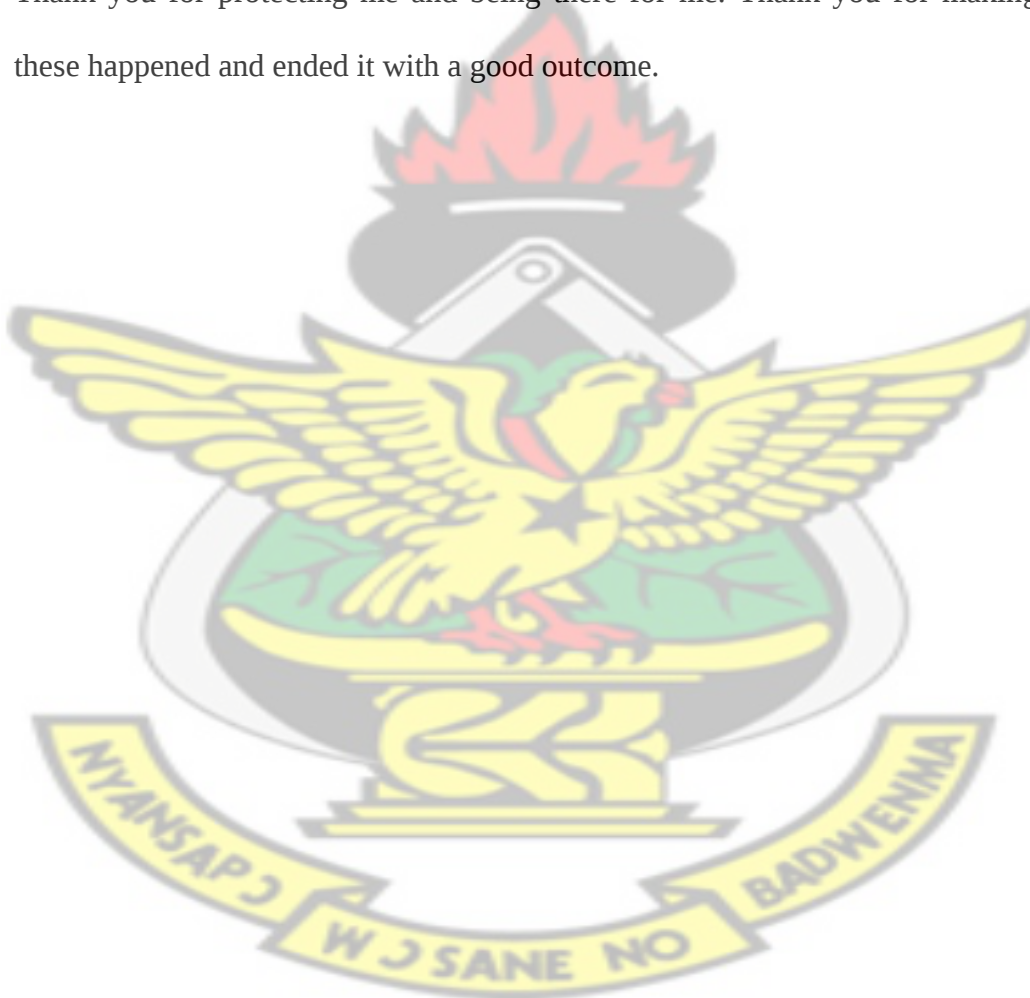
I dedicate this dissertation to all my KMA friends and church family who have supported me throughout the process. I will always appreciate all they have done.

I also dedicate this work to Ambrose for the deft ways in which you lovingly challenged and supported me throughout the whole of this work.

Most importantly, to our God Almighty who is always there when I am in need.

Thank you Lord Jesus for giving me this wonderful strength in my everyday life.

Thank you for protecting me and being there for me. Thank you for making all of these happen and ended it with a good outcome.



ACKNOWLEDGEMENT

Firstly, I would like to express my heartfelt appreciation to my supervisor Dr Daniel Dramani Kipo-Sunyehzi for the continuous support, patience, motivation and constant supervision as well as providing necessary information regarding the project and also for his active support in completing the project. His guidance helped me in all the time. He has shown me, by his example, what a good supervisor should be.

I would like to also utter my gratitude towards my parents (Nana Pipim Ogyampa and Mad.Georgina Akosua Durowaa) and Mr Amos Ofori Atta (Paa Yaw) for their kind encouragements which help me in completion of this project. They are the ultimate role models.

My thanks and appreciations also go to Mr Isaac Amoh (Assistant Director,KMA), Mad. Regina Gyamfi (Marriage Department, KMA) and Ambrose (Planning Unit, KMA) in developing the project.

Most importantly, I wish to thank my loving and supportive wife, Ataa Pokua, and my wonderful awaiting son, Nana Pipim who provide unending inspiration.

My heartfelt thanks.

ABSTRACT

Public relations are very essential in improving the level of communication between Assemblies and the people, hence the essence of increasing beneficiary participation in MMDAs activities. In this regard this study seeks to examine three specific objectives: on how public relations help to increase awareness of the activities of Kumasi Metropolitan Assembly (KMA), how public relations promote participation of people/beneficiaries in Assembly activities and projects and the measures the Assembly put in place to improve people/beneficiaries' awareness and participation in the Assembly activities and projects. To obtain empirical evidence from the field a total of 155 people were covered by this research as the study respondents, in which I used the purposive and random sampling techniques.

The study found that majority of the respondents interviewed 54% were not aware of KMA's activities. This problem was identified and was associated to the issue that the assembly used the press agency approach of participation which has not improved enough to enhance people knowledge on participation in the Assembly activities. The study also found that public relations have not been able to increase the participation of beneficiaries in the assembly's projects. This represent 41% respondents who indicated that they were not involved in the implementation process. On the level of awareness of the activities of the Kumasi Metropolitan Assembly, 56% of respondents indicated they were informed of Assembly activities through the media (mainly through radio and social media). The study also found that the Assembly decided to use media and social media outlets as measures to improve beneficiary awareness and participation in the Assembly activities and project. The study recommended that the Assembly should adopt an appropriate module of public relations- two-way communication.

CHAPTER 1

INTRODUCTION

1.0 Background of study

Participation is concerned with a broad commitment to redress the imbalances of development activities, and to provide the conditions in which people can take an active role in the development process. The process where intended beneficiaries actively influence programme outcomes and to gain personal growth. In practice people's participation has been interpreted in a number of different ways. These interpretations range from the narrow scope of development programmes in which the participation is often passive and consultative and the extreme which is the broad and active participation of people in all aspects of socio economic development (Fakade, 1994, p. 23).

People have an impatient urge to in the event, process and activities that shape their lives and contribute to their total wellbeing (United Nations Development Programme (UNDP), 2013). Participation gives people some level of power in decision making, the outcome of this brings a lot of opportunities as well as challenges. Participation is defined in a United Nations report to mean 'sharing by people in the benefits of development, active contribution by people to development and involvement of people in decision making at all levels of society' (Desai & Potter, 2002. p.12). The idea of participation promotes the concepts of "Self-help" and "Empowerment" (Fakade, 1994, p. 17). Participation in community based development projects, give beneficiaries control in resources mobilization as well as allocation, level of involvement in decision making and skills acquired in the process. The approach of participation puts people and communities at the centre of community development

efforts and stresses the need for their active involvement at all stages of the development process (Fakade, 1994).

Beneficiary participation can be effective when there is a well-structured decentralized system. Decentralization seeks to redistribute authority, responsibility and resources to local government. Decentralization gives local authorities the power and mandate to undertake developmental initiatives within their jurisdiction (Local Government Act, 2016). The focus of decentralization is fast track development and to improve the level of communication between Metropolitan, Municipal and District Assemblies (MMDAs) and citizens.

Public relations are very essential in improving the level of communication between Assemblies and the people, hence the essence of increasing beneficiary participation in MMDAs activities. The term “Public relations” was first used in the United States in 1906 by the United States Post Office Railway Union. Public relations are planned and continuous efforts to establish and sustain goodwill and cooperation between the organization and its target population or group or audience (Gilaninia, 2013). It is usually referred to as the art and social science that links the internal and external of an organization. Public relations draw purpose, and give institutions the direction they should take (Gilaninia, 2013). The quality of work of an organization relies more on its public relations that is it helps in achieving organizational goals, accountability and transparency of matters, identifying responsibilities and duties of government and respect of citizens’ rights.

Problem Statement

Metropolitan, Municipal and District Assemblies (MMDAs) are mandated to carry out administrative, planning and political roles to bring about development in their respective areas (Local Government Act, 2016). MMDAs are the representatives of the government at the district level, and are in charge of all developmental activities within their jurisdiction.

The Kumasi Metropolitan Assembly (KMA) which is the administrative body of Kumasi Metropolis and is in charge of the preparation and implementation of plans and programmes for the metropolis. In view of this several developmental projects have been undertaken by KMA with the aim of improving the living standards of people and also contribute to the development of the metropolis. This process should involve beneficiary participation in decision making as well as provision of resources in the implementation of projects. Beneficiary participation is also to seek consent of beneficiaries and to update them on the progress of projects implementation in Kumasi Metropolis.

Although the Metropolitan Assembly has implemented several developmental projects, most citizens fail to appreciate the Assembly's efforts in development related issues. As a result, the people in the Metropolis always blame the Assembly for doing nothing for them; this attitude of blaming Assembly keeps going on because most of the time the people are not aware of the Assembly's activities and where it's developmental projects are located in the metropolis. In this regard, some citizens are adamant to pay their taxes because according to them they do not know what the Assembly uses their money for. Moreover, some people boycott KMA's meetings and

activities because they do not see any positive impact/meaningful contributions of the Assembly.

This does not mean the Assembly relent in the performance of its duties, but it is rather the failure of the Assembly to communicate to the people about its activities and contributions and also involve them in each stage of the planning and implementation process. This situation suggests or means there appear to be a communication gap between the Assembly and the people which needs are to be addressed or solved in the metropolis. It is against this background that, I am motivated to conduct a thorough investigation into this phenomenon with the hope to come out with some findings that may help address the situation in the Kumasi Metropolitan Assembly (KMA).

1.2 Research Objectives

The key objective of this research is to assess the role of public relations in improving beneficiary participation in KMA's activities and this can be achieved through the realization of these specific objectives:

- To identify the role of public relations in increasing awareness of the activities of the Assembly
- To know the extent public relations promote participation of people/beneficiaries in Assembly activities and projects.
- To examine the measures that can be put in place to improve people/beneficiary awareness and participation in the Assembly activities and projects.

1.3 Research Questions

The main aim of this research is to find out how effective public relations can help in improving the level of participation of citizens at local level. These are the specific research questions the study seeks to find answers to in the study:

- How do public relations help to increase awareness of the activities of the Assembly?
- How do public relations promote the participation of people/beneficiaries in Assembly activities and projects?
- What measures can be put in place to improve people/beneficiaries' awareness and participation in the Assembly activities and projects?

1.4 Scope of the Study

The scope of this research is divided into two folds; that is the geographical scope and the contextual scope. By geographical scope, the area of study is within the Kumasi Metropolis. By contextual scope, this study is to assess and analyse the role of public relations in improving beneficiary participation in KMA's activities. Thus this study is limited to Kumasi Metropolis and confined to public relation field in terms of people/beneficiaries awareness and participation in Assembly activities and projects.

1.5 Significance

Beneficiary participation makes people more responsible to development programmes and encourages local initiatives and self-help. Involving people in developmental activities have an impact on their lives gives them a sense of ownership of such projects and are likely to put counter measures to sustain and maintain such projects. Participation educates and increases the competence of citizens (Reid, 2000). When citizens are involved in the implementation of projects, they are able to learn and have

new ideas of doing things. Participation makes people more creative and innovative since they are educated and they become more development oriented.

This study will hopefully help the Assembly in identifying the communication gaps between them and the citizens and work towards it in order to improve beneficiary participation. It will also help the Public Relations Unit of the Assembly to know the complaints of the people and works towards them.

Improving beneficiary participation help the Assembly to work efficiently and effectively and this help in achieving the Sustainable Development Goals (SDGs) 8 and 9, which are; to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; to build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovations. These are key areas this study covers and that shows the significance of this study, not only at local level governance but at national level and beyond.

1.6 Methodology

The study adopts quantitative and qualitative data collected from both primary and secondary sources. Interview guides, semi-structured questionnaires, observation skills and review of literature were used to collect data from citizens and workers at KMA. The data collected was effectively analysed to help produce the information required.

1.7 Literature Review

I reviewed literature extensively on concept of participation and other related ones. Participation can be defined as “collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control” (Chappel 1997 in Essien, 2010). “It is the redistribution of

power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future” (Arnstein, 1969). Participation can also be defined as “a means to educate citizens and to increase their competence. It is a vehicle for influencing decisions that affect the lives of citizens and an opportunity for transferring political power” (Brager et al in Bandyopadhyay, 1997, p.57). Participation in this study refers to involvement of people (the beneficiaries of assembly projects).

1.8 Limitations

There are some limitations: in this study which are of two forms. The first is financial constraint: the research work was self-financed which situation is different from a research that is fully funded by an established organization with vast resources. The other limitation is time factor with a lot of stress on the researcher to complete it within a limited time frame determined by the university. Due to these challenges or limitations, I had to strategize, I was able to mobilize enough resources for the data collection without compromising the validity or the reliability of findings. I have also worked hard towards completion within the stipulated time approved by the university.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is devoted for literature review; it consists of the various terms and concepts used in this study, level and importance of participation as well as the factors that affect participation. This chapter also outlines the importance of public relations as well as the challenges in corporate organizations and government institutions. Literature review is very important as it helps in understanding the key terms and concepts used in this research and to make the study easier.

2.2 Definition of Relevant of Terms and Concepts

There is the need to define the various terms and concepts related to this study in order to make the understanding of this research easier. Some of the terms or concepts explained in this section include participation, beneficiary, stakeholder and public relations.

2.2.1 Participation

Participation can be defined as “collective efforts to increase and exercise control over resources and institutions on the part of groups and movements of those hitherto excluded from control” (Chappel 1997 in Essien, 2010). “It is the redistribution of power that enables the have-not citizens, presently excluded from the political and economic processes, to be deliberately included in the future” (Arnstein, 1969).

“Participation can also be defined as “a means to educate citizens and to increase their competence. It is a vehicle for influencing decisions that affect the lives of citizens and an opportunity for transferring political power” (Brager et al in Bandyopadhyay, 1997, p.57). Participation is defined as

“sharing by people in the benefits of development, active contribution by people to development and involvement of people in decision making at all levels of society” (Larcher, 2002)”.

Participation can be defined as the involvement of people in the decision making process and activities that affect their lives and immediate environment. From the above definitions, participation gives the people a sense of belonging, power and control over resources. People intend to accept decisions and projects when they are involved in the process. The concept of participation makes people innovative and creative since they have to come up with ideas which can contribute to their own wellbeing.

2.2.2 Beneficiary

“Beneficiaries of a development intervention or those directly affected (positively or negatively) by it. They include local populations (individuals and community-based organizations) in the project/program area, in particular, poor and marginalized groups who have traditionally been excluded from participating in development efforts” (Negatu, 2004). The beneficiaries of a project are also known as the primary stakeholders of a project. They are the people who are directly affected by the impact of a project either in a positive or a negative way.

2.2.3 Stakeholder

A “stakeholder” can be defined as: “any individual, group, or institution that has a vested interest in a development activity and who potentially will be affected by project activities and have something to gain or lose if conditions change or stay the same” (Negatu, 2004, p.61). A stakeholder normally has a part to play or is affected

by the outcome of a project or programme. It can be an individual, group of people or an organization. Stakeholders can be categorised into two, which is the primary stakeholder; they are the ones who are affected by the outcome of a project. They stand to be affected in a positive or negative way depending on the outcome of the project. Secondary stakeholder on the other hand influences the course of a project. They partake actively in the decision making process when it comes to project implementation.

2.2.4 Public Relations

The term public relations have mostly been used in corporate organizations, agencies and government institutions. The concept of public relations has been defined by many authors and this is not limited to; “public relations is a unique management function that helps in establishing and handling mutual lines of communication, understanding, acceptance and corporation between an organization and its customers” (Baerns, 2000). According to (Seitel, 2004) “Public Relations is defined as a planned process to guide public opinion through sound character and proper performance, based on mutual satisfactory two-way communication”. “It can also be defined as a leadership and management function that helps to achieve an organizational goals or objectives, defines philosophy, and facilitate organizational change” (Lattimore, Baskin, Heiman, & Toth, 2004). The key words in the above definitions of public relations are communication and mutual satisfaction. This means that public relations should be able to provide both the organization and its audience some level of satisfaction. It should be able to influence the audience or customers to help the organization in achieving her aims. Public relations involve the management of problems and help to keep audience informed on and make organizations responsive to situations or issues that may result in conflict, or hinder the organization

from achieving its objectives. Normally, public relations are necessary to avoid problems between organizations, government institutions and its intended audience, and also help to improve participation and involvement in the organization's activities.

2. 3 Principal-Agent Theoretical Perspective

The principal agent perspective is interested in determining the conditions under which bureaucratic agents can be expected to do what their congressional principals expect of them (Jeff & Jay, 2005). In this theory the central government is the principal while KMA serves as the agent. The central government requires KMA to act as the administrative and political head of Kumasi, by providing services and infrastructure that the people will require from the government. The dilemma of this approach creates two major problems; moral hazard and adverse selection.

Moral hazard recognizes that because the interests and incentives of agents can differ from those of principals, agents can and do pursue goals that may not coincide with those enunciated by principals. Adverse selection deals with the problem of agent capability, suggesting that agents may not possess the skills required to fulfill a principal's request but will hide that fact when contracting.

This means that since KMA is acting on behalf of the government its plans and programmes should be in line with the national policy frame work. The Kumasi Metropolitan Assembly like any other autonomous institution might be compelled to implement certain policies that will be of benefit to its people but contrary to the national plan.

2.4 Levels and Types of Participation

There are different types of participation and by different sociologists and politicians. According to Arnstein, 1969, the types of participation and non-participation are and these can be grouped into three levels. The levels of participation are viewed to be in a systematic form which starts from the bottom to the top and Arnstein calls this “the Ladder of Participation” (Arnstein, 1969).

Manipulation: this is at the bottom of Arnstein’s ladder of participation. Manipulation is where people are placed on authorized advisory committees or advisory boards for the express purpose of “educating” them or engineering their support all in the name of citizen participation. Instead of genuine citizen participation, the bottom rung of the ladder signifies the distortion of participation into a public relations vehicle by power holders (Lithgow, 2004, p.13).

Therapy: in some respect group therapy, masked as citizen participation, should be on the lowest rung of the ladder because it is both dishonest and arrogant. Many people consider this to be the worst form of participation since citizens are engaged in extensive activity, but the focus of it is on curing them of their “pathology” rather than changing the racism and victimization that creates their “pathologies”.

Informing: this type or level of participation involves informing citizens of their rights, responsibilities and the various options they have in participating. This is seen or considered to be the first step towards legitimate citizen participation. The channel of information at this level is from the officials to the citizens only.

Consultation: this type of participation is similar to that of informing, but with this, citizens techniques such as attitude surveys, neighborhood meetings and public hearings are conducted for people to express their opinions on matters before they are

implemented (Capgemini (CAG) Consultants, 2009). Consultation can only be effective when it is combined with the other levels of participation.

Placation: at this level, citizens begin to have some degree of influence though tokenism is still apparent. An example of placation strategy is to place a few hand-picked “worthy” poor on boards of community action agencies or on public bodies like the board of education, police commission, or housing authority. If they are not accountable to a constituency in the community and if the traditional power elite hold the majority of seats, the have-nots can be easily outvoted and outthought.

Partnership: it is one of the most effective levels of this typology of participation. At this level, power is redistributed through negotiation between citizens and power holders. They agree to share planning and decision-making responsibilities through such structures as joint policy boards, planning committees and mechanisms for resolving bottlenecks. After the ground rules have been established through the resolution of conflicting ideas of parties, they are not subject to unilateral change. Partnership can work most effectively when there is an organized power-base in the community to which the citizen leaders are accountable.

Delegated Power: at this level citizens actually have some sort of power in decision making and also influencing the direction and flow of activities (Lithgow, 2004, p.13). This is whereby powers of institutions and agencies are delegated to the citizens for them to have some sense of ownership and belonging. This level of participation allows citizens to be accountable to their own wellbeing and also provide their best, since they know they are in charge of making decisions which will have an impact in their wellbeing.

Citizen Control: Demands for community controlled schools, black control, and neighborhood control are on the increase. Though no one in the nation has absolute

control, it is very important that the rhetoric not be confused with the intent. People are simply demanding that the degree of power (or control) which guarantees that participation or residents can govern a program or an institution be in full charge of policy and managerial aspects, and able to negotiate conditions under which “outsiders” may change them. The levels and the types of participation identified by Arnstein (1969) are illustrated in figure 1 below.

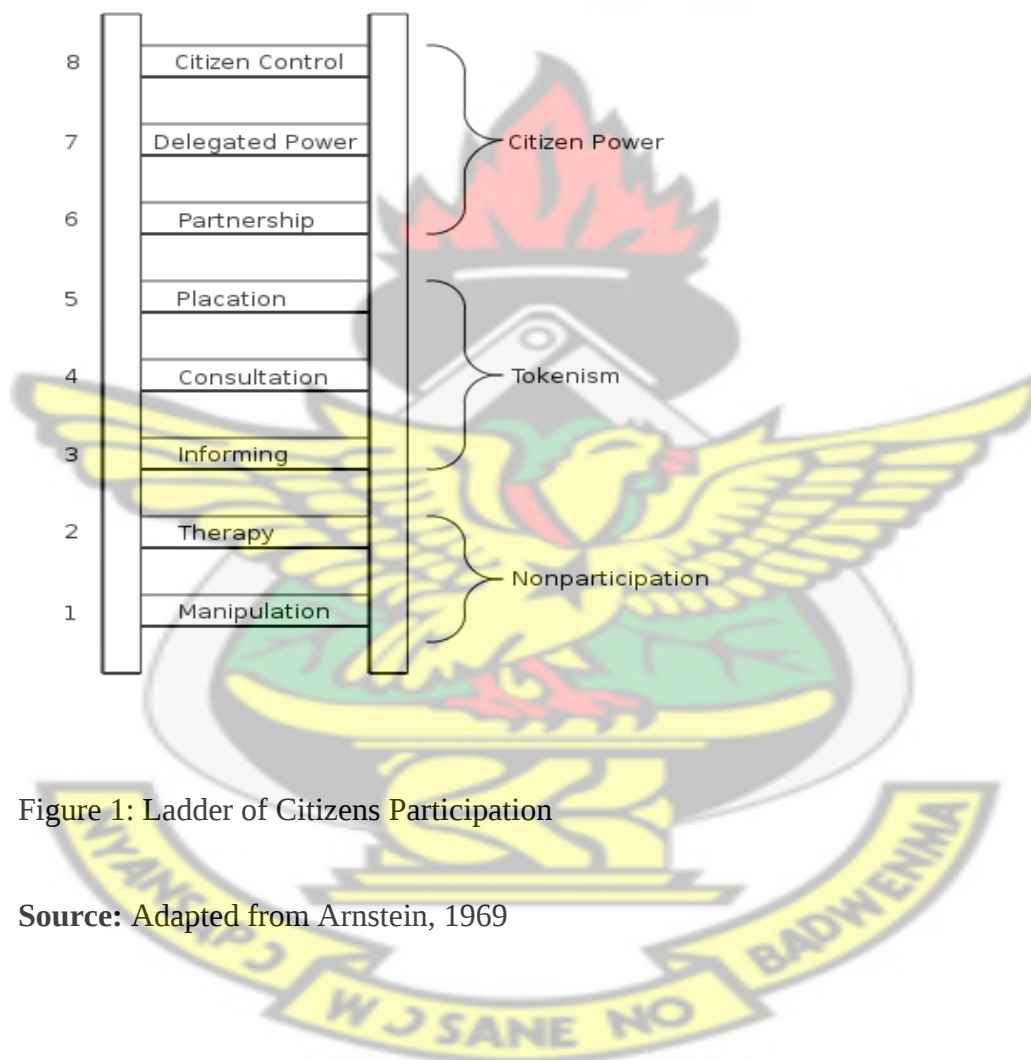


Figure 1: Ladder of Citizens Participation

Source: Adapted from Arnstein, 1969

Manipulation (1) and Therapy (2) are the least form of participation; they are at the bottom of the ladder. These two rungs are described as levels of “non-participation” that are normally used to replace or substitute for genuine participation. The reason behind these two levels of participation is to enable power holders control or decide

for citizens but not to allow citizens to participate in any form. Informing (3) and Consultation (4) are the levels of “tokenism”. Tokenism allows citizens to hear and to be heard and this only happens when they are given that right by power holders as the total extent of participation, but under these conditions they lack the power to insure that their views will be heeded by the powerful. When participation is restricted to these levels, there is no follow through hence no assurance of changing the trend. Rung (5) Placation is simply a higher level of tokenism because the ground rules allow the ‘have-nots’ to advise, but retain for the power holders the continued right to decide. Further up the ladder are the levels of citizen power with increasing degrees of decision making influence. Rungs 6,7 and 8 that is partnership, Delegation of power and Citizens Control respectively, are the highest levels of participation within the ladder. These rungs are Citizen Power, as the name implies, this level gives the citizens the authority and power to make decisions and also to undertake functions and activities that will contribute to their development on their own. At this level power is not given solely to the power holders, but the people have the majority say in decision making.

Having examined the levels and types of participation related to Arnstein’s typology, I now examined the scholarly work of Adnan (1992) which is relatively new, compared with Arnstein’s typology. According to Adnan (1992) as cited in Pretty (1995) the levels of participation can be seen in a different point of view and this is known as the Adnan’s typology of participation which is discussed below with the following features:

Passive Participation: people participate by being told what is going to happen or what has already happened. This involves an administrator, planner or a project management team member given an autonomous announcement to the people. This

type of participation does not require the response of the people since it will not be taken into account.

Participation in Information Giving: this involves people answering questions posed by extractive researchers and project and project managers with the use of questionnaires or similar approaches. People do not get the opportunity or the right to influence decision making since those rights are exclusively for the power holders.

Participation of Consultation: the views of the people are being listened to by external agents through consultation. After listening to the views of the people, the external agents come up with the problems as well as the solution to those problems. The problems and solutions are subject to changing the light? or lives? of people's responses during consultation, with this type of participation the consultants are in no obligation to take on board the views of the people.

Participation for Material Incentives: this whereby people participate by providing resources such as labour in return for food, cash or other incentives. This normally occurs in the rural areas, the rural people provide the resources but are involved in the actual implementation or decision making process.

Functional Participation: this involves the formation of groups to meet the predetermined objectives of the related project. This can involve the promotion or development of external initiated social organizations, this kind of involvement is not likely to happen at the early stages of project cycles. This normally tends to happen after major decisions have been made. These groups which have been formed tend to depend on external facilitators but may become independent.

Interactive Participation: the formation of new local groups as well as strengthening of existing ones are done as people participate in joint analysis which leads to the formulation or development of action plans. This involves interdisciplinary

methodologies that seek multiple perspectives and make use of systematic and structured learning process.

Self-Mobilization: people participate by taking independent initiatives of external institutions to change systems. These kind of initiatives may or may not affect the existing inequitable distribution of resources and power (Pretty, 1995).

Arnstein's typology of participation from my point of view talks about the level of participation beneficiaries can be involved while Adnan's approach deals with the types. In this modern era, it is easier to relate to Adnan's typology than the Arnstein's approach. Adnan's approach is easier to understand and relate than the Arnstein's approach. Thus, the Adnan typology appear to have more relevance to this study than the Arnstein typology in the context of the extent of people or levels of participation in the activities of the Kumasi Metropolitan Assembly.

2.5 Importance of Beneficiary Participation

There are several benefits that can be achieved as a result of involving beneficiaries in decision making as well as project implementation. Beneficiary participation is very relevant in the formulation and implementation of projects and programmes because: it improves project design by drawing on local knowledge and expertise to ensure that designs accurately reflects stakeholder priorities and needs. When beneficiaries of a project are involved in the implementation of the project, they are likely to shape the objectives of the project to solve their specific problems. Beneficiaries are the people who are going to be affected either in a positive or a negative way by the impact of the project, involving them in decision making will make the successful implementation of the project efficient and effective (Finsterbusch & Wicklin, 1987). Beneficiary participation strengthens stakeholder commitment to, and ownership of, policies and projects leading to increased uptake of project services and greater

willingness to share costs. People tend to have a sense of ownership and belonging in projects they participate in its implementation. People are not likely to reject projects or development initiatives that they contributed to its implementation and they are willing to pay the cost for maintaining such projects.

Beneficiary participation enhances sustainability as a result of increased stakeholder ownership: in the sense that people will begin to practice good maintenance culture since they would like to protect their investment. Projects that involve beneficiaries' participation are to withstand the test time since the people will use it with care and will practice routine maintenance (Negatu, 2004, p.45). Also capacity-building of stakeholders and local institutions (including their capacity to analyze problems and initiate other development activities is crucial. Participation enhances innovation and creativity of people. Beneficiary participation allows people to come up with ideas that would improve their living conditions. Since beneficiaries will have a say in the decisions affecting their wellbeing, they will try their possible best to contribute to the successful implementation of projects (Kolawole, 1982).

Beneficiary participation is an opportunity to foresee and resolve potential obstacles, constraints and conflicts: stakeholders have different ideas, views as well as approaches they want to undertake initiatives. During stakeholder analysis, the various views of stakeholders are known; participation makes it possible to resolve conflicts that arise since all stakeholders want to achieve the same thing. Participation also helps to identify influential stakeholders who can contribute enormously to the successful implementation of the project. It favours villages better able to produce plans, local elites, those already better off, and so forth. Sometimes participation faces political opposition in countries where most beneficiaries have not been included in

the political system. Such organizing can be seen as threatening to political leaders, or as otherwise upsetting the political balance and generating demands and pressures that governments cannot or do not want to respond to, participation in the form decentralization allows the people to have a say in the political affairs of the state. It is means of verifying the relevance and appropriateness of proposed interventions: identifying and involving potential beneficiaries of a project and its implementation helps to know the importance of undertaken that development initiative. Beneficiaries will accept and will only be willing to contribute or involve themselves in initiative that will contribute to their wellbeing. Involving beneficiaries in decision making enables us to know the needs of the people that come first in order of their scale of preference. Beneficiary participation makes it easier to identify which problem or initiative that needs immediate attention and the one that should be allocated with the most resources. Moreover, it is economically reasonable: public participation will mobilize greater resources and accomplish more with the same project budget. It is also economically efficient in that it uses generally under-utilized labour and, to a lesser extent, can build upon indigenous knowledge which also tends to be underutilized. Thus more services are provided at less cost.

2.6 Ways to Facilitate Beneficiary Participation

The successful implementation of developmental initiatives relies hugely on how well beneficiaries are involved in the implementation process. This means that development in general depends on the people since they can choose to accept or reject such initiatives. As an effort to promote beneficiary participation and hence enhance development, Bonye, et al. (2013, p.39) suggested ways to smoothening beneficiary participation. One, ability to listen well, especially by actively listens: the effective participation or involvement of beneficiaries depends on how well their

views and opinions are taken into consideration. When the views of beneficiaries are frequently ignored, they will have no interest in contributing to the success of such projects and hence reject such projects. Commitment to community-derived solutions to community based projects: the views of beneficiaries should not only be considered but also efforts should be made to derive solutions from the views of the people. That is, in implementing community based projects, beneficiaries should be given some power in decision making. Ability to assess, support and build capacity of beneficiaries: the various skills and technical knowledge of community members in relation to the project on board should be identified and enhanced.

When the skills of beneficiaries are being developed and used in developmental initiatives, the people tend to have a sense of ownership in the project. Secondly, organizational development expertise: the ability to organize the beneficiaries of a project can contribute positively to the project's implementation. In undertaken developmental initiatives, the people or beneficiaries should be viewed as one people with the same goal or objective.

When the beneficiaries of a project have conflicting views, it prolongs the implementation of projects and hence the rate of participation of beneficiaries will be minimized. Ability to advocate for and defend community-based solutions and approaches: effort should be made to protect the views of beneficiaries. Beneficiaries will coordinate effectively with authorities if they know their interests are being protected. This means that the authorities should support the interests and views of beneficiaries.

2.7 Limitations to Beneficiary Participation

Beneficiary participation is relevant in undertaken development initiatives since it enhances decision making process. Although participation is very important, according to Larcher (2002), there are factors that limits beneficiary participation.

First, a mutual theme that emerges from the literature and our discussions with plan is that institutional obligation to and an understanding of participatory development is critical fundamentals for the success of such initiatives. Plan's relative financial independence allows it freedom to pursue this approach with little external donor influence and an independent review (Fowler 2001 in Larcher, 2002) recommends that the necessary institutional support is in place. The structure of plan management presents an obstacle for the realization of a truly bottom-up participatory approach. Decision-making about programme planning and implementation involves a long process of bottom-up and top-down negotiations. This limitation does not appear to be unique to Plan and is inherent to most large organizations.

Secondly, difficulties related with defining universal methodologies and training practitioners on the ground were identified as a key limitation by Plan staff. In order to spread participatory practices to field officers, it is necessary to assemble guides and manuals. This in turn may encourage the mechanical use of the methods bringing rigidity to the system (Gueye et al in Guijt & Cornwall, 1995, p.4). Plan staff confirmed that although manuals are formulated from knowledge and are not designed as 'how to' guides, their very existence may limit the creativity required for facilitating effective participation by promoting pre-conceived ideas and methodologies. It was agreed that training facilitators in participatory methods is a difficult task but also that "Learning to use the methods is the easy part. One way in which Plan tries to overcome this problem is by ensuring that all programme unit staff

live locally and are familiar with the community. In addition, all community staff is trained in facilitation, negotiation, monitoring & evaluation and programme management practices and the timescale of Plan's involvement also increases the likelihood of a successful outcome as project workers remain involved in community affairs over a lengthy period and are able to tackle any problems that may arise following the initial phases.

Thirdly, at the local level participants may play an active role in the collection and analysis of information. But agendas continue to be set elsewhere offering local people limited opportunities to take part in decision-making and planning for themselves" (Guijt & Cornwall, 1995, p.6). Though not explicitly mentioned as a limit by Plan staff, this appears to be an inherent problem of all development efforts initiated by external third parties. Plans own organizational focus areas and domains pre-determine the nature of their interventions even if the content of specific programmes is influenced by local concerns. Plan's approach of asking the communities for ideas tends to create a 'shopping list' approach from which suitable projects are then selected by Plan. On an individual level, a facilitator's own biases may influence the outcome of participation and "Training needs to enhance practitioners' abilities to reflect on their own personal biases in order to recognize the influence they themselves have on outcomes" (Guijt & Cornwall, 1995, p.6).

Moreover, accordance with current thinking, Plan strives to work with the poorest people but this may present additional problems. Often those most in need are least able to participate in the development process as a result of the time and cost-sharing burdens this may entail (Fowler 2001 in Larcher, 2002, p.13). The poor are often reluctant to appear in public gatherings due to their appearance and may thus be excluded from the planning process. In addition, their labour power is often essential

for the maintenance of the household and they are not able to spare the time required to participate. This is particularly true for both adults and children during seasonal periods of intensive agricultural activities. It was also pointed out that sometimes the village setting in itself poses a problem as it can be very difficult to conduct effective focus group without the entire population joining in uninvited (Patricia Ray 2002 in Larcher, 2002, p.13). However, using participatory methods such as wealth ranking and map drawing with children has proved very useful in identifying the very poorest in each community and provided new, insights into indigenous definitions of poverty. This in turn helps to identify those most in need and allows Plan staff to focus their efforts more effectively.

Also, participation may lead to situations of conflict and the need to protect the interest of the vulnerable is very essential in planning. Participation should be conducted in such a way as to avoid interfering with the working hours of beneficiaries especially the poor and extreme care should be taken in compensating for any loss of earnings as this may cause internal disputes among the people. Inequity in the distribution of compensation of losses to beneficiaries might discourage some beneficiaries to participate in developmental initiatives.

Lastly, common criticism of participatory development is that it raises false expectations; "Local people may invest hours and days in a process that can leave them with high expectations. If this is not followed up, it can lead to disillusionment and anger (Larcher, 2002, p.13). Yet often, the time and energy that people spend on project activities are taken for granted and the costs they incur underestimated" and "concerns have been raised about the use of beneficiaries as an experiment to change the attitudes of bureaucrats" (Guijt & Cornwall, 1995, p.4). Negative feelings can also

result from creating unrealistic prospects or from leaving participants with a sense that their efforts have not been fruitful or worthwhile

2.8 Modules of Public Relations

There are four major modules in public relations this includes press agency or publicity, public information, two-way asymmetric and two-way symmetric (Grunig, 1992).

Press agency or publicity purpose is to relay a particular information or point of view through the media and other information channels. The type of communication in press agency is a one-way approach. There is no discussion between the organization and the audience. The audience are just informed on a specific issue and there is no channel for feedback. Research is normally not needed with this module, as the nature of the audience is not imperative.

The second module of public relation is public information approach which is similar to the press agency module since it also uses the one-way information distribution approach but this is a little different from the press agency module. The central and local governments often create information brochures and make announcements to explain alterations to policies and processes that affect members of the public for example, processes for claiming benefits or notifying the department of changes in personal circumstances that might affect their benefit entitlement. The information has to be accurate, true and specific – the main aim is to inform rather than persuade.

Another module is the two-way asymmetric information or communication which is practiced in this modern era than the first two communication modules. This is type of Public relation is rooted in persuasive communications and aims to generate agreement between the organizations and its audience by persuading them to follow

the way of the organization. Organizations are able to convince its audience and they help the organization in undertaking their activities and achieving the organizations aims. In this module feedback is very important, as the view and opinions of audience are very vital to the organization. This is used to adapt communications strategies to be more persuasive, not to alter the organisation's position.

The last but not the least module is the two-way symmetric public relation module and is to generate mutual understanding between the organization and its audience. This should lead to changes in the organization's position on issues as well as the audience's. Research for this sort of module does not just measure attitudes, but it also examines the understanding that has led to those changes, therefore establishing the quality of the dialogue taking place.

In order to improve beneficiary participation, Kumasi Metropolitan Assembly adopts a module of public relations in communication to the people. These modules reviewed helped in identifying the type of public relations used by the assembly and the appropriate method to adopt in order to improve beneficiary participation.

2.9 Importance of Public Relations in an Organization

Communication has become a very important instrument in our society today, as each day passes thousands of information is bartered in this world (Rezvani, 2008). The need for information increases as development of human lives improves in societies. It is very important for people be abreast with the current news and information as it guides many on the kind of decision to make. The importance of public relations in organizations has been growing rapidly and this is not limited to one area.

Public relation in an organization in terms of quality of work means assisting the organization in achieving their goals and objectives, believing in transparency

matters, accountability and then respecting citizens' rights. Public relations helps to identify duties and responsibilities of central and local governments, the right people to work and the right people to criticize and evaluate programs and practices of an organization and having specific strategies and programs are divided into three categories: justifier public relations, explainer public relations and analyser public relations. The Justifier public relations is an organization-based and manager-based approach which frequently tries to explain the opinions of managers and their organization's benefit and with distortion, suppression and deceptive and closing real and tangible ways of circulating information to outside organizations that have large volumes informing and deceptive advertisements which tries to show better objectives and activities of the organization. The Explainer public relations just describe events, illustrate them and report on them. This type of public relations lack strategic planning and execute programmes without innovation and creativity. Analyser public relations is a public relations with program that moves head of affairs, events and trends and improve to levels of management consultants and participates in policies and policies of organization. The objective of these public relations is promoting mutual understanding with audiences and with confidence and strong reasoning and logic meanwhile safeguarding organization interests protect from the public interest, governments and other organizations. Analyser public relations recognized desires, needs and attitudes of organization audience and will transfer to managers of organization and by providing technical consultations to organization policy makers can play significant share in policy formulating and executive programs of organization (Botan, 2006). In government institutions having reliable information, precise and timely, considering the tenacity and structure is the greatest asset of the organization.

The survival of an organization depends on having a mutual relationship between the internal and the external structures of the organization. Advertising, and up to date useful information appears as a necessity in public relations when it comes to public affairs. In today's world that has broken communication boundaries and human seek to the discovery of optimal solutions life and attitude of the society oriented. Scientific principles lead to explore and focus on the interactive conditions to be involved. Undoubtedly, an organization cannot be considered unrelated to their island and no need and unrelated from technology and its products (Laver, 1989). Public relations should be founded on thinking oriented, partnership oriented and information-oriented in order to effectively contribute to the usefulness of the organization and with improvement and modernism, novelty and creativity is continually involved and coincide themselves with developments and replying regularly to public opinion. It appears that “*keep up the lack of talent innate and degrees*” is one of the weaknesses of public relations in the globe.

Also managers of the public relations should be familiar communication and management. A lot of public relations managers don't have thinking-oriented approach to public relations (Bertrand & Hughes, 2005). Having the capabilities and innate talent for a manager is a vital characteristic. Everyone who attended communication studies will not be public relations specialists; because education passing is not at all indicative of expertise in this field (Bertrand & Hughes, 2005). Public relations combine art and technology to communicate effectively and efficiently with people. An effective public relations officer should know the culture and norms of the society that he operates. Other characteristics of a good and effective public relations officer include a professional in matters of culture-social, benefits of the use of force expert advice from outside the organization, control of activities and

mechanism and decisions of organization (Rezvani, 2008). Public relations promotes accountability in organizations, effective public relations are likely to increase and improve beneficiary participation, as audience will feel part and have a sense of belonging in the organizations activities.

Ströh (2007) contends that public relations should be the authority function that manages the relationship and communication between an organisation and its publics in order to build and enhance healthy relationships to the benefit of all parties involved. Therefore, this view of relations, being at the centre of the function of public relations, can be seen as one of the most vital ingredients for an effective and efficient organisation. This viewpoint puts public relations on the level of a strategic management function, this is because it can influence the way stakeholders and beneficiaries support an organisation's goals and objectives. (Grunig, 1992) Emphasise that public relations officers add value to an organisation when they improve mutual relationships with all publics affected by the organisational behaviours, not just those who give the organisation something in return. Apart from all the other activities of the public relations function, such as community relations, fundraising, crisis communication, and corporate social responsibility, communal relationships are important if organisations are to be socially responsible and to add value to society as well as to clients. Public relations also plays a societal role in that it helps organisations survive in their social environments by working on relationships with publics in order to bring about social and economic change and development.

Public relations play an operational, thoughtful and educative role in an organization or institution. As an operational role, it is responsible for formulating means of communication in order to help in drawing communication strategies for an

organization. This role is also concerned with communication plans developed by others and is aimed only at the implementation and evaluation of the communication process (Seitel, 2004). The reflective role is there to examine the changing standards and values in society and deliberate these with members of the organisation in order to regulate the standards and values of the organisation (Grunig, 1992). The educational role aims to increase the communication competence of employees, making them more inclined to solving problems of audience (Seitel, 2004). You need to use 1-2 lines to connect the ideas from the scholars/writers to your study ie the main reason for doing literature review.

It has been established by many scholars that public relation is very relevant in the operation of organizations, especially public organizations such as the KMA. This means that the Kumasi Metropolitan Assembly needs effective public relations in order to perform her duties diligently, as it is accountable to the people. Also as captured in rungs 6,7 and 8 of Arnstein (1969), Ladder of Citizens Participation, citizens are given the authority and power to make decisions and also to undertake functions and activities that will contribute to their development on their own. The importance of public relations also helped in developing recommendations for this research.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

A research is a process of assembling, analyzing and interpreting data to answer questions. It is a structured enquiry that utilizes suitable scientific methodology to solve problems and creates new knowledge that is generally relevant (Kumar, 2005). Research Methodology is a systematic and a patient study using appropriate and relevant methods to investigate in some field of knowledge, undertaken to establish facts or principles (Kothari, 2004). The methods used should be able to produce the same results when applied by a different researcher within the same situation.

3.2 Research Design

A research design is “the arrangement of conditions for collection and analysis of data in a manner that aims to combine significance to the research purpose with economy in process” (Kothari, 2004). It forms the conceptual structure within which a research or study is conducted. That is a research design that constitutes the outline for the collection, measurement and analysis of data. In order to accomplish the objectives of this research the case study approach was adopted. A case study approach studies a phenomenon in its natural setting, adopting multiple methods of data collection to gain their information from one or a few entities (people, groups or organizations) (Given, 2008). This clearly means that the design adopted in the study is a mixed method. Moreover, case study approach focuses on contemporary issues and in their natural setting (Yin, 2014). The boundaries of the phenomenon are not obviously evident at the outset of the research and no experimental control or manipulation is used (Kumar, 2005).

3.2.1 Justification of the Case Study Approach

The main aim of the case study approach is to understand the complexity of factors that are functioning within a social or economic unit as an integrated whole (Given, 2008). The validity and reliability of data may be affected by the use various research designs, this makes it very important to select a research design that fit for the purpose of the research study. This study is concerned with assessing public relations in improving beneficiary participation in Assemblies activities. This assessment can be done effectively when there is a case that can be referred to, hence the case study approach. The case study approach as a result provides the appropriate factors for analytical description and exploration of actors, practices and ultimately contextual dimensions of beneficiary participation in KMA's activities.

3.3 Methods of Data Collection

I adopted quantitative and qualitative data collected from both primary and secondary sources. This research involves the collection of relevant data that can help in achieving the objectives of this study. The following data collection techniques were used in this study in order to gather relevant information or data for this study and these techniques include:

Secondary Data Sources

This technique was basically used in the chapter two of this study, which is literature review; this involves gathering data from published articles, reports, journals and other secondary data relevant to the study. The collection and reviewing of these secondary data helped in choosing the various methods and procedures used in undertaken this research study. Also, the secondary data sources helped in comparing these study findings to past studies or what other researchers or scholars have done in the past.

Primary Data Sources

This is where I obtained information directly from the study area or from fieldwork. This involves undertaken a survey to identify the key institutions and various actors who help in the achievement of the objectives of this study. I used preliminary survey which helped in the identification of the right places to gather primary data for this study. The following primary data sources were utilized.

Questionnaire Administration: I administered questionnaire to study participants or respondents in which I obtained primary data for the study. Three sets of questionnaires were administered. The first was an institutional questionnaire for the planning and public relations office of KMA. Questionnaires for the Assembly members within the KMA structure and the third questionnaires were given to beneficiaries (155), which were categorized under the various community-based organizations.

Observation: The other primary data obtained for the study was direct observation method in which I observed certain practices and activities within the Kumasi Metropolitan Assembly. This method of data collection was used alongside administering of questionnaires and preliminary survey. The reason for using this method is that it gives a clue on how beneficiaries were involved in the implementation of projects, their views on stakeholder analysis in implementation of the assembly projects. One key advantage for using direct observation is that it helps in getting information which people are usually unwilling or unable to provide directly (Given, 2008).

3.4 Sampling Techniques

There were several techniques used in the administering of questionnaires and in gathering of primary data. Sampling technique is the procedure or skill used in the identification and selection of the sample (respondents) from whom information required would be obtained from. The sampling methods used in conducting this survey were the purposive and snowball sampling.

Purposive sampling refers to a process where participants are selected because they meet criteria that have been predetermined by the researcher as significant for addressing the research question (Given, 2008) . Purposive sampling is a non-probability and a judgemental survey technique since it seeks to select people who are easier to obtain information from. This technique of data collection was used because we have identified the various groups this research is targeting.

Snowball Sampling is a non-probability sampling method used when characteristics by samples are rare and difficult to find. It is also used when it is difficult to calculate for the sample size or there is no definite sample frame for a research. This involves primary data sources nominating another potential primary data sources to be used in the research. When applying this sampling method, members of the sample group are recruited via chain referral.

3.4.1 Determination of Sample Frame and Sample Size

Since this research involves the snowball sampling, the sample size is unknown since there is no definite sample frame. The sample size is derived from the various sample groups amounting to 155. The sampling groups includes; traders, disability group, religious groups, mechanical garages, hairdressers and Assembly members both elected and appointed.

Group	Number	Percentage (%)
Traders	42	27
Persons with Disability	10	6
Mechanical Garages	27	18
Hairdressers	25	16
Religious Group	12	8
Assemblymen	39	25
Total	155	100

Table 4.0 Sample Frame and Sample Size

3.5 Tools for Data Analysis

Data Editing

This refers to the process of examining the raw collected data to check for errors and omissions and also correcting them. This was done after the collection of data from the field, to identify errors in the questionnaire and address them. This was done to ensure accuracy and consistency in the data obtained from the field.

Data Coding and Screening

The coding and screening of data was carried out using the Statistical Package for Social Sciences (SPSS). Data coding is very necessary in data analysis since it identifies the potential events, features, behaviors, patterns or steps and differentiating between the variables with labels. Data coding was done after data editing, this makes the data analysis easy since it arranges data into different categories.

3.5.1 Key Variables and Unit of Analysis

It is very important to use key variables in research study since it facilitates the understanding with regards to the objectives of the study. The key variables of this research study include the beneficiaries involved in the Assembly's activities, the extent of participation, the forms of participation adopted as well as the outcome of beneficiary participation. The unit of analysis refers to the individuals or entities that are the study matter of this research study. The information needed for this research was obtained from the unit of analysis. In this case the unit of analysis is the beneficiaries of KMA's projects and programmes.

3.6 Addressing Issues of Reliability and Validity of Findings

There were several techniques used in the administering of questionnaires and in gathering of primary data including sampling technique and purposive sampling where respondents are selected because they meet criteria that have been predetermined by the researcher as significant for addressing the research question (Given, 2008).

3.7 Addressing Ethical Issues

Respondents were assured that whatever information provided through the questionnaires will strictly be confidential and used for research purposes only; this made respondents to volunteer partaking in this research. The anonymity and privacy was assured as it is very essential in order for participants to provide you with accurate information (Kothari, 2004).

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter of the research study delves into the presentation and analysis of the data that was gathered during fieldwork. The data gathered include the awareness of beneficiaries in Kumasi Metropolitan Assembly's (KMA) activities, their involvement in those activities, the problems they encounter during their involvement and the extent to which they were involved. The data gathered were analysed towards achieving the objectives set for this study.

4.0 Demographic Characteristics of Beneficiaries

The background information of beneficiaries includes the various groups they belong, their age groups, sex composition as well as their level of education.

4.0.1 Categories of Beneficiaries

The various groups of beneficiaries helped in identifying which group of workers or the society is usually informed during the preparation and implementation of KMA's activities. This also assisted in identifying how the various groups participate in KMA's activities.

Table 4.1 Categories of Beneficiaries

Group	Number	Percentage (%)
Traders	42	27
Persons with Disability	10	6
Mechanical Garages	27	18
Hairdressers	25	16
Religious Group	12	8
Assemblymen	39	25
Total	155	100%

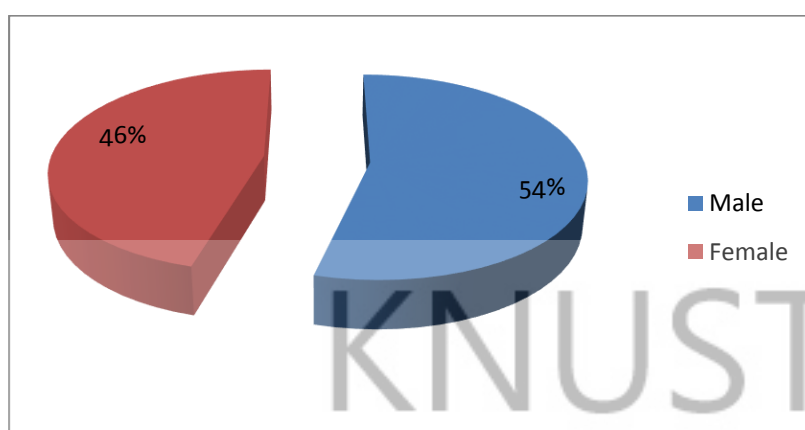
Source: Field Survey, 2018.

A total of 155 respondents were interviewed, out of that number 42 were traders which represented 27% of the entire population, and that was the group with the majority while persons with disability recorded 6% which represented 10 people which was the least figure. This means that the information gathered are likely to highlight the views of traders. The category named as traders recorded the highest of 42 which represented 27%.

4.0.2 Sex Composition of Beneficiaries

The sex composition of beneficiaries shows the number of males as compared to the number of females that was interviewed.

Figure 4.1 Sex Composition of Beneficiaries



Source: Field survey, 2018.

From the figure 4.1 above, 54% (84) of people interviewed were men as compared to the 46% (71 respondents) of respondents who were women. This indicates that it is likely that more men have the tendency of being involved in the Assembly's proceedings as compared to women. The number of males is predominately mechanics and drivers while the number of females has majority being traders or hairdressers.

4.0.3 Age Distribution of Respondents

The age distribution of beneficiaries shows the various age groups that were interviewed and were involved in the activities of the assembly.

Table 4.2 Age Distribution of Respondents

Age Group	Number	Percentage
20-30	36	23.0
31-40	63	41.0
41-50	33	21.0
51-60	18	12.0
Above 60	5	3.0
Total	155	100

Source: Field survey, 2018

From the field survey conducted, the age group that participated more in the KMA's activities is within 31-40 age cohort. This also implies that, people within the ages of 31-40 were more involved or informed about what goes on within the Assembly as compared to people above the age of 60, which recorded 3% of the total population of respondents, representing just 5 people.

4.0.4 Level of Education of Beneficiaries

This highlights the highest level of education each respondent has attained; the level of education influences the way people act and think. The findings are illustrated in table 4.3 below.

Table 4.3 Level of Education of Beneficiaries

Educational level	Number	Percentage (%)
Primary	33	21.0
Middle School/JHS	58	38.0
SHS	36	23.0
Vocational/Technical	17	11.0
Tertiary	11	7.0
Total	155	100

Source: Field survey, 2018.

From the distribution, 33 beneficiaries attained primary school education and this constituted 21% of the population. The number of beneficiaries who attained middle school/JHS education was 58 and it constituted 38% of the population, 23% representing 36 people had their highest level of education at the SHS level, 17 people representing 11% of the population attained vocational or technical education. The number of beneficiaries who attained tertiary education recorded the least which was 11 representing 7% of respondents. From figure 4.3 above majority of beneficiaries attained middle or JHS education. A total of 91 respondents out 155 did not go to SHS; this is likely to affect the number of people that would be involved in KMA's activities as well as the extent to which they would be involved, since their understanding of the Assembly's process will be difficult. The number of beneficiaries who attained tertiary education were very few, this means that just few people are likely to provide technical assistance or contribute significantly to decision

making, hence affecting the number of beneficiaries that are likely to be involved in the advanced stages in the formulation of policies and the implementation of projects.

4.1 Beneficiary Awareness of the Activities of KMA

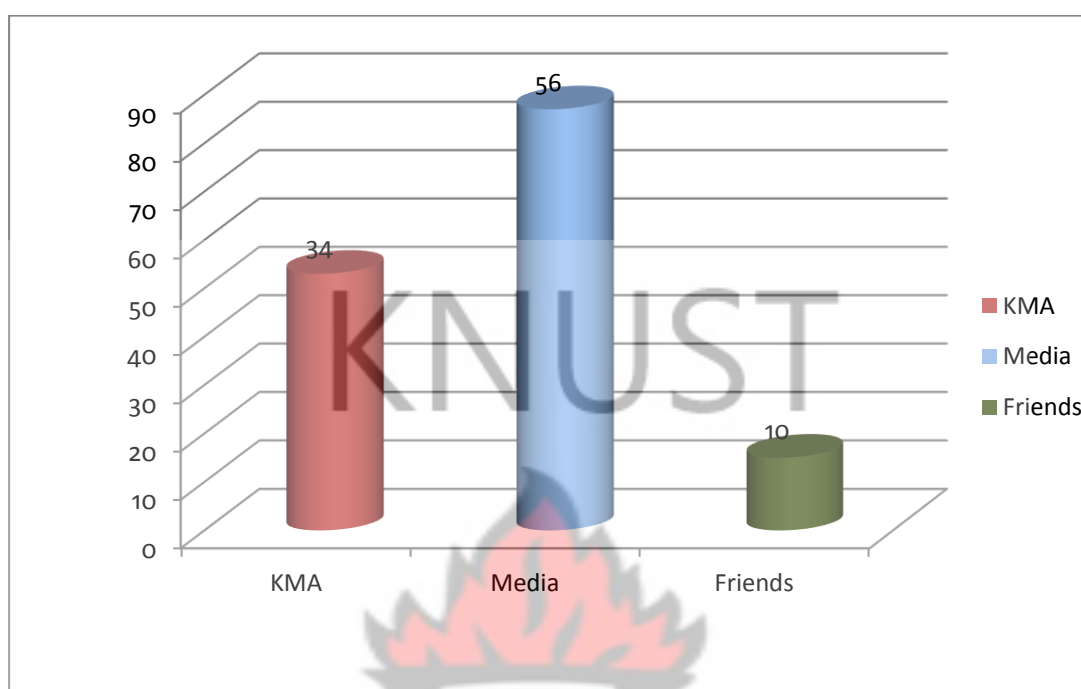
The activities of KMA cannot be done in isolation, the involvement of stakeholders especially beneficiaries is very vital in KMA's duty in providing social services to the people within her jurisdiction. The role of public relations is to establish and improve the relationship that exists between the Assembly and the people. This means public relations should be able to increase and also improve the beneficiary awareness of the activities of KMA.

In order to know if public relations has able to improve or increase beneficiary participation, it is relevant to know if beneficiaries are informed about the activities of the Assembly at all. The assessment of beneficiary awareness of KMA's activities include whether they are given prior information to the various events of the Assembly and if there are usually updated. This also gives us a fair idea on the efforts of the assembly to increase public awareness of her activities, thus the role of public relation in information dissemination in KMA. I gathered fieldwork information on the people awareness of the activities of KMA. The following were used.

4.1.1 Sources of Information

There were different medium of which beneficiaries were able to hear about what the Assembly has done or is up to. The figure 4.3 below shows the various sources beneficiaries were informed of the activities of the assembly:

Figure 4.3 Sources of Information



Source: Field survey, 2018.

From the figure 4.3 above, there were three main sources of how beneficiaries are usually informed about KMA's activities and they were the media, friends and the Assembly itself. Majority of beneficiaries are normally informed through the media that is 87 which constitutes 56% of the population. The number of beneficiaries who obtained their information directly from Assembly itself (KMA) was 53 representing 34%. Two main main sources in the Assembly provided the information, the elected Assembly members and the technocrats in the Assembly.

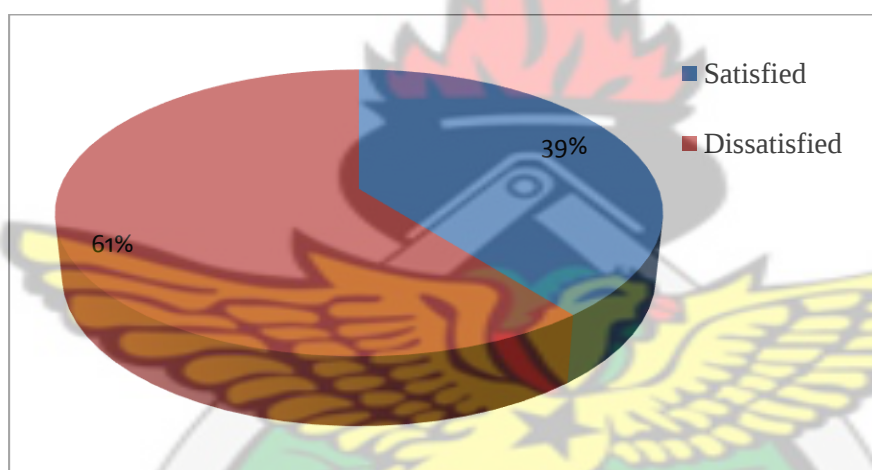
Few numbers of people that are 15 (10%) actually heard the activities of the Assembly from friends who are informed either through the media or by KMA. It is no surprise that the majority of beneficiaries obtain their information through the media. In Ghana radio and television stations (Media) has been one of the most efficient modes of transmitting information. This is due to the fact that majority of the

population have access to them. The most effective way of transmitting information apart from direct interaction is through the media.

4.1.2 Level of Satisfaction with the way Beneficiaries were informed

This is to assess how beneficiaries felt about the way they were informed about the Assembly's doings. This would enable us know the proportion of beneficiaries that were satisfied with the way they heard about KMA's activities as against those who were dissatisfied.

Figure 4.4 Level of Satisfaction with the way Beneficiaries were informed



Source: Field survey, 2018

Figure 4.4 above shows the level of satisfaction of the way beneficiaries became aware of the Assembly's activities. Out of the 155 beneficiaries, 61 who constitute 39% were satisfied with the way they were informed as against 94 beneficiaries which represents 61% were dissatisfied with the way they were informed. This means that the majority of beneficiaries were not happy with the way they heard about the activities of the Assembly.

Reasons for Dissatisfaction with the way Traders were informed about Displacement

As stated earlier, the majority of beneficiaries were not pleased with the way they heard about KMA's activities and these are some of the reasons.

It was found that the media (radio stations) was the main medium most beneficiaries heard about the activities of the Assembly and this does not allow them to ask questions, this approach is referred to as the press agency approach. This affirms (Grunig, 1992) point that the press agency approach is a one-way system and there is no discussion between the organization and the people. The information they heard does not highlight more on the developmental projects the Assembly is undertaking but on taxes and things that would be of benefit to the Assembly alone.

4.2 Participation of Beneficiaries in KMA's Activities

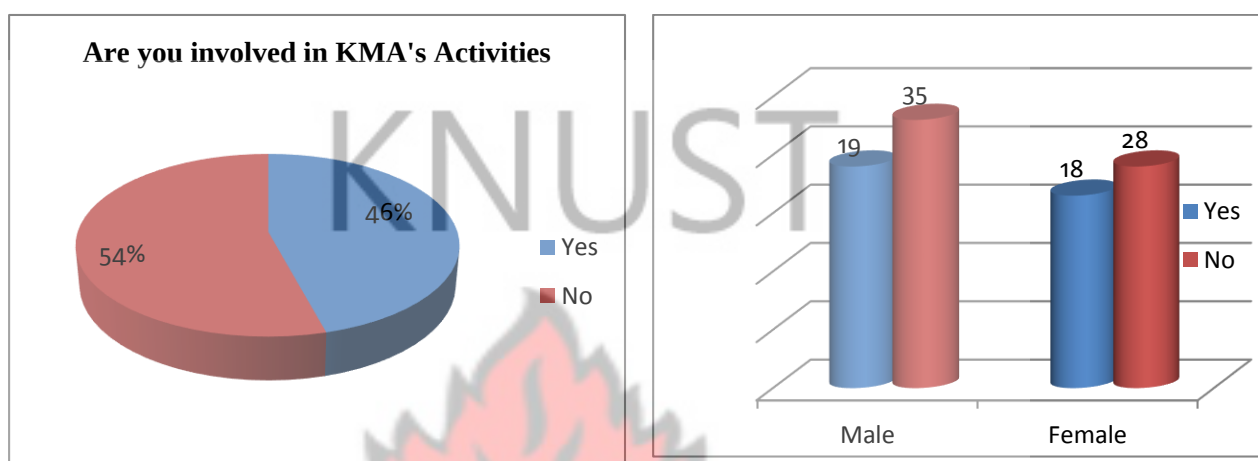
The beneficiaries are aware of some of KMA's activities; this means that the beneficiaries are informed about the activities of the Assembly even though there are some complains of it not being enough. It is therefore necessary to assess if beneficiaries participates in the preparation and the implementation of developmental initiatives of the Assembly, which is a core duty of the Assembly. This includes the kind of participation, the time as well as the extent at which they were involved in the implementation of the Assembly's projects.

4.2.1 Involvement of Beneficiaries in KMA's Activities

This is to identify the number of beneficiaries that have been involved in the decision making of the Assembly, especially with the implementation of policies and plans. In the normal sense planning should be done with the people and public relations have the ability to increase or improve the involvement of beneficiaries since it concerns them. This is to assess whether public relations have been able to contribute positively to the involvement of beneficiaries in KMA's activities. Since all beneficiaries are

informed about the Assembly's activities, it is right to assume that the number of beneficiaries that would be involved in the Assembly's activities would be more.

Figure 4.5 Involvement of Beneficiaries in KMA's Activities



Source: Field survey, 2018.

As illustrated in the figure 4.5 above 84 beneficiaries were not involved in the implementation processes of the Assembly's activities which constitute 54%. Out of this number, 46 (35%) were males as against 38 (19%) who were females. The number of beneficiaries who were involved in the implementation of KMA's projects was 71(46%). Out of this number 38 were males as against 33 who were females. Thus, majority of beneficiaries were not involved in the implementation of the Assembly's projects. This can be attributed the fact that majority of beneficiaries hear the affairs of the Assembly through the media, but not in direct contact with the Assembly. This is because the people do not feel any kind of belonging to the projects that are being undertaken by the Assembly. This is public relation implies that the organization (KMA) is not doing well in reaching out with its public (members of society) as the findings imply most were not involved in activities.

Table 4.4 respondents involved in preparation and implementation of KMA's projects.

Beneficiaries	Types of KMA Activities	Number	Percentage
Traders	Information of projects	27	38
Mechanics	Information of projects	14	19
Hairdressers	Information of projects	21	30
Shoe-Shine Makers	Information of projects	5	7
Truck Pushers etc	Information of projects	4	6
TOTAL		71	100

71 respondents were involved on the preparation and implementation of KMA's projects. Out of that number, majority of them that's 27 representing 38% were traders, 14 representing 19% were mechanics and 4 which was the least number representing 6% were truck pushers. All respondents were just informed about the implementation of projects but did not play any active role in the implementation process. The majority that is the traders said the Assembly could have done more by involving them in the actual implementation process so that they could have voiced out their grievances. The minority also complained same as they didn't feel part of the KMA's activities.

Table 4.5 Level of Respondents Information

Levels of Awareness of KMA Development Projects	Number	Percentage
More level of Information	14	20
Average level of Information	17	24
Low level of information	40	56
TOTAL	71	100

Although the 71 people who were involved in the assembly's activities were just informed about the implementation of projects, not all of them had the same level of information. Majority of them that is 56% of respondents who were involved in KMA's programmes received low level of information with 20% being the least receiving adequate information.

Majority Views

According to them they felt that the Assembly was hiding a lot of things from them and if they had their way they won't even inform them about their actions. Also, the Assembly took them for granted and didn't care about what they think or how they are going to take what they have to say.

Minority Views

Although they were just informed, details of projects and programmes were laid out given them enough idea of what the assembly was executing. Lastly, the assembly did well with providing information but could have done better by involving them in the

actual implementation. I also look at the medium of information as illustrated in table 4.6 below. The rationale is to know the specific media outlets that the respondents heard of the activities of KMA.

Table 4.6 Medium of Information

Medium of Information on KMA activities in Kumasi Metropolis	Number of people who responded to each medium of information	Percentage
FM STATIONS	35	49
TV STATIONS	6	9
NEWSPAPERS	30	42
TOTAL	71	100

There was different media outlet of which the assembly informed the people about their activities. There were mainly three of them, that is the radio stations, tv stations and the newspaper outlets. The FM stations recorded the greater figure this can be attributed to the fact that all the FM stations are within Kumasi and most morning shows discusses issues that the concern KMA and the people of Kumasi.

Most television stations are located in the nation's capital and they usually discuss activities and situations that cut across the country as a whole. Due to this it difficult in getting access to specific information related to only Kumasi. This seldom happens because situations that they report on should attract a lot of attention; this was why only 6 people were informed through the Tv stations.

Table 4.7 Level of Respondents Awareness

In table 4.7 I examined the level of awareness of KMA activities

Level of Awareness on KMA Activities or projects	Number	Percentage
Market construction	31	44
Relocation to the Race Course (new location)	28	39
Construction of Schools	8	11
Desilting of Gutters for Easy Flow of Water	4	6
Total	71	100

Respondents were involved in different kind of projects that the assembly was implementing, some of these project were; the construction of markets, relocation of traders to race course, construction of schools and desilting of gutters within the Kumasi metropolis. Majority of respondents were dissatisfied about their involvement, form the table it was highlighted that majority were involved in the construction of markets and the relocation of traders to race course markets than in construction of schools and desilting of gutters.

Majority Views

Firstly, containers and stores were destroyed during the process: from the field survey some traders complained that the authorities destroyed their stores when they

undertake this exercise. This was because traders were reluctant to move from the Race-Course market.

Again, traders thought the process was really harsh: some traders complained that the authorities did not accord them with the needed respect and that they commanded them to leave the premises. That is the authorities were forcing the traders to move from the market place and most traders were not happy with that.

Lastly, traders did not expect this to happen, so they were not prepared for a situation like this. That is the news was unexpected and they had to be unemployed for some months, this was one of the reasons why majority of the traders were not happy with the information they received. Only 17% were involved in the construction of schools and desilting of drains and gutters within the metropolis.

Minority Views

Firstly, people who were involved in the desilting of gutters were happy that their drains have been constructed to allow easy flow of waste and rain water. Although they were not actively involved they couldn't complain because to them the assembly delivered on their promise.

Secondly, the school authorities also said that the assembly should be applauded for their efforts for the construction of educational facilities. To them and their students the most important thing was having adequate facilities to aid in quality education.

4.2.2 Form and Extent of Beneficiary Participation

In order to know how public relations contributes to the participation of beneficiaries in the implementation process of the assembly, it is vital to know the form and extent at which beneficiaries were involved in the implementation processes of the assembly.

As early stated, the number of beneficiaries who were involved in the implementation of the processes of the Assembly were 71. These beneficiaries were involved in the various stages of the implementation process. The implementation process in executing this project were, project initiation, design and approval, resource mobilization, actual execution of the Project and the inauguration and use of the facility. The form and extent of beneficiary participation in the implementation of the Abinkyi market is illustrated in the table 4.4 below:

Table 4.8 Form and Extent of Beneficiary Participation

Implementation Stages	Form of Participation	Frequency	Percentage (%)
Project initiation, design and approval	Passive	29	41
Project Execution	Passive	3	4
Project initiation, design and approval and Resource Mobilization	Passive	12	17
Project initiation, design and approval and Project Execution.	Passive	9	13
Project initiation, design and approval and inauguration and use of facility.	Passive	18	25
TOTAL		71	100

Source: Field survey, 2018.

The table 4.4 above illustrates the form and extent of participation of beneficiaries in the implantation process of KMA. From the survey, 29 people out of the 71 which represents 41% of beneficiaries who were involved in the implementation process of the assembly were involved in only the project initiation, design and approval. During the actual execution stage only 3 beneficiaries which is equivalent to 4% of the beneficiaries were involved. Twelve beneficiaries were involved in the project initiation as well as resource mobilization, 13% of beneficiaries who were involved in the implementation of process were involved in the initiation and actual execution of the project and 25% of beneficiaries who were involved in the implementation process which is 18 beneficiaries were involved in both the initiation and the inauguration and stage of the implementation process.

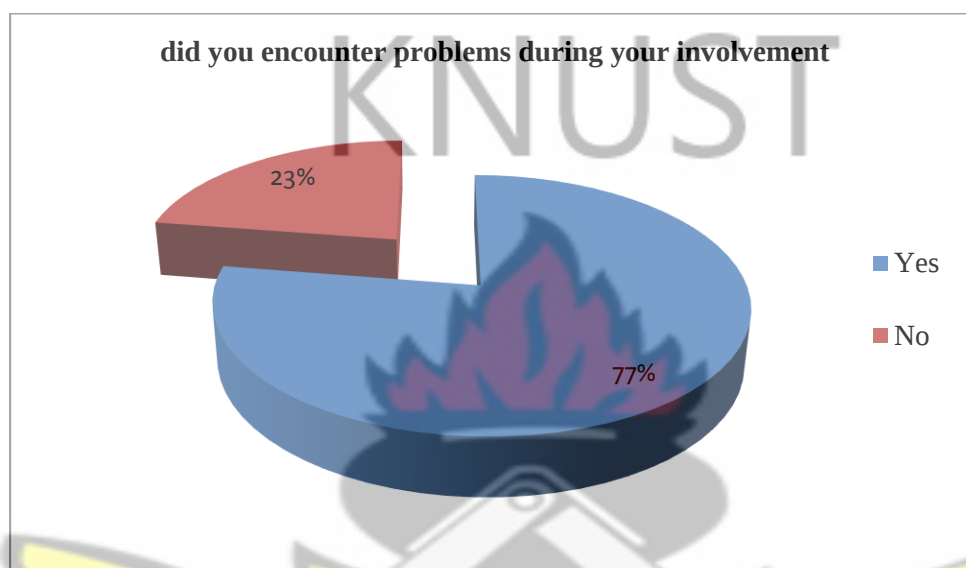
From the field survey, beneficiaries who were involved in the implementation process of projects were just given information on the progress of the various steps of the implementation process that they were involved. This means that, beneficiaries were passively involved and did not participate in the decision making process during their involvement in the implementation processes of the assembly. During the implementation process, the views of beneficiaries were not considered this is because beneficiaries were just been informed of the progress of the projects in which they were stakeholders.

4.2.3 Number of Beneficiaries who Encountered Problems during Beneficiary Involvement

It is easier to encounter problems in the involvement of beneficiaries during the implementation of projects. This is to identify the number of beneficiaries who encountered problems during their involvement in the implementation process of KMA. This would help in assessing the problems that were encountered and also now what went wrong during their involvement. Figure 4.6 below shows the number of

beneficiaries who encountered problems during their involvement as to those who did not.

Figure 4.6: Number of Beneficiaries who Encountered Problems during Beneficiary Involvement



Source: Field survey, 2018.

From the field survey, out of the 71 beneficiaries who were involved in the implementation of KMA's activities, 55 which constitutes 77% of the total respondents who encountered problems during their involvement in the implementation process

Some of the problems which were encountered during beneficiaries' involvement are:

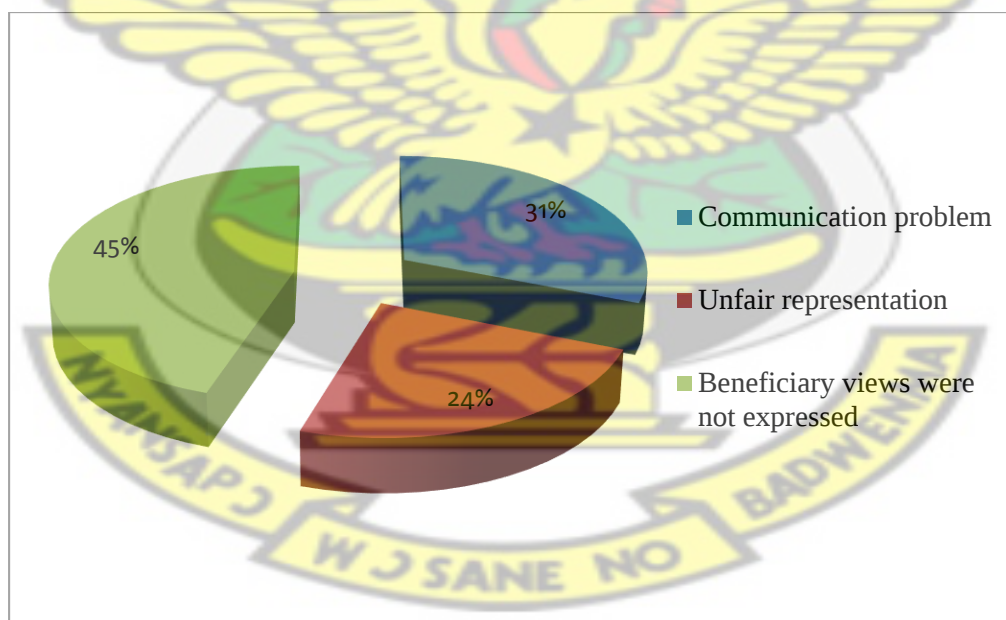
Problems Encountered during Beneficiary Involvement

Communication problem: beneficiaries who were involved in the implementation process of the assembly complained that mostly the terms that were used by the technocrats were too technical. It was difficult for beneficiaries to understand the

terms that were used and also the whole implementation process. As beneficiaries were confused to what to do and when to act.

Unfair representation: the beneficiaries said they were not fairly represented in the implementation process. According to them, just few number of beneficiaries are usually involved the implementation of KMA's projects, and this does fairly represents the entire beneficiaries. This is because the views of the beneficiaries who were involved might not be of interest of the unrepresented majority. Beneficiaries were not given the chance to express their views: beneficiaries who were involved in the implantation of the projects of the assembly were just passively involved. That is they were just informed but their views were not taken into consideration. The problems encountered during beneficiary involvement are shown in table 4.7.

Figure 4.7 Problems Encountered during Beneficiary Involvement



Source: Field work, 2018.

From Figure 4.7 above, beneficiaries whose views and suggestions were not expressed were 45%. 31% of the beneficiaries encountered communication problems

whiles 24% were unfairly represented. The problems encountered by beneficiaries during the implementation process made them lose interest in participating in other developmental initiatives of the Assembly. There hasn't been much effort made by the KMA to put appropriate measures to help minimize the problems which were encountered that is according to the beneficiaries. They thought solving these problems was not necessary, the problems were not going to hinder the implementation of the projects and the time that would be spent in solving the problems would delay the implementation of projects.

4.3 Measures to Improve Beneficiary Participation and Awareness

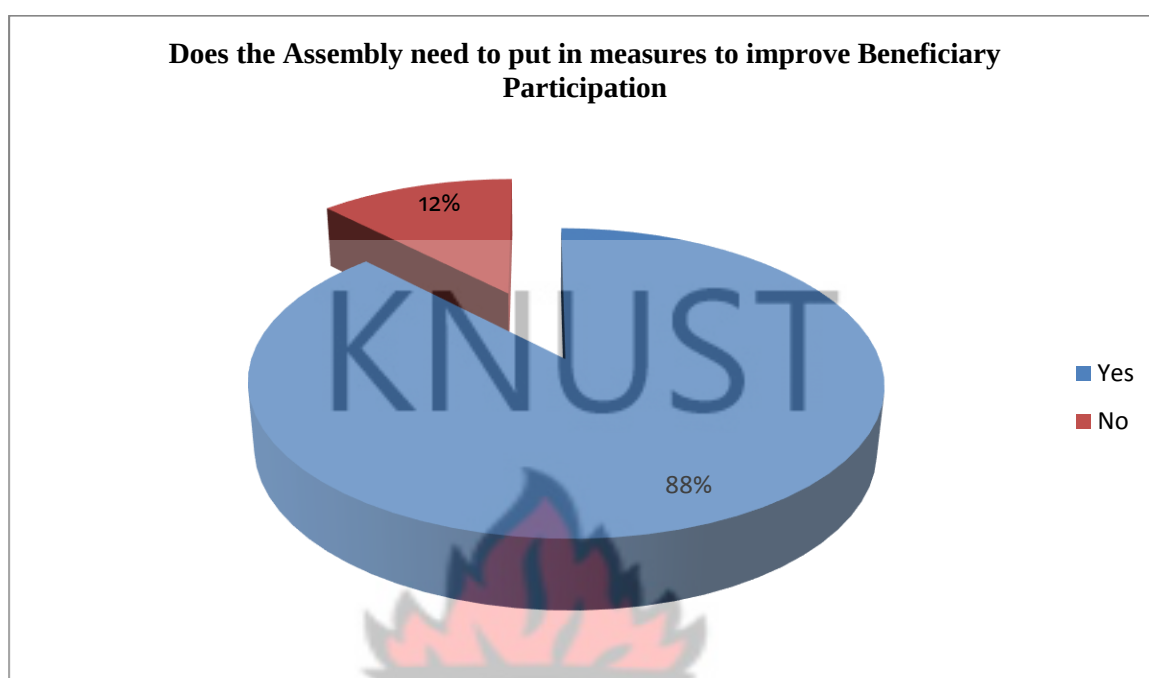
Some beneficiaries, Assembly members (elected and appointed) as well as technocrats of the Kumasi Metropolitan Assembly suggested some measures that can help in improving beneficiary participation in the activities of the Assembly. The views of beneficiaries are usually taken into consideration when the assembly is undertaking developmental initiatives. This affirms Bonye, et al. (2013) point that: the effective participation or involvement of beneficiaries depends on how well their views and opinions are taken into consideration. When the views of beneficiaries are frequently ignored, they will have no interest in contributing to the success of such projects and hence reject such projects.

The assembly adopted more effective ways of communicating or relating to beneficiaries rather than just informing them about their activities through the media. According to beneficiaries, the numbers of people who are usually involved in the implementation process of the assembly were few and that this compelled the Assembly to make efforts to engage more beneficiaries in its activities.

The study found that the Assembly initiated the meet your MP and Assemblyman programme that is conducted in all electoral areas by the incumbent MP and the elected Assembly member. This program aims at listening and deciding with the people how they are developed. Views of the electorates are invited and timely response is meted in such regards. When the views of beneficiaries are frequently ignored, they will have no interest in contributing to the success of such projects and hence reject such projects.

The second measure that the study was that the assembly had adopted more effective ways of communicating or relating to beneficiaries rather than just informing them about their activities through the media. The public relations department led by a competent public relations officer has intensified their time to time radio visits. The team visits all the prominent radio stations in the Region every week. The Kumasi Metropolis has 36 media houses, including 4 Television organizations. According to the workers, some beneficiaries do not listen to what the Assembly has to say and have their own mindset about the assembly which is difficult to change. This means the beneficiaries have to change the perception they have about the Assembly and should be ready to hear them out. A ‘Yes’ or ‘No’ information on these interventions the the KMA put in place are depicted in figure 4.8 below.

Figure 4.8: Measures to Improve Beneficiary Participation and Awareness



Source: Field survey, 2018

From figure 4.8 above, majority of respondents that is 88% (136 respondents) of the entire population of respondents said that the assembly needs to put measures to help improve participation and awareness of beneficiaries in the Assembly's activities while minority (12%) said no. The finding implies that most of the respondents agree that the KMA need to put in effective measures to help improve the level of participation of the people (beneficiaries) in the Assembly activities/projects.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of Findings

Awareness of the activities of KMA

A good number of respondents were aware of the activities of KMA as 56% of beneficiaries are informed through media (radio, social media etc). Majority of beneficiaries (61%) were not satisfied with how they were made aware of Assembly's activities as they were just passively involved. This finding in this study conforms to Adnan's view that passive participation does not require participants to express their views.

How public relations promoted participation in KMA activities

Public relations were not able to increase more participation of beneficiaries in the assembly's projects, this is because majority of the respondents (29 people out of the 71) representing 41% were not involved in the implementation process. The 71 beneficiaries who were involved also complained about the process because they were just informed. This is because the Assembly adopted the Press gentry or publicity purpose module of public relations. This approach does not allow beneficiaries to share their views; they are just informed about what is going on. This behavior of KMA depicts a character of a closed organization in public relation. This study finding concurs with (Grunig, 1992) view that press agency approach is not the most suitable model of public relation in organisations.

Measures to improve awareness and participation in KMA

The study found the following measures from the perspectives of workers of KMA that, the assembly has to adopt a better and efficient way of communicating to

beneficiaries. In doing so, they indicated that the first step is the ability to listen well, especially by actively listening. The second step is that effective participation or involvement of beneficiaries depends on how well their views and opinions are taken into consideration. These findings from my study are consistent with findings of (Bonye, et al., 2013).

5.2 Conclusion

The concept of participation is been widely used during the implementation of projects around the globe. As planning deals with finding solutions to the numerous problems and needs of people by involving them in the activities that will contribute significantly in improving their living conditions. The call for development interventions are to solve various problems has been on the increase as each day goes by. People who call for these interventions are the same people who reject developmental projects that are established for their own benefit.

People usually reject developmental projects and programmes because they do not feel any sense of ownership in the activities that are meant for the wellbeing. Effective public relations have been identified as the way to improve participation of beneficiaries in developmental projects of the assembly. This is why it necessary for the assembly (KMA) to adopt an appropriate method of public relations in order to increase beneficiary participation hence improving its development agenda.

5.3 Recommendations

The following recommendations are based on the problems identified in the study during the presentation and analysis of data:

Firstly, before involving beneficiaries in the implementation of community based projects and projects, beneficiaries should be educated and sensitized on the need to

be involved in the implementation of the project. Also the roles of the beneficiaries should be clearly stated as well as the intentions of the implementation agencies. This includes stating the goal and the objectives of the project as well as the activities that would be undertaken during the implementation process.

Again, the Assembly should adopt an appropriate module of public relations such as two-way communication channel which means dissemination of information from the organization to its public and expecting a feedback from the public (society). This type of public relations is used in this modern era; it is rooted in persuasive communication and aims at generating agreement between the organization and the people. This allows beneficiaries to be able to express their views about the assembly's doings.

Moreover, the involvement of beneficiaries in the implementation of assembly's activities should be constantly monitored and evaluated in order to know the problems that would arise in the process and find appropriate measure to help solve these problems and also help increase the involvement of beneficiaries. The measures must involve building the capacity of beneficiaries and making them creative and innovative.

Also, effective communication can also help increase and improve beneficiary participation in the implementation of projects. Communication barrier can hinder the involvement of beneficiaries in the implementation of projects. Language used is very important during the implementation of projects. Authorities who are involved in the implementation of projects should use a language which would be commonly understood by all beneficiaries.

Lastly, the medium in which information is disseminated to beneficiaries also affects the level of beneficiary involvement. Information should disseminate through channel

where beneficiaries' can have free access to the information. The most effective way of transmitting information to beneficiaries is through public gathering or any means which involves face to face interaction between the authorities and the beneficiaries. This enables the authorities and beneficiaries discuss the issue that would arise during the implementation process and help find appropriate measures to deal with it. This study strongly recommend that organizations like KMA must be mindful of it target audience and use local channel of communication, if it is dealing with entity outside region it needs national outlet as well as international media outlets if international actors are involved.



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APPENDIX

INSTITUTIONAL QUESTIONNAIRE

1. Are beneficiaries aware of all the Assembly's Activities? a) Yes b) No

2. If No, why

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3. Are beneficiaries involved in the Assembly's Activities? a) Yes b) No

4. If No, why

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5. If yes, how are they involved?

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6. Are beneficiaries involved before or during the implementation of projects?

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7. Which steps of the implementation process are they involved in?

Steps	Activity
a)Project Initiation, design and Approval	
b)Resources Mobilization	

c) Project Implementation	
d) Commencement and Use of Facility	

8. Which steps of the implementation process are they not involved in?

Steps	Reasons
a)Project Initiation, design and Approval	
b)Resources Mobilization	
c) Project Implementation	
d) Commencement and Use of Facility	

9. What are the forms of beneficiary participation?

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10. How do you get beneficiaries to be involved in the Assembly's Activities?

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11. How do their participation contribute to the implementation of the projects?

a) Positively b) Negatively c) Neutral

12. Do you encounter any challenges in involving beneficiaries in the Assembly's Activities? a) Yes b) No

13. If yes, what are challenges?

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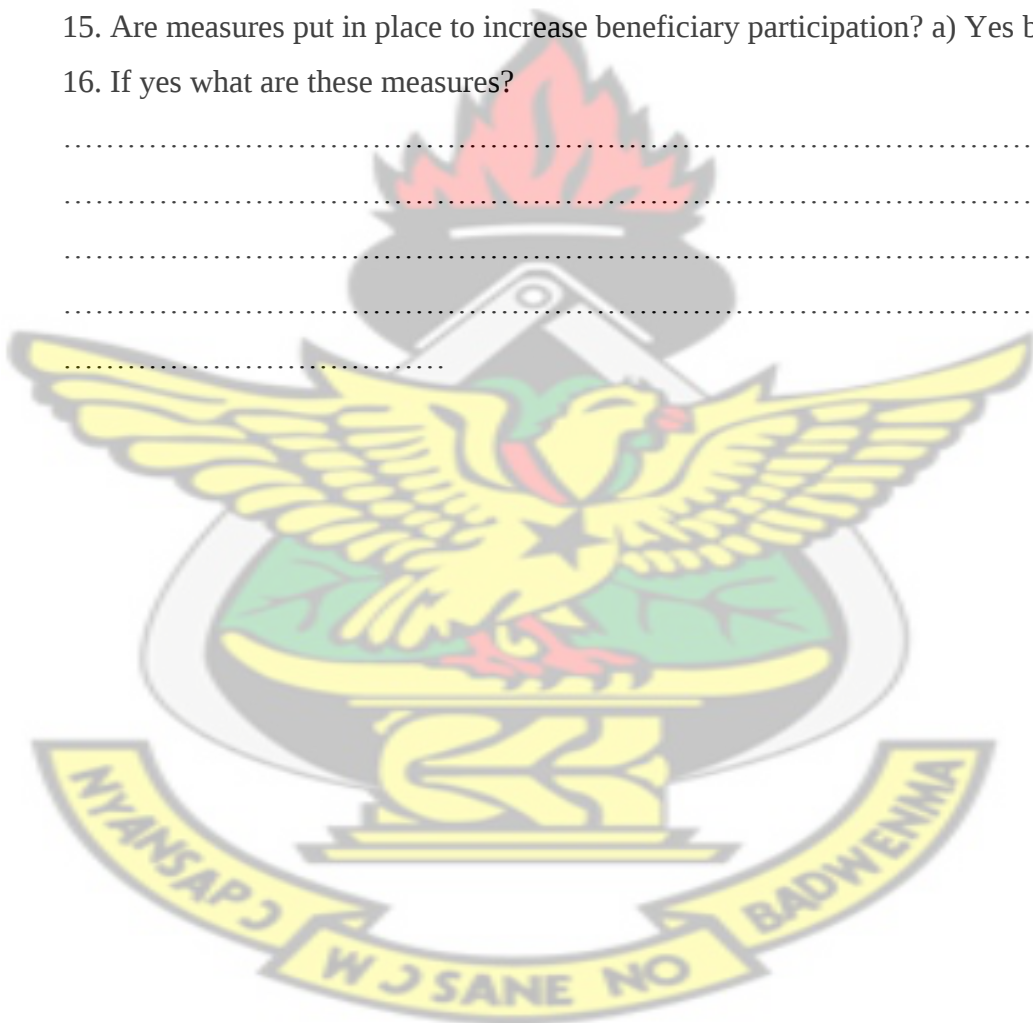
14. What measures can be put in place to mitigate these challenges

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15. Are measures put in place to increase beneficiary participation? a) Yes b) No

16. If yes what are these measures?

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BENEFICIARY QUESTIONNAIRE

BASIC INFORMATION

Name of Respondent	Sex		Age	Highest Level of Education Attained									Occupation		Marital Status	Religion	Ethnicity	Literacy Status		Duration at market centre		Monthly Income (GH ₵)
	M	F			KG/Nursery	Primary	Middle/JSS	SSS	Tertiary	Vocational/Technical	Non-Formal	Never	Major	Minor				English	Local Language	Permanent	Temporal	

CODE

Occupation	Marital Status	Religion	Ethnicity	Literacy
1. Service	1. Single	1.Christian	1.Akan	1. Only Read English
2. Commerce	2. Married	2.Muslim	2.Ewe	2. Read & Write English
3. Industry	3. Cohabitation	3.Traditionalist	3.Ga	3. Cannot Read & Write English
4. Agriculture	4. Divorced	4.Others	4.Hausa	4. Only Read Local Language
	5. Widowed		5.Gonja	5. Read & Write Local Language
			6.Others	6. Cannot Read & Write Local Language

PARTICIPATION

1. Are you informed about the Activities of KMA? a) Yes b) No
2. If Yes how? Through a) KMA b) Media c) Friends d) other specify.....
3. What is your comment on the way you are informed?
 - a) Very Satisfied b) Satisfied c) dissatisfied d) Very Dissatisfied
4. When are you informed?
 - a) Before implementation b) During implementation c) After implementation
5. Are you involved in the implementation of projects? a) Yes b) No
6. If No why?

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7. If yes, in what forms?

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8. Which steps of the implementation process were you involved in?

Steps	Activity	Comment
a)Project Initiation, design and Approval		
b)Resources Mobilization		
c) Project Implementation		
d) Commencement and Use of Facility		

9. Do you encounter any problem during in your involvement? a) Yes b) No
10. If yes, what are the problems?

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11. Are measures put in place to curb these problems? a) Yes b) No

12. If No, why?

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13. If yes, what measures were put in place?

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14. Did you suggest any measures to help curb these problems? a) Yes b) No

15. If No, why

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16. If yes, what were the measures?

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17. Were these measures taken into consideration? a) Yes b) No

18. If No, why?

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19. Are you content with beneficiary Participation?

a) Very Satisfied b) Satisfied c) Dissatisfied d) Very Dissatisfied

20. Reason for your answer to Q(19)

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21. In your opinion how would you rate the involvement of citizens in the Assembly's Activities?

a) Very High b) High c) Low d) Very Low

22. How do you think your involvement contributes to the implementation of the projects?

a) Positively b) Negatively c) Neutral

23. Are you satisfied with the Assembly's relationship with the public? a) Yes b) No

24. Reason for your answer to Q(23)

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25. What ways do you think can help facilitate beneficiary involvement?

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THANK YOU FOR YOUR TIME AND COOPERATION.