Participatory Project Initiation Process; A Pathway to Sustainable Adolescents’ Reproductive Health Intervention—Developing Country Perspective

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Abstract: This study sought to assess the extent to which participatory project initiation process influences a sustainable implementation of adolescents’ reproductive health programme in the Brong Ahafo Region of Ghana. The study gathered data through a descriptive cross-sectional survey, and structured and unstructured questionnaires distributed to adolescent’s community leaders and local authority staff in selected district assemblies in the Brong Ahafo Region of Ghana. The results of the study revealed that the participatory project initiation process that includes participative project; identification, feasibility studies and stakeholder identification all had varying significance on the sustainable implementation of adolescents’ reproductive health programming in Ghana. Based on the findings the study concluded that participatory project initiation process had a significant on the sustainable implementation of adolescent’s reproductive health programme in Ghana. To this end, this study recommended that various policy formulators and projects implementers should acknowledge the value of project stakeholders in the quest to improve project success and ensure sustainable ARH implementation.

Keywords: participatory; project initiation process; project cycle; sustainable programming; adolescent’s reproductive health

1. Introduction

In a new world of a rapidly ascending young population trajectory, development programmes or projects have become the leading vehicle to ensuring sustainable access to adolescent health care and development, and the driving force of the entire development addenda of developing countries including Ghana. Yet various studies have indicated that the desired access to social services remained poor in many developing countries including Ghana, despite the implantation of targeted interventions (GHS 2016; PHC, 2010; GSS/GHS, 2009; UNICEF, 2012). Community-level involvement in the implementation development projects is neglected by governments or development partners in most developing countries especially in Africa (Amponsah, 2012).

Participatory project management defined as adequate consultation or involving stakeholders in the formation and execution of development interventions that mostly affect them has not gained unique or significant popularity in driving organizational objectives, and the socio-economic development agenda of developing countries including Ghana. Public Interest and Acceptability Committee (PIAC), (2018) and Amposah (2012) jointly noted that project formulation in many developing economies like Ghana, has not given sufficient room for effective participatory project selection and prioritization; a situation they noted as the reason why fewer projects are being sustained in most developing countries. Yet in Ghana for example, several foreign aid development interventions, as well as Ghana’s own endogenous development policy framework programmes like the Presidential Special Initiatives (PSI) and the Ghana Poverty Reduction Strategy Papers (GPRS I & II) (NDPC, 2002; 2005) which were or are being initiated with nationalistic intention to achieve optimal rate of developmental agenda, still have project management principles and implication.

According to Chatfield (2007) project management as the procedural discipline of planning, organizing and managing resources to bring about the successful completion of specific project goals and objectives. A programme or projects are temporary endeavours undertaken to meet unique goals and objectives within a defined scope, budget and time frame, typically go through a life cycle of the Project Initiation, the Project Planning, the Project Execution, the Monitoring and Controlling, and the Project Closure processes. (Project Management Institute (PMI), of Project Management Body of Knowledge (PMBOK) 2008), in which it was also indicated that the project life cycle, is a logical sequence of activities to accomplish the project’s goals and ensures the project success, with significant involvement of key stakeholders and proper documentation at each stage. The sequential phases or processes of project management are generally differentiated by the set of activities that must be carried out within each of those phases, the key actors involved, the expected deliverables, and the control measures put in place (PMI, 2004).

Participatory project initiation process defined in this study as the process by project stakeholders has engaged at the phase one aspects of the project cycle is an important stage of project management where projects objectives, goal, and purpose are clearly identified and conceptualized by stakeholders to determine proper project feasibility before implementation. Being the commencement phases of project management, the process ought to be predominantly crucial in order to determine the ultimate success of development projects. Lienert, (2018) liken it as building a house that requires first laying a formidable foundation. He concluded that ‘to ensure projects success, it is a sine qua non for the project team to identify and engage all stakeholders, determine their expectation and manage their influence in relation to the project chatter’. This is particularly important if the greatest aim of project management is to produce an acceptable intervention within the original wishes and needs.
of the public and project beneficiaries. This implies that an adequate involvement of the projects core members and the public at the starting point is of much requirement. However, participatory project initiation management is an emerging concept in most developing countries including Ghana; even though it is crucial to ensure that projects reflect popular needs.

PMI (2013), further noted with much emphasize that, project management should begin with developing a project plan demonstrating project aims and objectives, a defined process for achieving the design deliverables. Thus project initiation procedures called for systematic mobilizing and defining project goals, objectives as well as identifying resources needed for the execution of a particular project over a defined period. Those strategies should also provide a unique stakeholder management formula, communication and risk control mechanisms (PMI, 2013). The project will not be regarded as successful if it does not consider the needs and expectations of a wide range of stakeholders from inception (Bourne and Walker 2005). It should be noticed that all the authors of these are highly passionate about project outcomes in relation to stakeholders’ expectations.

Although project governance is widely practised in one form or another and to varying degrees based on the preconceptions and capabilities of the organization in question, the concept of project governance is subject to much confusion in the literature. Participatory project initiation indicators such as active stakeholders’ participation in project goal or objective definition, needs analysis and feasibility studies are essential for selecting a desirable project. The majority of research on project governance is conceptual or qualitative in nature (Joslin & Müller, 2016c), which suggests that the field is still developing its conceptual roots. The study deemed this interface as crucial for understanding the comprehensive impact of the stakeholder in project management, to ensure project ownership. Stakeholder literature has offered various conceptualizations on the nature and influence of projects stakeholders. According to PMI, (2013), stakeholders have vested interest or concern on projects, hence efforts to ensure project outcomes must include proper engagement of key stakeholders. Project management ethics have come of age, hence the need to address shortcomings in the literature on project governance especially in developing countries. Hence new research, which entails a shift in the traditional project management cycle to a new perspective of participatory project management process cycle was crucial towards establishing some pragmatic indicators for effective projects success and sustainable outcomes. Therefore, this study was conducted to establish how participatory project management process influence the sustainable framework for Adolescent’s Reproductive Health (ARH) programme in Ghana.

2. Literature Review

2.1 Conceptual Literature

Impressively, there is a large bulk of literature regarding the significance of stakeholder participation in the successful project management process. In this section, a suitable part of this literature is reviewed on the subject-starting with the conceptual level-with the aim to offer an appreciable perspective on what constitutes successful projects implementation. Arri and Pankaj. (2013) defines a successful project as “meeting the required expectation of the stakeholders and achieving its intended purpose”. Based on these definitions, a successful project is the one that is completed to satisfy the stakeholders of the project. This means that a project is unsuccessful when it provides deliverables that do not meet the success criteria of stakeholders. Therefore, the question of when a project or programme actually starts can be very difficult to answer, especially in the context of participatory project management. Project initiation process, which could be defined as the commencement phase of those stages, in which need or the purposes for a project, stakeholder mobilization and project feasibility is expected be comprehensively discussed and understood by all concerned stakeholders; beneficiaries and project implementers before the next stage planning (PMI, 2008). It is that stage where, the project's vision, objectives, goals, identification, and negotiation of project components, group thinking must be emphasized.

Based on the model framework of PMI (2013; as seen Figure 1&2), project initiation as the starting point of the project management life cycle seeks to clarify the project or programme objectives and what is needed to be achieved or the problem to be solved. It is that stage where, the project's vision, objectives, goals, needs identification conducted before the stage of planning can start.

![Figure 1: Project initiation conceptual framework (adopted from PMI, 2013)](image)

The most important thing to remember about the initiation process is that it does NOT involve starting work on creating any of the 'products' of the project (PMI, 2008), but rather concerned exclusively with clarifying the project's objectives and what process and resources will be needed to achieve them. The project initiation processes can begin with developing a project charter (definition, and overall success criteria), a project scope statement and identifying project stakeholders (PMI, 2008). Project initiation ought to be a process and if well conducted it should be done in a participatory manner, to enhance popular knowledge in the project's viability, its purposes and stakeholder requirements (as contained in Figure 2). Prior to committing the required resources-staff, materials, and...
the needs of stakeholders or beneficiaries, while the rest indicated that project mobilization at project initiation, 25% also reported difficulties in, due to non-maintained that projects are bound to experience completion issues. The key findings established that; 79% of respondents and sanitation facility locations in Europe communities. This empirical study conducted at remote water and sanitation facility implementation, the foundation for sustainable development on participation in the procurement of public development programmes or projects. The decision to invest or not to pursue the project is expected to be made based on an outcome of a feasibility study report, which estimates potential financial and social benefits, proper project’s goal and the general resource requirement of the yet-to-pursued the project.

This emphasis was offered by Lienert based on experiences gathered from an empirical study conducted at remote water and sanitation facility locations in Europe communities. The key findings established that; 79% of respondents maintained that projects are bound to experience completion difficulties in, due to non-involvement and effective mobilization of stakeholder at project initiation, 25% also indicated that projects should often be formulated to meet the needs of stakeholders or beneficiaries, while the rest.

Figure 2: Participatory project initiation process conceptual framework model (adopted from PMI, 2008)

2.2 Empirical Literature

2.2.1 Participative project or programme needs identification

The project initiation process ought to incorporate the interest of those for whom the project is being proposed. The process of incorporating public interest or for whom the project is proposed is referred to as a participatory project management process (PMI, 2008). The project’s purpose and its feasibility studies should be carried out with adequate inputs from project stakeholders, through effective for a such as workshops, and local stakeholder meetings. Project feasibility studies mean an extensive evaluation and analysis of the inherent potentials (matching the objectives and rationale with its strengths, weaknesses, opportunities and risks, as well as identifying the resources necessary for the implementation of the project) of a project, with the aimed of supporting the decision-making process. Feasibility studies include the preparation of executive projects for participation in the procurement of public development programmes or projects. The decision to invest or not to pursue the project is expected to be made based on an outcome of a feasibility study report, which estimates potential financial and social benefits, proper project’s goal and the general resource requirement of the yet-to-pursued the project.

Barasa & Jalagat, (2013) contended that project’s stakeholders will like to take the centre stage in identifying and prioritizing the causes and effects of the problems as part of their aspirations and desire participate in what affects their own lives. This study was a community-level qualitative study on participation in project planning, and implementation, the foundation for sustainable development in Kenya. The study found that participatory development has the propensity of achieving project sustainability and effective utilization or ownership. PMI, 2013 add that the involvement of stakeholders from the early phase of the project, where the project’s basic idea is formulated, and intensified at both project planning processes and execution and controlling phases, through to the project closure is a prerequisite for project sustainability.
In another famous study conducted by Mwangi, (2005) it is revealed that about 65% of the study’s participants expressed that development project that starts with proper identification of computing needs can easily lead project success. It, therefore, seeks to suggest that, the success of adolescent reproductive health programmes could be determined from effective stakeholder involvement at the needs identification, objectives or purpose assessment during their initiation phases. Jergeas, (2000) found two factors that influence stakeholder’s involvement in development projects; communication and setting common goals, objectives and project priorities. In this phase, the programmes must be adequately articulated to reflect on their goals and intended outcomes (WHO, 2004). At this point it was noted that a behavioural change programmes such as ASRH effectiveness will be achieved if they are grounded in appropriate theory and practical tools based on the logic model (WHO mapping adolescent programming and measurement model) that enable programmers to explicitly state the theory of change, and facilitate the application of needs assessment findings, to ensure measurable success.

2.2.2 Collaborative project or programme feasibility studies

Additionally, PMI (2013) reported extensively on the repercussions of limited engagement of stakeholders at relevant stages of the programmes cycle, including project identification levels. It was found that about 95% of the mega programme executed in the world is yet to meet the relevant requirements of project initiation procedures and standards. It was noted appropriate project feasibility procedures, identification and objectives definition are often shoddily conducted by project implementers. It implies that real needs and problems might not be captured at the project’s early stages, hence poor ownership and sustainability of programmes. Even though this stage might appear too early for a possible measure of success or failure of the project, it is an important part of the project’s life history where the foundation for success or failure is laid (Dennis Lock, 2016). More priority should be placed on satisfying stakeholders’ needs and interests through their involvement in the project formulation, needs assessment and implementation in order to enhance success (WHO, 2012).

In addition to the projects or programme need identification, their feasibility study is a necessary requirement to determine an intervention’s readiness for sustainable implementation. A Project Feasibility Study is an exercise that involves documenting each of the potential solutions to a particular organizational problem or opportunity. Feasibility Studies can be undertaken by any type of business, project or team and they are a critical part of the Project Life Cycle for achieving success. Ofori (2013), found that feasibility studies play a critical role in public health translational research for unpredictable community settings. It was, however, cautioned that gaining an understanding of whether an intervention is ready for widespread dissemination is not the only condition in which a feasibility study can be used. It can also be utilized to increase the general knowledge of or determine necessary improvements to an intervention, hence creating the need for further in order to establish proper effects of a feasibility study in project management. Feasibility studies have the potential to uncover various facets of program implementation and predict sustainability (Perry and Weatherby, 2011). Implying that, the outcome of the project feasibility study is a confirmed solution for implementation. However, these studies could not determine the viability components of the projects-such as ensuring a project is legally, technically, economically and socially feasible and justifiable-for successful or sustainable projects outcome. Projects or programme selection is a process aimed at evaluating an individual project or programme and opting to implement one or a set of them for the purpose of attaining an organizational goal (Meredith &Mantel, 2006).

Similarly, engaging the necessary programme stakeholders at project initiation may ensure service ownership, since all stakeholders might have understood the purpose of the intervention. Mulwa (2008), in a study on establishing the influence of stakeholders on project performance, advised that participatory approaches to rural development must fundamentally involve a painful process of stimulating innovation on both attitudes and structures, in an attempt to ensure projects or services ownership and sustainability. This means that getting the project executed through the stakeholder’s perspective could be challenging, hence project implementers must develop the spirit of endurance to accommodate such challenges in order to achieve project ultimate goal and objectives. The works of ACP EU (2016) on improving rural and peri-urban access to electrification in the USA emphasized the need to practice participatory project initiation. The main findings of this study revealed that more than 90% of projects were executed without due regard to inclusive initiation principles. The study further sited cases where project hardware’s have been installed by external project implementers but subsequently abandoned by beneficiaries due to a lack of adequate community involvement in the project identification.

In contrast, other studies reported that stakeholder involvement in the identification and analysis of the need remains significant, but it must be done with great caution and circumspection to sustainability (Leah, 2016). This study was conducted to establish the influence of community involvement in the sustainability of community-based water and sanitation project in Kenya. The study revealed that involvement in project initiation will promote 65% project confidence and popular ownership. Nonetheless, a careful analysis of the research instruments cum the data analyzed, it appears useful qualitative information on some of the study variables was missing through the adoption of purely quantitative design and data collection methods. The efforts might have yielded a single-sided (purely quantitative) reality. It needs to be stated that most of such studies, though relevant were conducted in areas that have limited scope; hence findings would not offer good representation in context. From the empirical studies and supported by experience from the project implementation trends in most developing countries including Ghana, have suggested that effective stakeholder consultation and engagement where project needs, stakeholder identification, and feasibility are not often done by project implementers. Meanwhile, participation is ought
to be necessary for project ownership and to ensure the sustainability of projects. The majority of the studies could not specify the methods and scope of the studies in terms of variables and key indicators. Therefore, further studies on these key variables with pragmatic research approaches will be useful in understanding the grassroots perspectives of participatory project identification and needs assessment and feasibility studies in developing countries.

2.2.3 Consultative project or programme stakeholder mobilization

Stakeholders are a treasure of knowledge on the exiting and historical and situation of their community, hence their involvement ought to be important in the project or programme selection process. While it is not all stakeholders that have the same power and influence, it is believed that it is crucial to identify at the early stages of the project, the primary stakeholders who exert most influence and are most significant to the efficient project completion (Bourne, et al, 2005). A careful selection and mobilization of project stakeholder are also critical in the process of participatory project initiation. The project goal is identified and the dreams and ideas are formulated into objectives, activities, outputs and outcomes that coincide with this goal. Primary stakeholders are active decision-makers that have great influence in the community and also on the project and must be involved in all the project stages. Secondary stakeholders are mostly passive, undertaking decisions made by primary stakeholders and have little influence during the implementation phase. Amstein and Karl (1971 and 2000 respectively) noted that passive stakeholders are influenced by the choices of active stakeholders and this situation may at times be detrimental to project ultimate success.

Although this model emphasizes the continuous attention that should be given to stakeholder engagement during the project, it appears to be contradicting the temporary nature of projects. This, therefore, suggest that identifying stakeholders, them expectations and potential impacts is an import part of project management. It was argued in this model, that the processes of project stakeholder management are: (1) identify key stakeholders and significant issues; (2) analyses and plan; (3) strengthen engagement capacities; (4) design the process and engage; and (5) act, review and report. There are three broad accompanying processes, these being “thinking and planning”, “preparing and engaging” and “responding and measuring”. Since the current study is also seeking some knowledge on processes of stakeholder identification and mobilization, more specifically, “stakeholder engagement activities”, further empirical studies have been consulted.

In the professional literature, there is a general recognition that projects must be aligned with and implement organizational strategies (APM, 2012; PMI, 2016), that strategies may be both deliberate and emergent (IPMA, 2016a), and that project governance serves to guide project management activities to achieve strategic objectives (APM, 2012).
However, the same cannot be said with the academic literature, where there is rather a dearth of guidelines regarding how participatory project governance may be set up to enable sustainable projects implementation.

3. Theoretical and Conceptual Frameworks

Theories play a critical role in explaining, predicting, and are the conceptual basis for understanding, analyzing, and designing ways to investigate relationships within research (Guilford, 2010; Matula, Kaylo, Muluwa & Gichubui, 2018). Due to the complex nature projects this study was anchored on theories such as Stakeholder Theory, Casual Chain Theory, and Agency Theory. As analyzed in Table 1, these theories have been primarily adopted based on their perceived conceptual significance in relation to the key variables of participatory models and project sustainability principles of the study.

Table 1: Theories applied in the study

<table>
<thead>
<tr>
<th>Theory</th>
<th>Core Proposition</th>
<th>Reference</th>
</tr>
</thead>
</table>
| **Stakeholder Theory** | Describes an organization as a constellation of interests of internal and external stakeholders  
Expands upon shareholder theory and claims its view of organizations offers a greater level of descriptive accuracy and moral roundedness  
Posits that the interests of each stakeholder group are of intrinsic value, i.e. they deserve consideration for their own sake and not simply as a means for furthering the interests of another group  
Used to advocate the need for governors to engage with project stakeholders  
Applied to study stakeholder analysis techniques in projects  
Also applied to study stakeholder participation in project decision-making  
The complexity of the stakeholder environment used as a dimension in categorizing projects | Freeman (1984). A the stakeholder theory of the modern corporation; Ethical theory and business. |
| **Agency Theory**     | Opposes the collective interest of stakeholder theory, by noting that Individuals behave in a self-interested manner in order to maximize their utility  
The principal-agent problem occurs when there is a separation of ownership from control and interests of both are not aligned  
Problem is exacerbated by information asymmetries, where agent possesses more information than principal, which leads to adverse selection problems pre-contract and moral hazard problems post-contract  
Most widely used theoretical lens in the project governance literature  
Mostly applied to study the relationship between project owner/sponsor and project manager  
| **Causal Chain Theory** | It is the path of influence running from root cause to problem symptoms  
Each ling in the chain represents some action in the real world  
At one end of the chain is a root cause, while the other end is a symptom it causes  
The many links between the ends are the intermediate causes  
The theory is an order sequence of events in which causation relates to facts | Hanson, N (1955). Causal Chains, Mind https://www.jstor.org/table/251073 |

These theories provided a relevant theoretical structure on the dimensions for effective participation in relations the sustainability of social interventions. Collectively such theories present favourable theoretical implications for this
study. For example, as occasioned by Hanson, N (1955) through the causal chain theory of ordered sequence of regulating the organization conducts, this study believed has learnt some meaningful concepts which have implication on the need for participatory project initiation process, as a catalyst for sustainable implementation of reproductive health interventions and result-driven project management.

Based on the emerging conceptual issues from the literature and the theories explanations, the following conceptual framework became the basis of testing the study’s hypothesis; how Participatory project initiation process influences the sustainable implementation of adolescents’ reproductive health intervention.

3.1 Participatory project initiation process

![Conceptual Framework](image)

**Figure 4: Conceptual Framework**

3.2 Methodology

This study adopted the philosophical position of the pragmatism, guided a mixed research approaches, the groundwork of which was laid by Creswell, (2012). A critical pragmatic paradigm refers to a worldview that focuses on what works rather than what might be considered obsolete and objectively true or real.

Accordingly, pragmatism philosophy requires researchers to consciously acknowledge their biases (subjective perception) and to make a concerted effort towards minimizing these biases and staying as objective (objectivity) as possible (Saunders & Thornhill, 2016). For example, a quantitative approach implies the holding of positivist paradigm beliefs whereas a qualitative approach implies the holding of beliefs associated with a constructivist paradigm position Bryman, (2004).

Indeed, research on participatory project management processes, for the sustainability of adolescent reproductive health programme has a lot to do with the perspective and past experiences of the researchers, and thus susceptible to their personal values and biases. We attempted to mitigate this bias by using a pre-defined, systematic method of identifying and selecting publications. Mixed research approaches have been deemed appropriate and the best description of the research phenomenon through both natural and social settings of critical investigation The study also adopted a descriptive survey and correlational research design have been used to study the social and scientific phenomenon that exists in participatory project management processes, social support structures and sustainability of adolescent reproductive health programme.

3.3 Summary of Sampled Characteristics

The sample population of the study was 189 project stakeholders (drawn out of 359 participants) in Ghana. The sample size cut across the entire spectrum of secondary and primary stakeholders of the top management executives of adolescents’ health clubs (72), Districts (56) and Regional/National (4) Directors of Health, Education, and Officers of National Youth Authority, Population Council, Representatives of the Municipal and District Assemblies. Others were District Level Social Support Structures (42) including; Social Welfare Officers (14), the District DOVSU Officers (14), Adolescents Reproductive Health Caregivers (14) and the District CHRAJ Officers (14). These were then termed as the unit of analysis and target population of the study. The was mathematically chosen to represent the entire population by the application of Yamane (1967), sample size determination research formula as follows. $n = \frac{N}{1+N(e^2)} = 359/1+359 (0.05^2) = 189.189$

3.4 Survey Questionnaire

To establish the extent to which a participatory project initiation process influences the sustainable implementation of adolescent’s reproductive health (ARH) programme data was collected according to the following major indicators of participative project identification, collaborative project stakeholder mobilization, and consultative project feasibility studies. The data were statistically analyzed and presented in Table 3.

A five (5)-section questionnaire was designed and administered to each respondent. The programme examined in the study area was the Ghana Adolescent’s Reproductive Health Programme. The data obtained was analyzed to established descriptive information and inferential statistics. Pearson correlation coefficient and regression analysis identified the relationship between the independent variable (participatory project initiation process) and the dependent variable (sustainable implementation of Ghana ARH programme). The amount of variance in the sustainable management of Ghana ARH programme accounted for by participatory project initiation process, was obtained through regression analysis.

As captured in Table 3, a 15-line item statements questionnaires (five per indicator) was developed in relation to the participatory project initiation process. The respondents were asked to indicate the extent to which they agreed based the 5 points Likert scale ranging from 1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N) 4=Agree (A) and 5=Strongly Agree (SA). The descriptive result is presented percentages, basic descriptive statistics and frequencies as captured in Table 3.

4. Results
In this section, findings on the study including the demographic details of the respondents and the hypothesis of the study are statistically discussed and presented.

### Table 2: Respondents profile

<table>
<thead>
<tr>
<th>Respondents Profile</th>
<th>Frequency</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>81</td>
<td>44.5</td>
</tr>
<tr>
<td>Male</td>
<td>101</td>
<td>55.5</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
</tr>
<tr>
<td>Institutional Designation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>National officials</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>Regional officials</td>
<td>2</td>
<td>1.1</td>
</tr>
<tr>
<td>District officials</td>
<td>98</td>
<td>53.8</td>
</tr>
<tr>
<td>Caregivers</td>
<td>80</td>
<td>44.0</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
</tr>
<tr>
<td>Age Cohort</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10-19 yrs</td>
<td>22</td>
<td>12.1</td>
</tr>
<tr>
<td>20-29 yrs</td>
<td>51</td>
<td>28.0</td>
</tr>
<tr>
<td>30-39 yrs</td>
<td>65</td>
<td>35.7</td>
</tr>
<tr>
<td>40 yrs +</td>
<td>44</td>
<td>24.2</td>
</tr>
<tr>
<td>Total</td>
<td>182</td>
<td>100.0</td>
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</table>

### Table 3: Descriptive analysis of respondents

<table>
<thead>
<tr>
<th>S/N</th>
<th>Item Statements</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev.</th>
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<tr>
<td></td>
<td></td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
<td>F</td>
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<tr>
<td></td>
<td></td>
<td>(%)</td>
<td>(%)</td>
<td>(%)</td>
<td>(%)</td>
<td>(%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A1</td>
<td>Stakeholders received an adequate briefing on the goal of GHARH at its initiation</td>
<td>92</td>
<td>64</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>1.28</td>
<td>0.498</td>
</tr>
<tr>
<td>A2</td>
<td>Stakeholder views were incorporated in to projects goal setting.</td>
<td>47</td>
<td>25</td>
<td>4</td>
<td>2</td>
<td>3</td>
<td>1.25</td>
<td>0.488</td>
</tr>
<tr>
<td>A3</td>
<td>All stakeholders could not take part GHARH detail needs assessment.</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>A4</td>
<td>All stakeholders were enthusiastic about the project purpose.</td>
<td>60</td>
<td>33</td>
<td>1</td>
<td>10</td>
<td>31</td>
<td>3.15</td>
<td>1.564</td>
</tr>
<tr>
<td>A5</td>
<td>Majority of stakeholders could not influenced the programme approval</td>
<td>2</td>
<td>1</td>
<td>4</td>
<td>24</td>
<td>14</td>
<td>3.87</td>
<td>0.573</td>
</tr>
<tr>
<td></td>
<td>Sub composite Mean &amp; Std. Dev.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.691</td>
<td>0.778</td>
</tr>
<tr>
<td>B1</td>
<td>The stakeholder meaning and role of a were defined by project implementers at the initiation.</td>
<td>6</td>
<td>3</td>
<td>45</td>
<td>127</td>
<td>1</td>
<td>1.279</td>
<td>0.435</td>
</tr>
<tr>
<td>B2</td>
<td>That we were not effectively mobilized through any standard criteria</td>
<td>1</td>
<td>0</td>
<td>5</td>
<td>101</td>
<td>73</td>
<td>3.47</td>
<td>0.493</td>
</tr>
<tr>
<td>B3</td>
<td>Stakeholders could not participate in project steering communities</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>58</td>
<td>93</td>
<td>3.52</td>
<td>0.770</td>
</tr>
<tr>
<td>B4</td>
<td>All stakeholders felt empowered with adequate project knowledge at initiation phase.</td>
<td>3</td>
<td>0</td>
<td>114</td>
<td>63</td>
<td>63</td>
<td>3.34</td>
<td>0.477</td>
</tr>
<tr>
<td>B5</td>
<td>The stakeholder shared innovative ideas as a team</td>
<td>7</td>
<td>3</td>
<td>116</td>
<td>56</td>
<td>2</td>
<td>2.31</td>
<td>0.467</td>
</tr>
<tr>
<td></td>
<td>Sub composite Mean &amp; Std. Dev.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3.073</td>
<td>0.528</td>
</tr>
<tr>
<td>C1</td>
<td>Project implementers could not carry out projects viability assessment with stakeholders</td>
<td>2</td>
<td>11</td>
<td>42</td>
<td>125</td>
<td>2</td>
<td>3.60</td>
<td>0.637</td>
</tr>
<tr>
<td>C2</td>
<td>That series of stakeholder forums were organized for GHARH viability studies</td>
<td>78</td>
<td>64</td>
<td>0</td>
<td>36</td>
<td>4</td>
<td>2.03</td>
<td>1.193</td>
</tr>
<tr>
<td>C3</td>
<td>Stakeholders only received a verbal briefing on the feasibility studies procedures of GHARH.</td>
<td>3</td>
<td>9</td>
<td>41</td>
<td>123</td>
<td>6</td>
<td>3.64</td>
<td>0.603</td>
</tr>
<tr>
<td>C4</td>
<td>Stakeholders’ views were not incorporated in impact assessments.</td>
<td>30</td>
<td>26</td>
<td>0</td>
<td>86</td>
<td>40</td>
<td>3.44</td>
<td>1.404</td>
</tr>
<tr>
<td>C5</td>
<td>That all stakeholders confirmed that GHARH initiative as viable before implementation</td>
<td>103</td>
<td>44</td>
<td>0</td>
<td>33</td>
<td>2</td>
<td>1.83</td>
<td>1.170</td>
</tr>
<tr>
<td></td>
<td>Sub composite Mean &amp; Std. Dev.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.91</td>
<td>1.001</td>
</tr>
<tr>
<td></td>
<td>Overall composite mean &amp; Std. Dev.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2.89</td>
<td>0.769</td>
</tr>
</tbody>
</table>

Source: Authors Contract, 2019

### 4.1 Respondents profile

The socio-demographic and social characteristics of the respondents are presented in Table 2. From the table, it is evident that about 45 percent and 56 percent of the study respondents were males and females respectively. Also, about 1, 44, and 54 percent of the research population were made up of national and district level caregivers and official respectively. The demographic analysis of the data indicates that a majority (35.7%) of the respondents were found between 30-39 years, while about 51 percent of the entire respondents were certificate holders. Although these variables were not part of the major variables of the study, information on them serves as a vital complement for making a factual judgment regarding the underpinning variables of the study. It puts the study on better ground to making an informed qualitative analysis of the views, opinions, and expressions by the respondents.

### 4.2 Descriptive Analysis
Results in Table 1.2 indicate the frequencies, percentages, means, as well as the standard deviations of various line items that have been recorded from the respondents during the study. The information from the items statements was further harmonized into the three major indicators (collaborative project stakeholder mobilization, consultative projects feasibility studies, and participative projects identification) of the independent variable (participatory project initiation process).

Cumulatively, the analysis indicates that the composite mean of participatory project initiation process was 2.891, while the standard deviation was 0.769. This was an indication that on the average, the respondents had disagreed to many of the item statements regarding participatory project initiation process. Also, on the average, all the standard deviations were less that one (1), an implication that a lot of the responses were somehow evenly spread around the variable mean. It is an indication of convergence in opinions and a sign of the reliability of responses. However, a number of them exceeded one an indication of somehow divergence in the response from the overall mean responses.

In the perspective of the respondents, collaborative project stakeholder mobilization (sub-composite mean of 3.073 and a standard deviation of 0.528) was the most dominant indicator; Followed by the indicator on the extent of consultative projects feasibility studies (M= 2.91 and SD= 1.001), and finally, the extent of participative projects identification (M=2.691, and SD=0.778). The result implies that the respondents were in the agreement that stakeholder mobilization, consultative projects feasibility studies and participative projects identification were important issues in the participatory project initiation process.

4.3 Correlation and Simple Linear Regression Analysis

The main hypothesis of this study states that H_{0}: Participatory project initiation process does not significantly influence the sustainable framework for ARH programme in Ghana. This hypothesis is tested at a 5% significance level. Tables 4 and 5 contain results on this hypothesis.

Therefore, the results in Table 4 show that there is a pretty strong positive association (0.822) between participatory project initiation process and the pathways to the sustainable management of ARH programme in Ghana. Further, the results show an equally strong and statistically significant positive association between the indicators of the independent variable (participative projects purpose assessment (r=0.698 at p=0.001<0.05), collaborative project stakeholder mobilization (r=0.812. p=0.008<0.05), and consultative projects feasibility studies (r=0.787. p=0.012<0.05), participatory project initiation process (r=0.612 p=0.007<0.05) and the dependent variable. Correlation between both the indicators and variables is statistically significant since all the 2-tailed significance values are less than 0.05 at 95% level of confidence, this means that increases or decreases in one variable do significantly relate to increases or decreases in the other. And it can be assumed that respondents considered that engaging stakeholders is highly important to improve project sustainability effectively.

<table>
<thead>
<tr>
<th>Sustainable management of ARH programme</th>
<th>Extent of participative projects purpose assessment</th>
<th>Extent of collaborative project stakeholder mobilization</th>
<th>Extent of consultative projects feasibility studies</th>
<th>Participatory Project Initiation Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>0.698</td>
<td>0.812</td>
<td>0.787</td>
<td>0.822</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.001</td>
<td>.008</td>
<td>.012</td>
<td>.007</td>
</tr>
<tr>
<td>N</td>
<td>182</td>
<td>182</td>
<td>182</td>
<td>182</td>
</tr>
</tbody>
</table>

Table 4: Correlation analysis: participatory project initiation process, and sustainable framework for the ARH programme in Ghana

Source: Authors Contract. 2019*p < 0.05 significant (2-tailed)

4.4 Regression Analysis

Since association does not necessarily mean causality, the study further conducted a regression analysis to establish the causal relationship or the extent to which Participatory Project Initiation Process influence on the sustainable management of GHARH programme in Ghana. As reported in Tables 4, the linear regression analysis was conducted based on the first objective and the hypothesis of the study.

4.4.1 Regression Model

From Table 4.8 the mathematical model derived for testing the hypothesis is as follows: a sustainable framework for ARH programme in Ghana = f (Participatory project initiation process): Y = f(X₁, E); Y = β₀ + β₁X₁ + ε.

Y= 0.811+ 0.822X₁, Where Y is Sustainable management of ARH programme in Ghana; X₁ is Participatory project initiation process; β₀=Constant term; β₁=Beta coefficients; ε = Error term.

The result shows that, given that the p-value is < 0.05, the null hypothesis was rejected and it was concluded that there is a significant relationship between Participatory project initiation process and sustainable management of ARH programme in Ghana. Further, the regression model provided statistical control through which the study established the influence of the predictor variable (Participatory project initiation process). For this study, holding the predictor variable at zero will result in a positive influence of 0.811 on sustainable management of ARH programme in Ghana. A unit change in Participatory project initiation process will result in 0.822 increments in the sustainable management of ARH programme in BA, Ghana. The results show that project managers and implementers who aspire for project sustainability should be aware of the positive causal relationship between Participatory project initiation process and the sustainable framework for ARH programme in BA, Ghana.

Table 5: Regression Analysis
On issues relating the extent of stakeholder engagement and participation in ARH initiation, the participants were asked as a follow-up question specifically how they view the way they as stakeholders and citizens had been engaged in major decisions regarding major projects in their Districts, for example, how they were engaged in at the early stages of projects conceptualization; including projects goals/ objectives settings, needs assessment, projects stakeholder identification and mobilization, and projects feasibility studies? Respondents mentioned that “I cannot remember or have heard of anything like needs assessment for that programme. We were in this community when the government officers came with their cars to tell us that our children are getting pregnant, HIV/AIDS and there was the need to protect them.” At another event, a participant commented that “The major way our municipality engages with our community and citizens is was to arrange workshops where representatives from the community dialogue on important development initiatives like GARH.

When further asked to describe how their participation in the initiation process will influence the sustainability of the programmes. There were unanimity responses. All participants were kicked to response ‘Yes’ with the reason that participatory will boost their interest, knowledge, perception, and trust in the project’s goals and objectives. And as a result, they all agreed that it is part of their mandate to help design strategies to engage mobilizes communities for the implementation of the project. So, they all have knowledge about participatory development. Interview participants mentioned that;

“For effective community ownership and participation in health development, it is essential to create an enabling framework for everyone in the community level to participate, as this will build community capacity, reorient the social health service delivery system to improve community access and utilization”

Basically, all participants agreed that their municipal authorities should have platforms to engage their communities and citizens in decisions that affect development. These opinions have given deeper meaning to the quantitative issues raise in the earlier section. The results gave an indication that project participatory project initiation could significantly influence the sustainable framework for ARH. Participatory project initiation largely plays a big role in determining the extent to which project beneficiaries and other relevant stakeholders will usually have a say in development matters that concerns them.

5. Findings and Discussions

<table>
<thead>
<tr>
<th>Model Summary</th>
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<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>ANOVA Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sum of Squares</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>Regression</td>
</tr>
<tr>
<td>Residual</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Regression Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unstandardized Coefficients</td>
</tr>
<tr>
<td>-----------------------------</td>
</tr>
<tr>
<td>(Constant)</td>
</tr>
<tr>
<td>Participatory Project Initiation Process</td>
</tr>
</tbody>
</table>

Source: Authors Contract, 2019

*p < 0.05 significant (2-tailed)*

R square defines the percentage of the dependent variable variation as explained by a given model. Hence the r-squared or coefficient of determination shows that 67.6% of the variation in the path ways to a sustainable framework for ARH programme is explained by the changes in the Participatory Project Initiation Process. Therefore, the implication is that 32.4% of the changes in the sustainability of the ARH programme in Ghana can be attributed to other factors. The probability of 0.000 indicates that the model is significant in predicting the influence of Participatory Project Initiation Process's influence on the sustainable management of ARH programme in Ghana. The F-statistic (375.130 at p<0.05), which shows the overall fitness or strength of the model was also found to be statistically significant at even a 1% alpha level. This implies that the model employed here was strong.

Qualitative information obtained through various face-to-face in-depth interview meetings, opened-ended questions and observation further revealed the need for a participatory project initiation process. At all levels of the discussions, participants were unanimous that their engagement will empower them to a better understanding of the project chaffer or background and hence enable effective collective decision making on key issues of concern. It was observed through Focus Group Discussions that most stakeholders are passionate about the success of the ARH programme in Ghana. Community leaders were not happy about the poor state of the programme so far. But most stakeholders lack the necessary knowledge about the true development effects of stakeholders’ integration of even though some were often curious about the matter of development. When asked to kindly describe how they participated or would have in the initiation process of the programme; Majority of the respondent mentioned that they mainly received some briefing at a town hall meeting about the need to undertake ARH programme. The participants, however, indicated that they would wish to be engaged at all matters of the initiation of the project including the project needs assessment feasibility studies, stakeholder mobilization among others. On this issue a participant said:
According to findings ($t = 0.822, R^2 = 0.676$, $F (1,180) = 375.130, p<0.001<0.05$) of this study, the sustainable implantation of adolescent reproductive health programme is significantly positively related participatory project initiation process, as contained in the objective of the current study from Brong Ahafo Region of Ghana. It is evidenced from the correlation, regression as well as the inept studies that there is a pretty strong between participatory project initiation and sustainability of Adolescents Reproductive Health. The results show that participatory project initiation where stakeholders are effectively consulted in project feasibility studies, goals setting and assessment, stakeholder mobilization have good effects on the sustainability of the project. The project initiation process ought to incorporate the interest of those for whom the project is being proposed. The process of incorporating public interest or for whom the project is proposed is referred to as a participatory project management process (PMI, 2008). The project’s purpose and its feasibility studies should be carried out with adequate inputs from project stakeholders.

However, the descriptive analysis revealed that 69% and 43% of stakeholders were not actively engaged in extensive projects viability assessment and stakeholder forums respectively. It was also established that 51 % project stakeholders did not receive an adequate briefing on the ARH programme purpose and were not mobilize to participate in project steering communities as part of the initiation process, and as a result the stakeholders were not empowered with adequate project knowledge before the commencement of the programme.

The result is quite similar to what is seen in studies conducted by Barasa & Jelagat(2013) also considered the importance of measuring stakeholder performance as a key supporting mechanism for project managerial decision-making purposes. On the contrary Ardichvili (2012) suggested that Stakeholder engagement is premised on the notion that ‘those groups who can affect or are affected by the achievements of an organization’s purpose’ should be given the opportunity to comment and input into the development of decisions that affect them. However, the Interview Participants suggested that during the project initiation process rather than deciding whether the stakeholders want to engage with and not merely spectators in all project decisions that have to be to be taken about the purpose of engagement and the modalities and they need to be engaged.

These findings to an extent also affirm the findings of Lienert (2018), Barasa and Jane Jacobs (2016) and Mulwa (2008) that community participation in need analysis improves the sustainability of community-based projects. According to Lienert (2018), project stakeholders are central in setting up priorities and objectives of water and sanitation initiatives since it ensures the relevance and appropriateness of those facilities, in order to help sustain the interest of communities or groups within them in maintenance and protection of those projects. Barasa and Jelagat (2013)argue that if the community does not participate in need identification, even if the need is identified with the assistance of the outside world, they will not legitimize it leading to a greater chance of the project stalling at the implementation stage. Mulwa(2008), further noted that community participation in need evaluation provides a solid foundation for finding ways of solving the problem, helps to clarify the scope of the problem at hand and the resources available and enables the community to set the objectives, goals and how the intended development will proceed. However, as opposed to this study, previous studies did not show in specific terms the roles of stakeholder's during participation and the collective effects such efforts the sustainability of development projects.

6. Conclusion

Sustainable implantation of adolescent reproductive health programme is significantly positively related participatory project initiation process in Ghana. This objective was driven by key indicators including consultative project: identification, stakeholder mobilization, and feasibility studies. Thus, this study provided both empirical and qualitative evidence to either support or dispute earlier studies made in the field of participatory project management process especially, participatory project initiation process. Even though most of the respondents were not actively consulted on such indicators, the evidence from both the quantitative and qualitative research tools showed that effective consultation and engagement of project stakeholders in these indicators are very crucial to sustainable implantation of adolescent’s reproductive health interventions in Ghana and elsewhere.

6.1 Recommendation

In line with the findings and conclusions of this research, the following recommendations for, practice, policy and methodology are hereby proffered at three distinct levels of project management as follows. It is recommended that project management professionals should pay great attention to implications of participatory projects initiation issues in during project management order to achieve sustainable adolescent SRH programming and implementation: This will, in turn, enhance community participation and address cultural barriers and inhibitions to the optimum realization of ARH in Ghana. All stakeholders of concerned state agencies should be involved in the earlier stages of the project cycle leading up to project initiation to produce facility ownership and sustainability. Also, based on the findings of the study, there is the need for a strategic policy framework with nationally focus to guide Adolescents Sexual Reproductive Health (SRH) issues are addressed within various legislative instruments under with constitution backing and specific interest interventions sustainability.

Finally, this study employed a cross-sectional survey using questionnaires, in-depth interviews, and observations to collect data. Mixed research approaches are recommendable because it facilitates triangulation of data from multiple sources, which strengths both qualitative and quantitative approaches and minimize their weaknesses, and enhance their strengths. The approach helped in need for participatory project management to ensure the sustainability of ARH projects in Ghana and elsewhere.
6.2 Contribution to Knowledge

It is therefore evident from the study that the participatory project initiation process could be a better alternative to mere project initiation, as enshrined in the traditional project management life-cycle. This is justified by the fact that development interventions are mostly targeted at solving a particular aim for the people of society hence their involvement in at the early stages of their initiation should enhance the needed public trust and ownership of those interventions after completion. This could serve as a credible contribution to project management theory.

7. Conflict of interest Statement

There is no potential conflict of interest with respect to this research or its publication.

References

[12] Lienert (2018). A framework for stakeholder analysis in construction projects; Faculty of Construction Management and Real Estate, Chongqing University, Chongqing, 400045, China.