ROLE OF STAKEHOLDERS AT METROPOLITAN MUNICIPAL AND DISTRICT ASSEMBLIES TO ENSURE SUCCESSFUL DELIVERY OF CONSTRUCTION PROJECT: A CASE STUDY OF THE FANTEAKWA DISTRICT ASSEMBLY

by

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DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgment is made in the thesis.

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ABSTRACT

The study was aimed at assessing the role of stakeholders in the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction projects. With this aim, three (3) objectives were set which were to identify the roles of stakeholders at the Fanteakwa District Assembly in the delivery in construction projects, to examine the challenges associated with the management of project implementation at the Fanteakwa District Assembly and to suggest methods to overcome these challenges. Using the mixed research method, both textural and numerical data were collected from client representatives, consultants and construction firms in the Fanteakwa District Assembly. For the consultants in the District Assembly, eighteen (18) questionnaires were distributed and sixteen (16) were retrieved for the analysis. For the construction firms, forty-seven (47) questionnaires were distributed however, twenty-seven (27) were retrieved. With regards to the interviews, a structured interview guide was developed as shown in the appendix of this report. The interviewees were the District Chief Executive (DCE), the District Co-ordinating Director (DCD) and two (2) assistant Directors. The data collected were analyzed using mean score ranking and content analysis. From the analysis, it was realized that, the pre-execution phase was significantly performed by the consultants and clients, the execution phase was performed by the construction firms whiles the post-execution phase was performed by clients and consultants. With the second objective, it was realized that, the consultants and contractors had similar views on the challenges associated with the effective delivery of projects in the Fanteakwa North District assembly. The highest ranked challenge among contractors and consultants were poor communication. With the interviews, the most recurring challenge was improper funds management followed by delayed payment. With third objective, it was realized that, the challenges had significant impact on the delivery of projects with unclearness in project objectives having the most significant impact. Finally, from the fourth objective, it was realized that, effective planning and effective communication was the most significant strategy to improve the delivery of projects. From the findings, it was recommended that, consultants must adequately plan the entire construction project to ensure that, they are executed to a set standard and consultants must also set control mechanisms to serve as a check for construction firms in the execution of their work. This will involve setting criteria for measuring the performance of the project executed.

Keywords: Stakeholders, Project delivery, construction project, metropolitan, Municipal

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I dedicate this piece of work to the Almighty God for his Loving mercies and protection throughout the year of my studies. Again to the memory of my father and all loved ones.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The growth of the Ghanaian economy is directly linked to the success of the construction industry (Ofori, 2012). This is because, it contributes significantly to the Gross Domestic Product (GDP) of the country. From the Ghana Statistical Service (2015), the construction industry contributed an average of 14.8% of the GDP. Furthermore, the construction industry employed a substantial among of the working force of the country. With these benefits gained from the construction industry, it is important for the stakeholder in the industry to be more effective and efficient to gain much more benefits for the country. However, the construction industry is very complex as it involves numerous stakeholders that can affect the effectiveness and efficiency of the construction industry. Therefore, it is imperative to effectively manage the stakeholders in other to boost the performance of the industry.

Stakeholders are described as individuals or organizations that gain profits from other organizations (Moloney, 2006). However, Ezekiel and Paul (2010), indicated that, stakeholders do not only benefit from an organization, they can be negatively affected by the activities of an organization. Thus, stakeholders can affect or are affected by the activities of an organization. Stakeholders can have adverse effects on an organization. Nevertheless, they can also have positive effect on the organization. Gibson (2000), opined that, stakeholders are beneficial when they help an organization in realizing its goals and objectives. There are numerous stakeholders in the construction industry therefore, it is prudent to categorize them in other to effectively manage them. Winch and Bonke (2002), classified stakeholders into internal and external stakeholders. The external stakeholders are those affected by the project significantly and the internal

stakeholders are those who are part of the project implementation process or provide finance. The composition of internal and external stakeholders may vary based on the type and location of the project. Engaging stakeholders is primarily geared towards reaching an agreement based on mutual respect, dialogue and collaboration leading to the reduction of conflict between management. In the views The Institute of Social and Ethical Accountability (ISEA, 1999) they define stakeholder engagement as "the process of seeking stakeholder views on their relationship with an organization in a way that may realistically be expected to elicit them". While Gable and Shireman (2005) define it as "a process of relationship management that seeks to enhance understanding and alignment between company and their stakeholders". Stakeholder engagement may lead to another important process which is to manage stakeholder engagement. This involves communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders. For a typical construction project, stakeholders may include the client, project managers, designers, suppliers, subcontractors and so on (Newcombe, 2003).

With regards to public projects in Ghana, the client and the consultant are represented by the District Assemblies at the local level. The District Assemblies are responsible for the successful project implementation. The definition of project success is complex as it relies on the perception of the stakeholders involved in the project. According to Westerveld (2003), the most common way of measuring project success is to compare the outcome of the project to cost, time and quality limits. In other to ensure the effective implementation of construction projects at the district level, there must be efficient

structures that ensures that, the roles of the various stakeholders at the district level are effectively performed.

Hence, this study seeks to assess the role of the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction project.

1.2 PROBLEM STATEMENT

The construction industry contributes significantly to the development of every country. Therefore, poor performance in the construction industry adversely affects the country. At the start of a construction project, various targets are set (Ivan and Frankie 2009). These may include cost, time or technical specification targets. When the targets are met, the project is deemed to be successful. These targets are set by the stakeholders involved in the construction process. However, the construction industry is a complex sector with numerous stakeholders with different interest (Farinde and Sillars 2012). If the interest of a stakeholder is not met, the project may be deemed by the specific stakeholder as unsuccessful. Thus, the success of every construction project is subjective and it depends on the view point of the stakeholder. It is therefore not surprising that, the construction industry is viewed to achieve less success compared to other industries.

Hence, stakeholders in construction projects play important roles which need much emphasis. Lack of attention to stakeholders has contributed to higher rate of failure in construction projects (Legris and Collerette 2006). Amoah et al. (2011), indicated that, the Ghanaian construction industry is exposed to numerous issues and challenges on project performance. Fugar and Agarkwaah-Baah (2010) listed a few of these problems like design changes, poor planning, poor supervision and low mechanization. These issues affect the overall performance of the construction projects. Hence, it is imperative to develop strategies to effectively improve the performance of projects. At the local

level, the district assembly has a role to play in ensuring effective delivery of project, however, they are faced with numerous challenges that hinders their operations. There are similar issues faced in the Fanteakwa North District Assembly. Therefore, this study seeks to assess the role of the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction project.

1.3 RESEARCH QUESTIONS

The study seeks to answer the following questions;

1. What are the roles and institutional structure established at Fanteakwa District Assembly in ensuring successful delivery in construction project?
2. What are challenges associated with the management of project implementation at the Fanteakwa District Assembly?
3. How can these challenges be overcome?

1.4 RESEARCH AIM

The aim of this study is to assess the role of stakeholders at the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction projects.

1.5 RESEARCH OBJECTIVES

The objectives of this study are;

1. To identify the roles of stakeholders at the Fanteakwa District Assembly in the delivery in construction projects;
2. To examine the challenges associated with the management of project implementation at the Fanteakwa District Assembly; and
3. To suggest methods to overcome these challenges.

1.6 SIGNIFICANCE OF THE STUDY

This study seeks to assess the role of the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction projects. The knowledge of the roles played by assembly stakeholders will aid in the effective implementation and management of construction project. Hence this study is very significant for the successful execution of projects especially at local government level. According to Sutterfield et al. (2006), in order to realize a successful project outcome, the project manager must be equipped with managing the interests of stakeholders throughout the phases of the project. This study will also equip project managers with the requisite skills in managing stakeholders. Furthermore, this study will add up to the already existing literature on stakeholder management.

1.7 SCOPE OF THE STUDY

There are numerous stakeholders in the Fanteakwa District Assembly. However, this research will focus on internal stakeholders in the district. This includes the clients, consultants and contractors. At the district level, the client and consultant are represented by the assembly professionals. Hence, for this study, the client and consultant representative of the Fanteakwa North District Assembly were used. Furthermore, construction firms who have worked on projects executed within 2012 to 2019 was also contacted for information. Thus, the study is limited to clients, consultants and construction firms. These categories of internal stakeholders were selected because they are mostly in charge of ensuring that, stakeholders of the project are effectively managed so as to ensure that their requirements are efficiently met.

1.8 RESEARCH METHODLOGY

The research methodology is a very significant aspect of every study. This study adopted the explanatory research design where causes and effects of concepts and variables were ascertained. Furthermore, using the case study research strategy, the respondents were studied in their natural environment as per the description of the case study research strategy. The study adopts a mixed research method. This study will be conducted through the review of relevant literature and analysing the research papers gotten. This will aid in the development of a structured questionnaire and interview guide to be answered by clients contractors and consultants. The quantitative aspect of the responses was coded in SPSS and subsequently analysed using mean score ranking technique. The qualitative aspect was analyzed using content analysis. Furthermore, this research made use of both primary and secondary data as a source of information for the study. The primary data was collected with the aid of a structured questionnaire and interview guide. The secondary was collected from the District Assembly on the number of construction firms that have worked with the District Assembly since 2012.

1.9 STRUCTURE OF THE REPORT

The chapter one (1) constitutes the general introduction to the study. The introduction of the study touches on the background of the research, the problem statement, research aim, research objectives, the scope, significance of the study and the methodology. The chapter two (2) involved a comprehensive review of literature pertaining to the study. The chapter three (3) gave an elaborate discussion on the methods, approaches and strategies employed for this study. It also discusses the type, method and processes of collating and analyzing the data. The chapter four (4) provided a report on the analysis of the data collected from the respondents. It establishes the procedures adopted for the

analysis and a discussion of the results of the analysis. The chapter five (5) summarized and gave a conclusion to the entire report. This includes a discussion on how the objectives were achieved, the findings and recommendations made. Figure 1.1 shows the structure of the report.

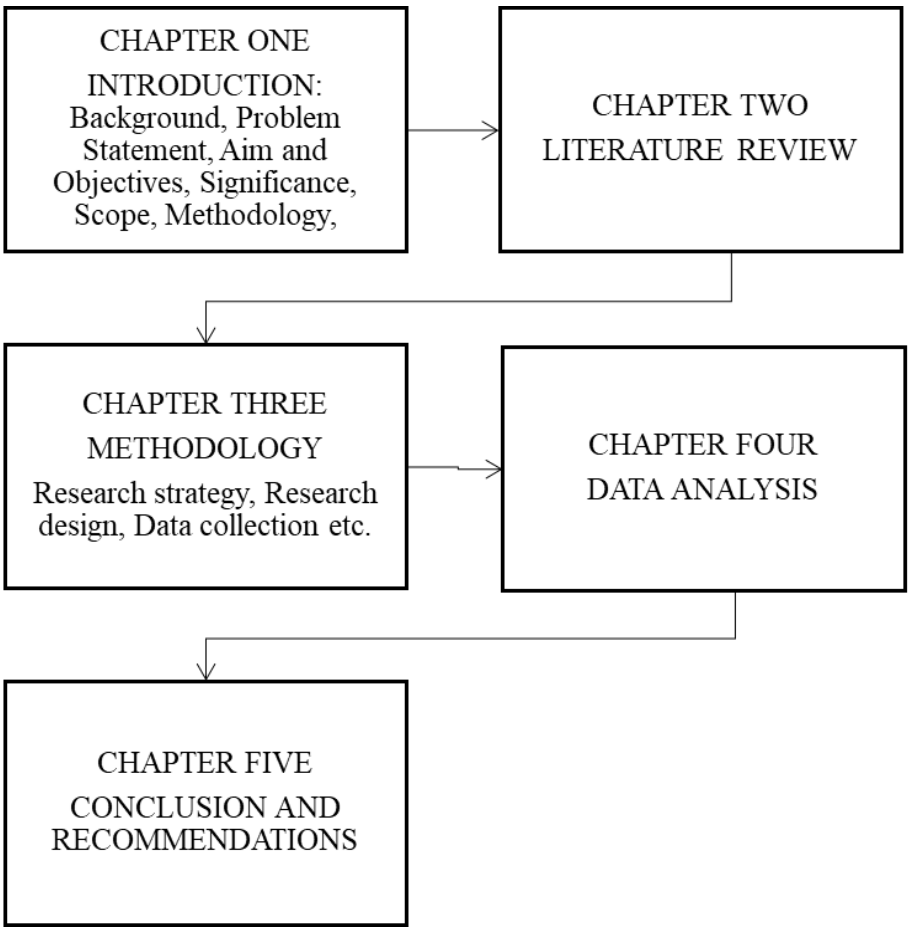

Figure 1.1: Structure of the report

Source: Author's construct, (2019)

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter reviews literature needed for the study. The review of literature is a very significant aspect of a study because it provides the basis for the development of an instrument for the study. The review is divided into conceptual and empirical review. However, before the review was conducted, a general discussion on the nature of the construction was done.

2.2 THE NATURE OF THE CONSTRUCTION INDUSTRY

The construction industry is one of the significant sectors that helps in the development of an economy of every country. However, the industry is famous for its complexity and multi- dimensional nature. The physical infrastructure developed through construction activities help the country in its economic development. This is because, it forms the basis of facilitating productive activity by allowing goods and services to be distributed within and outside the country (Ofori, 2012). The construction industry also creates broad base for employment, capital formation and technological development. Nhabinde et al. (2012) postulated that, the construction industry holds an enormous future prospect. The industry employs approximately 10% of the working population in addition to its 5% - 10% contribution to GDP in all countries (Ofori, 2012). Also, there are a large number of stakeholders involved in the construction industry (Dadzie et al., 2012), who are individuals or group of individuals who can be affected or is affected by the achievement of the objectives of an organization. These characteristics of the construction industry makes its very complex and more susceptible to low performance.

However, expediting the processes involved in construction increases the benefits of the industry to the country.

Contractors in the Ghanaian construction industry have been classified into four(4) categories by the Ministry of Works and Housing, Construction projects up to $75000 worth are handled by D4K4, projects within $75000 -$250000 are handled by D3K3, projects valued $250000-$500000 are handled by D2K2 and project valued $500000 and beyond are handled by D1K1 (Frimpong and Kwesi, 2013). Majority of construction firms in the country are within the D4K4 and D3K3 classes (Oxford Business group, 2014). Most of the large firms in the country classified as D1K1 are foreign firms whereas the other classes are occupied by local Ghanaian businesses (Eyiah and Cook, 2003). According to Asamoah and Decardi-Nelson (2014) the construction industry in Ghana is rigged with unprofessional practices even though it provides support to the economy and a means of development socially. This has resulted in a lot of long standing and serious problems such as time and cost overrun, waste generation, striking negative impact to the surrounding environment and excessive intake of resources. Some of these delays resulting from dispute litigation and time overrun mostly result in the complete abandonment of projects (Sambas Ivan and Soon, 2007), these delays are a major problem facing the Ghanaian construction industry (Fugar et al., 2010).

Lack of proper planning by stakeholders in the industry have resulted in the wastage of energy and water, building materials and the inability to meet the needs of consumers, moreover stakeholder cooperation is disjointed. Waste generation is a mark of construction activities, Forsberg and Saukkorrip (2007) explained that, the amount of waste generated is about 30-35% of the project production cost. And these wastes are generated as a result of poor planning and frequent design changes (Senaratne and Wijesiri 2008) Akadiri (2012) also explained that the industry is known for its major

contribution to the environment pollution and its consumption of raw materials with about 3 billion tons consumed annually and 35% generation of waste (Solis-Guzan et al., 2009). Unsustainable design and construction process with constant environment degradation continue to remain a problem in Ghana (Djokoto et al., 2014). The industry with all its problem to the environment is required to meet the demand for housing and other structures nationally. Due to the industries rate of waste generation and resource consumption, it has however become a major target for environmental sustainability.

2.3 STAKEHOLDERS THEORY

According to Freeman (1984), stakeholders are groups or individuals who can affect or are affected by the activities of an organization. Moloney (2006), also described stakeholders are individuals or groups that benefits from an organization. Stakeholders can basically be affected or can affect the activities of an organization. Stakeholders are beneficial if they can help an organization achieve it goals. Hence, Gibson (2000), opined that, stakeholders have the capacity to be either a threat or a benefit to the running of an organization. Having stakes in an organization can arise from different sources. For instance, stakes can be generated by economic and other considerations. According to Mitzberg (1995), stakes can also be generated from cultural and political factors. The Government can also be categorized as a stakeholder as they obviously affect organizations and groups through their fiscal and regulatory policies (Moloney,2006). Government is a type of stakeholder with unique interests. Their involvement with firms is on a different level and scale.

There are numerous stakeholders in the construction industry. They may include the clients and end-users of facilities, project managers, facilities managers, designers, shareholders, legal authorities, employees, subcontractors, suppliers, process and service

providers, competitors, banks, insurance companies, media, community representatives, neighbors, general public, government establishments, visitors, customers, regional development agencies, the natural environment, the press, pressure groups, civic institutions, etc. (Newcombe, 2003; Smith and Love, 2004). Each of these would influence the course of a project at some stage. Some bring their influence to bear more often than others. If diverse stakeholders are present in construction undertakings, then the construction industry should be able to manage its stakeholders.

Due to the diversity of stakeholders in the construction industry, it is imperative to classify them based on certain features to enhance their management. It is important to note that, stakeholder engagement involves identifying the different categories of stakeholders, gathering information about them, determining their mission in a project, assessing their strengths and their weaknesses, identifying their strategies, predicting their behavior and designing and implementing strategies for managing them (Cleland, 2002). Hence it is very necessary to classify stakeholders to enhance stakeholder management. Winch and Bonke (2002), categorized stakeholders into internal and external stakeholders. Internal stakeholders are members of the project team or provides finance whiles external stakeholders are those affected by the project. Similar forms of classifications were made by Sutterfield et al., (2006) and Smith and Love (2004). Carroll and Buchholtz (2006), classified stakeholders into primary and secondary. A primary stakeholder group is one without whose continuing participation the corporation cannot survive as a going concern, whiles secondary stakeholders are those who either influence or are influenced by the organization, but who are not essential to its survival. There are numerous complications that are brought on construction projects due the existence of numerous stakeholders hence, stakeholder management is a crucial if

positive results are desired from stakeholders. Figure 2.1 shows the stakeholder management process.

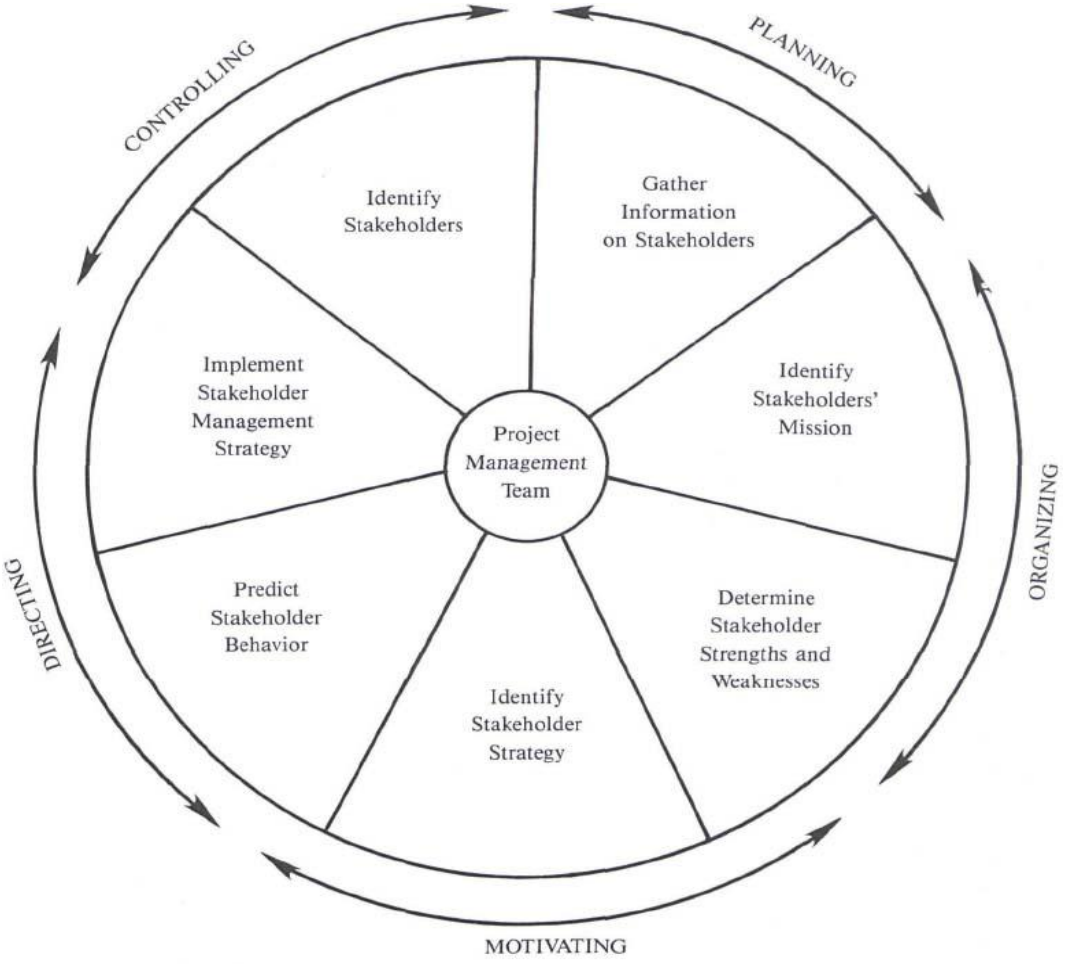

Figure 2.3 Project Stakeholder Management Process

Source: Cleland, (1986)

Generally, every organization relates to different individuals or organizations hence they must strive to maintain the support of these groups by considering and balancing their significant interest (Freeman 1994; Logsdon and Wood, 2000). The different interest of stakeholders can be a major source of conflict between stakeholders and hence it is very crucial to manage stakeholders when executing projects. In stakeholder management, a proactive approach is needed in dealing with stakeholders as opposed to being reactive. Also, minimal effort is required in satisfying stakeholders with low levels of interest whiles greater effort is required in keeping those with high levels of interest happy

(Carter, 2006). Even though the interest and influences of stakeholders varies (Gibson, 2000) advised that, stakeholders must be managed collectively with regards with the objectives of the project.

The evolution of stakeholder management began from business management which aimed to describe, understand, analyse and manage stakeholders (Ezekiel and Paul, 2010). The concept of modern stakeholder management can be attributed to Freeman (1984) as he is seen as the pacesetter of the concept. Stakeholder management evolved from corporate social responsibility which is underlined by the principle of ethics, social and economic considerations. According to Moloney (2006), organizations that hold social responsibility in high esteem conduct themselves in an ethical manner. The management of the different stakes is influenced by this attitude. The whole concept of Stakeholder management relies on the ability to manage relationships so as to influence stakeholders to conduct themselves in manner that support the achievement of the organization's objectives. Moloney (2006) postulated that the main idea is for businesses and pressure groups have to manage their relationships with those external entities so as to enable them to obtain their objectives. The concept of Stakeholder management is ideally for the creation and sustaining a conducive environment for a successful project. (Vogwell, 2002).

By Weiss (2006), there are a lot of factors that needs to be considered in the management of stakeholders such as moral, political, technological and economic interests. According to Goodpaster (1991), the handling of stakeholders calls for three useful approaches. The first one is the strategic approach where much priority is assigned to the shareholders' profit as compared to interests of other stakeholders. The second one is the multifiduciary approach where stakeholders are assigned equal fiduciary responsibility with others. The last one is the stakeholder synthesis approach which assumes a moral

but non-obligatory responsibility to stakeholders. For instance, handling of stakeholders based on ethics.

Engaging stakeholders is primarily geared towards reaching an agreement based on mutual respect, dialogue and collaboration leading to the reduction of conflict between management. In the views The Institute of Social and Ethical Accountability (ISEA, 1999) they define stakeholder engagement as "the process of seeking stakeholder views on their relationship with an organization in a way that may realistically be expected to elicit them". While Gable and Shireman (2005) define it as "a process of relationship management that seeks to enhance understanding and alignment between company and their stakeholders". Similarly, Green wood (2007) also described it as "as the process of rallying and including individuals and groups that are affected by the activities of the company in the daily running and move positively towards the set goals of the company". These processes start with planning the stakeholder engagement by developing guiding principles to involve stakeholders by primarily analysing their impact on the project as well as their interests in the project. This provides an actionable plan to efficaciously collaborate with all interest groups. The inputs, tools and techniques, and outputs of the process. This would lead to another important process which is to manage stakeholder engagement. This involves communicating and working with stakeholders to meet their needs and expectations, address issues, and foster appropriate stakeholder involvement. The key benefit of this process is that it allows the project manager to increase support and minimize resistance from stakeholders. This process provides a framework for managing any type of project within the business environment and it is performed throughout the project. When an organization attach importance to a stakeholder group they are likely to achieve a higher level of interaction between the organization and the stakeholder groups through a variety of

communications (Boesso and Kumar, 2008). Stakeholder engagement is essentially important as it assists in achieving the goal of delivering the project on time, within budget, within scope and to quality (Romenti, 2010; Sallinen et al, 2013). Engaging stakeholders in construction project management in a host mining community allows the performing organizations to build up their ability to deliver value in the project more efficiently, effectively and consequently to satisfy the needs of multiple categories individuals and interest groups (Mathur et al., 2008).

There are numerous studies that have reviewed factors that improves the management of stakeholders (Jefferies et al., 2012; Yu et al., 2007; Yang et al., 2009). Yang et al., (2009b) indicated that, top management support is crucial for effective stakeholder management. In certain projects, some individuals at top level management are charged with the responsibility of overseeing stakeholder management processes and develop their relevant attitude. Also, a study conducted by Freeman et al. (2007) opined that, identifying and assessing stakeholder information is crucial for ensuring stakeholder management success. Extensive analysis of stakeholders is an important aspect of stakeholder management. Olander and Landin (2008), indicated some processes involved in identifying and assessing stakeholder information. They included setting common goals, stakeholder identification, stakeholder needs and expectations.

Bourne (2005), had the opinion that, construction projects are transient, but organizations are correspondingly permanent, since stakeholders would be involved in later stages of the project process or in future projects. Yang et al. (2009) acknowledged the importance of effective communication in effective stakeholder management. Furthermore, Assudani and Kloppenborg (2010) indicated that, frequently communicating with stakeholders enhances stakeholder involvement, promotes relationship with stakeholders; early realization of changes of stakeholder; trust; reduce uncertainty; maintain alignment;

access to resources and knowledge; support of higher authorities. Oyeyipo et al. (2019), conducted a study on the factors promoting stakeholder management for building projects. The study was conducted in Lagos where ninety-one (91) building projects with its project leaders were used. The responses were analyzed using the mean scores and they realized that, the control level of engagement of stakeholders is the most significant strategy in promoting stakeholder management. This was followed by stakeholder's potential cooperation and communication among stakeholders.

There success of stakeholder management improves the probability of achieving project success and hence the Critical Success Factors (CSFs) for stakeholder management that directly or indirectly ensure success in stakeholder management must be effectively executed. Similarly, there are numerous challenges associated with stakeholder management which limits the realization of stakeholder management success. Kastner (2010), identified three (3) major stakeholder management challenges to be unclear stakeholders, unidentified stakeholders and unreasonable stakeholders. The causes of these challenges must be clearly identified and mitigated in other to eradicate the challenges and ensure project success. Hence this section reviews empirical literature on the causes of stakeholder management challenges in the construction industry.

A study conducted by Yang et al. (2009) identified the following as major contributors to the challenges of stakeholder management. (1) Poor stakeholder identification (2) Inadequate stakeholder assessment (3) Poor decision making by contractors (4) Lack of action and evaluation process (5) lack of continuous support. Also, El-Sawalhi and Hammad (2015), identified some of the causes of the challenges of stakeholder management in a study conducted in the Gaza strip construction industry to be ineffective communication processes, hiring project managers with low competency, inadequate exploration of stakeholder needs and varying stakeholder interest. Smyth

(2008), indicated that, the unavailability of human and capital resources is a major cause of the challenges associated with effective stakeholder management. Thus, these resources are a pre-requisite for effective stakeholder management. Also, there are usually constraints on schedule imposed the client. This hinders the contractor and other stakeholders in implementing effective stakeholder management practices. Bourne (2009), indicated that, conflict of interest among stakeholders can be a significant cause of the barriers associated with stakeholder management practices. Another major cause to the barriers of effective stakeholder management are the various barriers to communication like cultural differences and personal preferences.

Eyiah-Botwe et al. (2015) conducted a study on the critical barriers affecting stakeholder management. Through a comprehensive literature review, they indicated ten (10) causes of the challenges to stakeholder management and categorized as project planning and development, project set targets, and project stakeholder management process as shown in table 2.1. Their study adopted a qualitative technique where interviews were conducted among two (2) Architects, two (2) Quantity Surveyors and two (2) project managers. The study showed the significant causes of the challenges to stakeholder management to be the procurement approach, inexperience project manager and excessive project scope changes.

This study adapted the variables identified by Eyiah-Botwe et al. (2015) in their review to develop a structured questionnaire to test in the Ghanaian construction industry. Other identified variables from literature were added to improve on the selecting choices.

2.4 DISTRICT ASSSEMBLY STRUCTURES AND ROLES FOR CONSTRUCTION PROJECT DELIVERY

There are three (3) main phases in the processes involved in the implementation of projects. These are the pre-executing state, the actual execution and post execution stage. Each of the stages have a specific role to be performed by specific management function. These roles are discussed below.

2.4.1 Pre-Execution phase

During the pre-execution phase of a project, all efforts are directed towards the planning and organizing for the project implementation. The various activities involved are as follows.

2.4.1.1 Conceptual development

At this stage, there is the generating of ideas for a specific project to meet specific needs of the client. Furthermore, there are efforts made to forestall disappointment by identifying the specific problem areas and challenges as well as listing and evaluating alternative courses of action before establishing the objectives and authorization of the execution of projects.

2.4.1.2 Scope definition

The definition of scope is done by establishing criteria to identify all the items of work that are needed to be executed to complete the project. A Work Breakdown Structure (WBS) can to adopted to sub-divided the scope into manageable work packages to which responsibilities cab be assigned for accomplishment. According to Burke (1993), the work packages can be further divided into detailed activity list which forms a key requirement for Critical Path Method (CPM).

2.4.1.3 Work authorization

At the work authorization stage, the scope of work, the planning schedules, the budget, the specification and contractual requirements are reviewed to make sure that they meet the objectives of the project. Formal instructions for the commence of work is then given (Burke, 1993).

2.4.2 Execution phase

When project execution is on-going, monitoring is undertaken to direct affairs and ensure that events are compatible with target specifications. The processes that are utilized at this phase are as follows:

2.4.2.1 Reporting format

At this stage, templates are developed to be used in assessing and recording information on the progress and status of projects. The format for reporting ought to be in circulation during the startup phase for capturing progress status of the project. The format of reporting includes the status reports, which simply quantify the position of the project and may report on specific elements of the project like time, cost or quality (Burke, 1993).

2.4.2.2 Cost management

The cost engineer is the key player for cost management (Burke, 1993). However, for small projects, the project manager may take the cost management task as an additional responsibility. In dealing with project cost management, the main aim is on managing and reporting the cash flows in project execution. The instruments adopted in managing and reporting cost management data includes cash flow statement

2.4.2.3 Resource management

Resource can be categorized into manpower, machines, material and funds. According to Burke (1993), a resource is basically any item that is required to perform a task.

Resources are limited commodities hence in order to forestall unwanted shortfalls of resources, it is very important to take a thorough resource planning. This include human resource, materials and plant resource planning.

2.4.2.4 Quality Management

Quality management is a very important aspect of a project. Quality is achieved when the legal, aesthetic and functional requirements of a project of the customers/client is achieved (Tang et al., 2005). Hence, it is important to control the quality of work done. Quality control comprise of work inspection to ensure conformity with requirements. Burke (1993), indicated that, quality awareness training may be provided as part of corrective measures to the quality deficit.

2.4.2.5 Time management

Time management is a system that is used to control the execution of project so that it proceeds within desired time bounds. With time management, tools like bar chart, Gantt chart and line of balance are employed.

2.4.3 Post-execution stage

Post-execution phase entails the final phase of a project where project evaluation is conducted.

2.4.3.1 Project evaluation

After completion of the execution, evaluation is conducted to assess the quality and impact of the project as against target objectives. This is done by using questionnaires and meetings to develop a report on the transpired implementation and management of the project. Recommendations are then made to benefit future projects.

2.5 CHALLENGES ASSOCIATED WITH PROJECT MANAGEMENT

There are a number of challenges that are encounter during the execution of projects and project management. This section discusses the challenges associated with project management.

2.5.1 Poor management skills

Bryde (2008), indicated that, Ghana is still in deficit in terms of good management skills due to the lack of knowledge and unfamiliarity with the required systems for project management. Even though funds and enough time is allocated for public projects, there are still high rates of project failure due to poor project management practices (Ahadize and Amoa-Mensah, 2010). A study conducted by Damian (2012) indicated that, the reason for project failure in Ghanaian districts is due to the lack of skills of project stakeholders to ensure the successful implementation of projects.

2.5.2 Lack of top management support

Damoah et al. (2015) opined that, the lack of top management support is a substantial cause of project failure. When the top management of an organization fails to take the initiatives that will enhance the project, the outcome of the project can be devastating. Fortune and White (2006), indicated that, when there is a low involvement in top management it influences the successful implementation of a project.

2.5.3 Unclearness of the project requirements

Project specifications must be stated clearly to ensure that project executors understand what needs to be done. Unclear project requirement is regarded as a factor that hinders the successful implementation of a project. According to Amponsah (2012), when the requirements of a project are not clearly spelt out, it is difficult to complete the project successfully.

2.5.4 Weak funding

If the funding arrangements of a project is poor, it affects the successful execution of the project. A study conducted by Amponsah (2012) realized that, the lack of financial support can slow down the progress of a project. In another study conducted by Ika (2012), in South Africa indicated that, the reason for the failure of a project is lack of funding. Hence, weak funding is a major cause of project failure.

2.5.5 Lack of proper planning

Planning is very significant in the successful execution of a project. Damian (2012), opined that, planning is very important step by step process that helps in the achievement of the aim of a project. Lack of planning creates confusion among team members with regards to a clear direction to proceed. This hinders the performance rate of projects executed in the country.

2.5.6 Poor communication

Communication is a significant aspect of every project. Communication can be described as the transfer of information from one individual to another. Ika (2012), opined that, poor communication within stakeholders during the execution of a project can lead to poor project performance. Furthermore, Bunyaminu and Mahama (2016), indicated that, ineffective communication processes may lead to misunderstanding of project requirements hence hindering the performance of a project. It is therefore very crucial to improve on communication processes to enhance project performance.

2.5.7 Lack of proper control mechanism

Poor control mechanisms hinder the identification of standards during the execution of projects. According to Mensah (2007), poor control mechanisms shows causes teams on a project to have no proper guidance that ensures that the project is executed based on

certain criteria. The lack of proper control mechanisms consequently leads to poor performance as there are no indicators to measure performance.

2.6 STRATEGIES TO IMPROVE PROJECT DELIVERY

It is very important for projects to be executed to meet the requirements of clients. Table 2.1 shows effective strategies that can be adopted to improve project delivery.

Factors	**Source**
Effective planning	Amponsah (2012), Ibid, (2016)
Clear understanding of project requirements	Amponsah (2012)
Effective stakeholder engagement and management	Bunyaminu and Mahama (2016),
High competency of project team	Sonuga et al., (2002), Bryde, (2008)
Adequate resource support	Kulshreshtha, (2008)
Adequacy of project closure activities	Damoah (2015)
Effective communication	Ofori, (2013), Ika, 2012

Author's construct, (2019).

2.7 CHAPTER SUMMARY

The literature review aided in grounding the study within a specific context of research. In other to achieve the aim and objectives of the study, literature review plays a significant role as it aids in the development of instrument for the study. The review begun with an overview of the construction industry where it was realized that, the construction industry is one of the significant sectors that helps in the development of an economy of every country. However, the industry is very complex due to its numerous players. This led into the review of stakeholder theory. The diversities, prospects and challenges in stakeholder management was reviewed. Subsequently, the role of the stakeholders in the delivery of projects were reviewed. This review saw the division of a construction project into three (3) major phases and a discussion of the roles performed at each phase. Then, the challenges associated with the project implementation and management was reviewed where factor like poor management skills, lack of top management support, weak funding among others were discussed. The review concluded

with a brief discussion of the strategies to improve project implementation and management.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology describes the strategies and approaches adopted for the study. It gives an indication on the processes that was deemed suitable for the study. It also discusses the appropriate research population and sample size used for the study. Generally, the research methodology details out the procedures required in achieving the objectives of the study. This chapter begins with a discussion on the research design followed by the research strategy and research approach. Subsequently, the research method is discussed. This leads into a discussion on the population and sample size. Furthermore, the is a discussion on the source of data, suitable data collection methods and appropriate analytical tools adopted for the study. This chapter is concluded by a discussion on the ethical considerations made for the study.

3.2 RESEARCH DESIGN

Research design describes the plan formulated to answer the research questions (Spencer-Oatey, 1993). The plan tries to answer the questions;

1. What is going on? and
2. Why is it going on?

The answers to these questions give rise to two (2) major research designs namely; the descriptive research and the explanatory research.

The descriptive research design is a systematic way of giving an accurate description of facts and features of a specific research population. Spencer-Oatey, (1993), described the descriptive research design as the provision of an accurate accounts of the features of a particular population.

On the other hand, the explanatory research design describes the relationships between two or more different phenomena. According to Zikmund et al. (2012), the explanatory research design describes the extent and the nature of cause-and-effect relationships.

The descriptive research design was adopted for this study. De-Vaus (2001), indicated that, the descriptive research design is a fundamental design to research studies as effective descriptions sets the tone for further explanatory studies. This study aimed at ascertaining the stakeholder management practices used by contractors in the Ghanaian construction industry. Hence, the study fundamentally, provides an accurate account on the stakeholder management practices used and the challenges faced in its usage in other to device appropriate strategies to its implementation.

3.3 RESEARCH STRATEGY

There are numerous existing research strategies. This section describes four (4) research strategies and selects an appropriate strategy for the study. The research strategies discussed are action research, case study research, survey research and ethnographic research.

Action research was defined by Bradburt-Huang, (2010), as a research strategy that requires the researchers working with practitioners. Hence, this form of studies is undertaken in the course of a job so as to improve on the organization's processes.

Ethnographic research involves the study of a specific population in their own environment but using instruments like observations or face to face interviews. According to Smith (1979), there are huge similarities between ethnographic research and case study research. This is because, case study research also involves an in-depth study of a population. However, case study research is more explanatory whiles ethnographic research is more descriptive. Case study researches gives a more vivid description of a population as compared to ethnographic research.

Survey research are used to describe an existing concept, their quantity and the context in which they exist (Isaac and Micheal, 1997). Kraemer (1991) described three distinguishing features of survey research. First, survey research describes specific aspects of a population. Secondly, the data needed for the research are collected from people hence making it subjective. Lastly, survey research uses a selected portion of the population from which the outcome can be generalized for the population.

However, this study adopted the case study research strategy. The case study research is concentrated on a specific population. This study focusses on the Fanteakwa North District Assembly (FNDA), in Ghana hence, the case study approach was deemed most suitable.

3.4 RESEARCH APPROACH

There are two (2) fundamental research approaches discussed in this section. They are the inductive and the deductive research approach.

Basically, the inductive research approach involves the generation of new theories. Gabriel (2013), opined that, the inductive research approach uses research questions to narrow down the scope of the study. Furthermore, the inductive research focus on exploring new concepts. The inductive research approach involves the movement from a specific to generalizations.

On the other hand, the deductive research approach is adopted for studies aimed at testing theories and mostly begins with a hypothesis (Gabriel, 2013). The deductive research approach is generally a movement from the general to the specific. The deductive research approach is mainly used for studies that seeks to test a hypothesis or a phenomenon.

The aim of the study was to ascertain the stakeholder management practices used by contractors in the Ghanaian construction industry. The aim is focused on a general

concept of stakeholder management and seeks to explore specific issues like practices, challenges and strategies hence the deductive research approach was deemed most suitable for the study.

3.5 RESEARCH METHOD

This section focuses on three (3) basic research approaches and selects an appropriate one for the study. These are the quantitative, qualitative and mixed method.

According to Leedy and Ormod (2001), the quantitative research method is used for building theories. The data used in quantitative studies are purely objective as it does not involve any influence from the researcher. Also, quantitative studies make use of numerical data that can be analyzed using statistical mathematical tools.

According to Carrie (2007), the qualitative study is mostly used for discoveries. The qualitative method can be subjective as the researcher is highly involved. However, the data generated from qualitative studies are textural and cannot be analyzed using mathematical instruments.

The mixed research method builds on the weaknesses on the quantitative and qualitative method to build its own strength.

For this study, the mixed method was adopted as both numeric and textural data was utilized for the study.

3.6 POPULATION AND SAMPLE SIZE

Population can be described as the universe of units from which a sample is chosen (Bryman, 2004). A sample is a section of a population that is chosen to reflect the rest of the population. (Naoum, 2008). This section discusses the population and sample size used for the study.

The study used both consultants and contractors in the Fanteakwa District Assembly. The professionals at the District assembly serves as the consultants for projects executed.

Table 3.1 shows a summary of the respondents at the District Assembly. The second part of the population for this study were construction firms who have executed projects with the Fanteakwa District Assembly within the periods of 2012 to 2019. From the data collected, there are forty-seven (47) construction firms that falls within that category. Due to the relatively small number of the firms, the census survey technique was utilized to reach all the respondents.

Table 3.1: Sample frame

RESPONDENTS	**NUMBER**
Fanteakwa District Assembly	
District Chief Executive	*1*
District Co-ordinating director	*1*
Assistant Directors	*2*
District finance officer	*1*
District Budget Analyst	*1*
District Accounts Officer	*2*
District Planning Officer	*1*
District Physical Planning Officer	*1*
Procurement Officer	*1*
District Engineers	*4*
Quantity Surveyors	*2*
Auditor	*1*
Total	**18**

Source: Office of the District assembly, (2019).

3.7 SOURCE OF DATA

This section discusses two basic sources of data used in research. They are the primary data and the secondary data. The primary data is data collected for a specific research problem (Hox and Boeije, 2005). Hence primary data are collected by the researcher. This indicates that, primary data are not available at the start of a particular study but must me collected by the researcher. Consequently, the collection of primary data implies that, new data are added to existing store of social knowledge that are made available for use to the general research community.

On the other hand, secondary data are data that are already collected and is been reused by a researcher (Hox and Boeije, 2005). Hence, secondary data originates from primary data. Secondary data are mostly used for the following purposes;

1. The description of contemporary and historical attributes;
2. Reanalysis;

For this study, both primary and secondary data were utilized. The primary data were collected with the aid of a structured questionnaire. The secondary data was collected from the Fanteakwa District Assembly on the number of construction firms who have worked with the Assembly from 2012 to 2019.

3.8 DATA COLLECTION

This section discusses the data collection features and procedures. In achieving the aim of a study, data collection is a very crucial aspect and its significance cannot be under-estimated.

The data was collected with the aid of a structured questionnaire and structured interview. Spector (2006), opined that, questionnaires are effective means of collecting data from respondents. A sample for the questionnaire is shown in the appendix of the report. The questionnaire had only two (2) sections. The first section concentrated on the

background of the respondents whiles the second section concentrated on the objectives of the study. The various variables identified for each objective were rated by the respondents using a five-point Likert scale. The questionnaire was administered by hand to both the consultants at the district assemblies and contractors who have worked with the Assembly. For the consultants in the District Assembly, eighteen (18) questionnaires were distributed and sixteen were retrieved for the analysis. For the construction firms, forty-seven (47) questionnaires were distributed however, twenty-seven (27) were retrieved.

With regards to the interviews, a structured interview guide was developed as shown in the appendix of this report. The interviewees were the District Chief Executive (DCE), the District Co-ordinating Director (DCD) and two (2) assistant Directors. They represent the Government on projects executed in their jurisdiction hence, they perform the role of clients in projects. All the interviewees were available for the interviews to be conducted

3.9 ANALYITCAL TOOLS

This section discusses the various tools adopted in analyzing the data collected from the respondents. The data analysis aids in making significant inference from the data collected from the respondents. Since the quantitative research method was adopted for the study, the data collected was converted into numerical form with the aid of SPSS version 22. The SPSS package contains various analytical tools which helps in analyzing the collected data. In other to make proper inference from the data collected to achieve the stated objectives, the mean score ranking in conjunction with standard deviations were used in ascertaining the statistical level of significance of the various variables. Hence, the variables were ranked based on the level of significance. Other

descriptive statistics like frequencies and percentages were used in analyzing the data on the background of the respondents.

3.10 ETHICAL CONSIDERATIONS

The following ethical considerations were made for this study.

- The participants of the study must be subjected to in harm;
- Also, information discovered through research should not be used to harm people. There must be a high degree of respect for the dignity of research participants.
- Furthermore, full consent should be obtained from the research participants before commencement. Fisher (2007), regarded informed consent as a key issue in research ethics. He stated that, anybody used as a source of information for research must agree and have a complete understanding of what they are being involved in and its purpose. There must also be a full protection of the privacy of the research participants and an adequate level of confidentiality of the research data.
- Aanonymity of individuals and organizations involved in the research. Furthermore, communication in relation to the research should be done with honesty and transparency.
- Finally, the researcher must desist from deceptions and exaggeration about the aim and objectives of the study. Any form of misleading information is regarded as unethical in research.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter focus on the analysis and discussion of data collected from the respondents. In other to achieve the aim of the study which was to assess the role stakeholders in the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction projects, both textural and numerical data were used. They textural data was collected with the aid of an interview guide directed to clients in the Fanteakwa District Assembly. The numerical data was collected with the aid of structured questionnaire directed to both consultants and contractors in the Fanteakwa District Assembly. For the consultants in the District Assembly, eighteen (18) questionnaires were distributed and sixteen (16) were retrieved for the analysis. For the construction firms, forty-seven (47) questionnaires were distributed however, twenty-seven (27) were retrieved. With regards to the interviews, a structured interview guide was developed as shown in the appendix of this report. The interviewees were the District Chief Executive (DCE), the District Co-ordinating Director (DCD) and two (2) assistant Directors. The textural data was analyzed using content analysis whiles the numerical data was analyzed using mean score ranking. Prior to the data analysis, the background of the respondents was discussed. This chapter ends with a summary of findings on the data analysis.

4.2 BACKGROUND OF RESPONDENTS

This section discusses the background of the respondents. This is a very crucial aspect of every research analysis as it gives an indication of the qualification of the respondents to respond to the questions. It also gives an indication of the level of reliability of the responses given by the respondents. The respondents were asked to indicate their level of experience, level of education and the number of projects they have been involved in. A

summary of the responses is shown in Table 4.1, 4.2 and 4.3 and discussed in subsequent sections.

4.2.1 Level of experience

The level of experience indicates the knowledge level of the respondent with regards to their field of work. Hence, it is a crucial information to ascertain from the respondents. From Table 4.1, majority of the client representatives had above 15 years of experience.

Table 4.1: Level of experience

Description	**Frequency**
Client representatives	
Below 5 years	0
6-10 years	0
11-15 years	1
Above 15 years	3
Consultants	
Below 5 years	6
6-10 years	6
11-15 years	1
Above 15 years	3
Contractors	
Below 5 years	5
6-10 years	13
11-15 years	9
Above 15 years	0

Source: Field survey, (2019)

With regards to the consultants, six (6) had below 5 years of experience and another six (6) had within 6 to 10 years of experience. Only one (1) consultant had within 11 to 15 years and three (3) had above 15 years of experience.

With the contractors, five (5) had below 5 years, thirteen (13) had between 6 to 10 years and nine (9) had 11 to 15 years. However, none of the construction firms had above 15 years of experience.

4.2.2 Level of education

Similar to the level of experience, the level of education gives an indication of the knowledge level and the level of reliability of the responses given by the respondents. From Table 4.2, none of the respondents had HND qualifications for the client representatives, however, two (2) had BSC and another two (2) had postgraduate qualification for the client representatives

With regards to the consultants, majority of the respondents had BSC qualifications, however, none of the respondents had postgraduate qualification.

Finally, with regards to the construction firms, ten (10) had HND qualification, another ten (10) had BSC whiles seven (7) had post graduate qualification.

4.2.3 Number of projects

The number of projects the respondents have been involved in is also a significant information that was ascertained from the respondents. It indicates the level of knowledge and experience that the respondents have acquired from field activities.

From Table 4.3, two (2) of the client representatives had been involved within 5 to 10 projects and another two (2) had above 10 projects with regards to the client representatives.

Table 4.2: Level of education

Description	Frequency
Client representatives	
HND	0
BSC	2
Post Graduate	2
Consultants	
HND	5
BSC	11
Post Graduate	0
Contractors	
HND	10
BSC	10
Post Graduate	7

Source: Field survey, (2019)

On the side of the consultants, majority of the respondents were involved in above 10 projects. Finally, with the contractors, thirteen (13) had 5-10 projects and fourteen (14) were above 10 projects.

Based on the analyzed data on the background of the clients, consultants and contractors, there is a satisfactory level of knowledge to allow the respondents give reliable information for the study.

Table 4.3: Number of projects

Description	Frequency
Client representatives	
Below 5 projects	0
5 – 10 projects	2
Above 10 projects	2
Consultants	
Below 5 projects	0
5 – 10 projects	3
Above 10 projects	13
Contractors	
Below 5 projects	0
5 – 10 projects	13
Above 10 projects	14

Source: Field survey, (2019)

4.3 OBJECTIVE ONE: ROLES OF STAKEHOLDERS IN PROJECT DELIVERY

The first objective of the study was to identify the roles and institutional structure established at Fanteakwa District Assembly in ensuring successful delivery in construction project. From the review of literature, process of construction was divided into phases from which the role at each phase was specified. The respondents were asked to indicate the significant roles performed in ensuring effective project delivery in the Fanteakwa North district assembly. The data were analyzed using mean score ranking in conjunction with standard deviation. A summary of the analysis is shown in Table 4.4.

The consultants ranked conceptual development as the most significant role performed by them in the pre-execution phase of a project with a mean of 3.72 and standard

deviation of 0.892. At the conceptual development stage, there is the generating of ideas for a specific project to meet specific needs of the client. Furthermore, there are efforts made to forestall disappointment by identifying the specific problem areas and challenges as well as listing and evaluating alternative courses of action before establishing the objectives and authorization of the execution of projects. The responses given by the contractors had standard deviations greater than 1, hence, the level of variability was very high thus results not reliable. Hence, the variables under the pre-execution phase was deemed insignificant.

With regards with the interviews conducted, the interviewees were asked to indicated the roles that they play as Government representative on construction projects. With the responses, it was realized that, at the pre-execution stage, they are involved in the tendering process of the project which forms part of the work authorization.

Based on the numerical and textural data, it was realized that, the roles at the pre-execution stage of a project are performed by both clients and consultants.

With regards to the project implementation stage, the most significant role of the consultants is the implementation of cost management practices and the implementation of time management processes. The rest were deemed insignificant as their standard deviations were above one. The cost engineer is the key player for cost management.

Table 4.4: Mean scores of the roles of respondents

Description	**Consultant**		**Contractor**	
Roles	**Mean**	**St. D**	**Mean**	**St. D**
Pre-execution phase				
Conceptual development	3.72	0.892	3.37	1.079
Scope definition	3.06	0.982	3.32	1.232
Work authorization	3.19	0.874	3.21	1.001
Execution phase				
Reporting format	3.75	1.100	3.48	0.802
Implementation of cost management practices	4.19	0.834	4.04	0.759
Preparation of cash flow statement	3.50	1.294	3.89	0.801
Implementation of resource management processes	3.50	1.095	3.85	0.818
Usage of quality Management processes	3.19	1.109	3.74	0.764
Implementation of time management processes	4.13	0.957	3.96	0.854
Post-execution stage				
Project evaluation	3.94	0.772	3.81	1.145

Source: Field survey, (2019)

However, for small projects, the project manager may take the cost management task as an additional responsibility. In dealing with project cost management, the main aim is on managing and reporting the cash flows in project execution. The instruments adopted in managing and reporting cost management data includes cash flow statement

On the side of the contractors, all the roles were deemed significant as they are the major stakeholders in project execution. However, at their most significant role was the implementation of cost management practice followed by the implementation of time management process.

With regards to the interviews of the client representative, there indicated that, at the execution phase of a project, they are involved in project monitoring and evaluation and approval of interim payments. These roles were not captured in the literature reviewed; however, they are significant roles that are performed by the client representatives in projects.

Finally, at the post-evaluation stage, the consultants are highly involved in project evaluation. After completion of the execution, evaluation is conducted to assess the quality and impact of the project as against target objectives.

The responses of the client also indicated that, they are also involved heavily in the process of project evaluation.

4.4 OBJECTIVE TWO: CHALLENGES ASSOCIATED WITH PROJECT MANAGEMENT

The second objective of the study was to examine the challenges associated with the management of project implementation at the Fanteakwa District Assembly From the review of literature, ten (10) challenges were identified. The respondents were asked to indicate the significance of the challenges associated with project delivery in the Fanteakwa North District Assembly. The data were analyzed using mean score ranking in conjunction with standard deviation and content analysis for the interview. A summary of the analysis is shown in Table 4.5.

Table 4.5: Challenges in project management

Description	**Consultant**		**Contractor**	
Challenges	**Mean**	**St. D**	**Mean**	**St. D**
Poor management skills	3.44	1.031	4.15	0.770
Lack of top management support	3.31	1.138	4.19	0.962
Unclearness of the project requirements	3.50	1.265	4.15	0.949
Weak funding	3.44	1.094	4.00	1.177
Lack of proper planning	4.12	0.719	4.16	0.921
Poor communication	4.38	0.812	4.30	0.823
Lack of control mechanisms	4.13	0.928	4.26	0.764
Improper funds management	4.00	0.816	3.93	1.17
Political factors	3.81	0.544	3.96	1.16
Cultural factors	2.88	0.885	3.89	1.12

Source: Field survey, (2019)

From Table 4.5, it can realize that, the consultants and contractors had similar views on the challenges associated with the effective delivery of projects in the Fanteakwa North District assembly. The highest ranked challenge among contractors and consultants were poor communication. Communication is a significant aspect of every project. Communication involves the transfer of information from one person to another. Studies have shown that, poor communication among stakeholders in a project is one of the main reasons for project failure (Ika, 2012). Bunyaminu and Mahama (2016), indicated that, the lack of effective communication leads to poor understanding of project requirements hence hindering project performance. Hence, effective communication channels must be established so as to enhance project performance.

The second ranked challenge was the lack of control mechanisms. This finding run through for both consultants and contractors. According to Mensah (2007), poor control mechanisms shows causes teams on a project to have no proper guidance that ensures that the project is executed based on certain criteria. The lack of proper control mechanisms consequently leads to poor performance as there are no indicators to measure performance.

The third ranked challenge was lack of proper planning. This was also a common finding in between consultant and contractors. Planning is very significant in the successful execution of a project. Damian (2012), opined that, planning is very important step by step process that helps in the achievement of the aim of a project. Lack of planning creates confusion among team members with regards to a clear direction to proceed. This hinders the performance rate of projects executed in the country.

With the interviews, the most recurring challenge was improper funds management followed by delayed payment. A study conducted by Amponsah (2012) realized that, the lack of financial support can slow down the progress of a project. In another study conducted by Ika (2012), in South Africa indicated that, the reason for the failure of a project is lack of funding. Hence, weak funding is a major cause of project failure.

4.5 OBJECTIVE THREE: STRATEGIES TO IMPROVE PROJECT DELIVERY

The last objective of the study was to suggest methods to overcome these challenges. With this, the respondents were asked to indicate to significance of the strategy in the improvement of project delivery. The consultants rated effective planning as the most significant strategy whiles effective communication was rated as the most significant by the contractor. Adequate resource support was also indicated as a very significant strategy to improve project delivery. Communication is a significant aspect of every project. Communication involves the transfer of information from one person to another.

Studies have shown that, poor communication among stakeholders in a project is one of the main reasons for project failure (Ika, 2012). When the top management of an organization fails to take the initiatives that will enhance the project, the outcome of the project can be devastating (Ibid, 2015). Hence, adequate support from top management will enhance the project delivery in the District Assembly.

4.6 SUMMARY OF FINDINGS

This chapter focused on the analysis and discussion of the data collected from the respondents. The data collected were analyzed using mean score ranking, content analysis and multiple regression. Prior to the analysis, the background of the respondents was ascertained. Both numerical and textural data was used for the study. The numerical data were collected from the consultants and contractors whiles the textural data was collected from client representatives. The objective one of the studies was analyzed using mean score ranking. From the analysis, it was realized that, the pre-execution phase was significantly performed by the consultants and clients, the execution phase was performed by the construction firms whiles the post-execution phase was performed by clients and consultants. With the second objective, it was realized that, the consultants and contractors had similar views on the challenges associated with the effective delivery of projects in the Fanteakwa North District assembly. The highest ranked challenge among contractors and consultants were poor communication. With the interviews, the most recurring challenge was improper funds management followed by delayed payment. Finally, from the third objective, it was realized that, effective planning and effective communication was the most significant strategy to improve the delivery of projects.

Table 4.7: Strategies to improve project delivery

Description	**Consultant**		**Contractor**	
Strategies	**Mean**	**St. D**	**Mean**	**St. D**
Effective planning	4.88	0.342	3.15	1.43
Clear understanding of project requirements	4.06	0.929	3.30	1.10
Effective stakeholder engagement and management	4.19	0.544	3.41	1.12
High competency of project team	4.75	0.577	3.37	1.12
Adequate resource support	4.44	0.727	3.56	1.22
Adequacy of project closure activities	4.19	0.655	3.41	1.47
Effective communication	4.13	0.885	3.48	1.19

Source: Field survey, (2019)

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

INTRODUCTION

This chapter provides a summary of the study, concludes and give recommendations based on the outcome of the study. The study was aimed at assessing the role of stakeholders in the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction projects. With this aim, three (3) objectives were set which were to identify the roles and institutional structure established at Fanteakwa District Assembly in ensuring successful delivery in construction project, to examine the challenges associated with the management of project implementation at the Fanteakwa District Assembly and to suggest methods to overcome these challenges. Using the mixed research method, both textural and numerical data were collected from client representatives, consultants and construction firms in the Fanteakwa District Assembly. For the consultants in the District Assembly, eighteen (18) questionnaires were distributed and sixteen (16) were retrieved for the analysis. For the construction firms, forty-seven (47) questionnaires were distributed however, twenty-seven (27) were retrieved. With regards to the interviews, a structured interview guide was developed as shown in the appendix of this report. The interviewees were the District Chief Executive (DCE), the District Co-ordinating Director (DCD) and two (2) assistant Directors. The data collected were analyzed using mean score ranking, multiple regression and content analysis. The summary of the findings is discussed in the subsequent section.

5.2 SUMMARY OF FINDINGS

This section discusses the summary of findings from the data analysis. It gives a summary of how the objectives were achieved and the outcome of the specific objective.

Objective one: To identify the roles and institutional structure established at Fanteakwa District Assembly in ensuring successful delivery in construction project

The objective one was achieved through extensive literature review coupled with a structured questionnaire survey and a structured interview guide. From the review of literature, the process of construction was divided into phases from which the role at each phase was specified. The respondents were asked to indicate the significant roles performed in ensuring effective project delivery in the Fanteakwa North district assembly. The objective one was analyzed using mean score ranking and content analysis. From the analysis, it was realized that, the pre-execution phase was significantly performed by the consultants and clients, the execution phase was performed by the construction firms whiles the post-execution phase was performed by clients and consultants.

Objective two: To examine the challenges associated with the management of project implementation at the Fanteakwa District Assembly

The objective two was achieved through extensive literature review coupled with a structured questionnaire survey and a structured interview guide. From the review of literature, ten (10) challenges were identified. The respondents were asked to indicate the significance of the challenges associated with project delivery in the Fanteakwa North District Assembly. The data were analyzed using mean score ranking in conjunction with standard deviation and content analysis. From the analysis, it was realized that, the consultants and contractors had similar views on the challenges associated with the effective delivery of projects in the Fanteakwa North District assembly. The highest

ranked challenge among contractors and consultants were poor communication. With the interviews, the most recurring challenge was improper funds management followed by delayed payment.

Objective three: To suggest methods to overcome these challenges

The objective three was achieved through extensive literature review coupled with a structured questionnaire survey and a structured interview guide. From the review of literature, seven (7) challenges were identified. The respondents were asked to indicate the significance of the strategy in the improvement of project delivery. The data collected were analyzed using mean score ranking and content analysis. From the analysis, it was realized that, effective planning and effective communication was the most significant strategy to improve the delivery of projects.

5.3 LIMITATIONS AND FURTHER STUDIES

This section discusses the limitations to this study. There are limitations to most studies conducted and this is no different. The limitations are discussed below;

1. This study was limited to only internal stakeholders (clients. contractors and consultants). Further studies can explore the perception of external stakeholders.

5.4 CONCLUSION

Stakeholders in construction projects play important roles which need much emphasis. Lack of attention to stakeholders has contributed to higher rate of failure in construction projects. With the achievement of the aim of the study which was to assess the role of the Metropolitan, Municipal and District Assemblies in ensuring successful delivery in construction projects, it was realized that, the pre-execution phase was significantly performed by the consultants and clients, the execution phase was performed by the

construction firms whiles the post-execution phase was performed by clients and consultants. Furthermore, it was realized that, the consultants and contractors had similar views on the challenges associated with the effective delivery of projects in the Fanteakwa North District assembly. They indicated that, poor communication is a significant challenge in project delivery. The study showed that, the challenges had significant impact on the delivery of projects with unclearness in project objectives having the most significant impact. The construction industry is one of the significant sectors that helps in the development of an economy of every country. Hence, it is very significant for stakeholders to expedite their processes so as to enhance the performance of the construction industry and the country as a whole.

5.5 RECOMMENDATIONS

Based on the findings of the study, it was recommended that,

1. Consultants must adequately plan the entire construction project to ensure that, they are executed to a set standard.
2. Consultants must also set control mechanisms to serve as a check for construction firms in the execution of their work. This will involve setting criteria for measuring the performance of the project executed.
3. The client representatives must ensure that, adequate resources are made available before the commencement and execution of projects
4. Strategic mechanisms must be put in place at any phase of a project to ensure that the challenges that hinders the implementation of projects is curtailed.

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QUESTIONNAIRE SURVEY

ROLE OF THE METROPOLITAN MUNICIPAL AND DISTRICT ASSEMBLIES TO ENSURE SUCCESSFUL DELIVERY IN CONSTRUCTION PROJECT BY LOCAL CONTRACTORS. A CASE STUDY OF THE FANTEAKWA DISTRICT ASSEMBLY

SECTION A

RESPONDENT'S PROFILE

1. Please indicate your role category in the construction industry?

( ) Consultant
( ) Contractor

2. Please indicate your years of experience in your profession?

( ) Below 5 years

( ) 6-10 years

( ) 11-15 years

( ) Above 15 years

3. What is your highest level of education?

( ) HND

( ) BSc

( ) Post Graduate

Others (specify)……

4. Please indicate the number of projects you have worked on with the Fanteakwa North District Assembly ?

( ) Below 5 projects
( ) 5 – 10 projects
( ) Above 10 projects

SECTION B
ROLES OF STAKEHOLDERS IN PROJECT DELIVERY

1. Please indicate the **significant** roles performed i Please use the response scale below:
1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Significant 5 = Very significant

No.	ROLES	1	2	3	4	5
A	**PRE-EXECUTION PHASE**					
1	Conceptual development					
2	Scope definition					
3	Work authorization					
B	**EXECUTION PHASE**					
1	Reporting format					
2	Implementation of cost management practices					
3	Preparation of cash flow statement					
4	Implementation of resource management processes					
5	Usage of quality Management processes					
6	Implementation of time management processes					
C	**POST-EXECUTION STAGE**					
1	Project evaluation					
	If other, please specify					

CHALLENGES ASSOCIATED WITH PROJECT MANAGEMENT

2a How significant does the challenges associated with project management affect the effective delivery of project?

1 = Not significant
2 = Slightly significant
3 = Moderately significant
4 = Significant
5 = Very significant

3a. Please indicate the **significance** of the challenges associated with effective project delivery in the Fanteakwa North District assembly.

3b. Please rate the **impact** of the challenges on the effective delivery of projects in the Fanteakwa North District assembly

Please use the response scale below:

No.	Variables	1	2	3	4	5	1	2	3	4	5
		Significance					Impact				
1	Poor management skills										
2	Lack of top management support										
3	Unclearness of the project requirements										
4	Weak funding										
5	Lack of proper planning										
6	Poor communication										
7	Lack of control mechanisms										
8	Improper funds management										
9	Political factors										
10	Cultural factors										

STRATEGIES TO IMPROVE PROJECT DELIVERY

4. Please rate the **SIGNIFICANCE** of the following strategies in improving project delivery in the Fanteakwa North District assembly. Please use the response scale below:
1 = Not significant 2 = Slightly significant 3 = Moderately significant 4 = Significant 5 = Very significant

No.	Strategies	1	2	3	4	5
1	Effective planning					
2	Clear understanding of project requirements					
3	Effective stakeholder engagement and management					
4	High competency of project team					
5	Adequate resource support					
6	Adequacy of project closure activities					
7	Effective communication					
	If other, please specify					

INTERVIEW GUIDE

SECTION A: BACKGROUND OF THE INTERVIEWEE

1. Please indicate your years of experience in your profession?

( ) Below 5 years

( ) 6-10 years

( ) 11-15 years

( ) Above 15 years

2 What is your highest level of education?

( ) HND

( ) BSc

( ) Post Graduate

Others (specify)……

3. Please indicate the number of projects you have worked on with the Fanteakwa North District Assembly?

( ) Below 5 projects
( ) 5 – 10 projects
( ) Above 10 projects

SECTION B

1. What are the roles that you play as a Government representative on construction projects executed in your jurisdiction?
2. What are the challenges you face during the implementation of projects in your Assembly?
3. How does these challenges affect the delivery of project in your Assembly?
4. What are the strategies that can be adopted to improve project delivery by contractors?