

The Impact of Project Management Methodologies on Project Success Rates in the Government of Ghana Social Interventions Programmes in Greater Accra Sub-Region in Ghana

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Abstract

The research study was to understand and analysis the impact of project management methodologies on project success rates in the Government of Ghana social interventions Programmes in the Greater Accra sub-region of Ghana. The researchers specifically sought to identify the elements of project management methodologies, ascertain the level of implementation of project management methodologies in relation to government's social intervention programmes. The research further explored the nature of social intervention programmes in the country as well as the relationship between project management methodologies and the success of social intervention programmes. The researchers used questionnaires and structured interviews in collecting data from stakeholders in the public sector ministries. Data was collected from 110 project stakeholders including project coordinators, project officers, research officers etc. In addition, the researchers conducted 20 different interviews with other stakeholders who have comprehensive understanding of project management methodologies and social interventions in the country. The researchers encouraged voluntary participation of respondents and ensured anonymity and confidentiality with during and after the data collection. The research was centered on ministries in the public sector noted to have extensive record in handling social intervention programmes. The major ministries include; Ministry of Education, Ministry of Health, National Health Insurance Authority, Ministry of Employment and Labour Relations, Ministry of Gender, Child and Social Protection. The major social interventions considered in the research include; Livelihood Empowerment Against Poverty (LEAP), Free SHS, National Health Insurance Scheme, among others. The findings of the research revealed that the level of implementation of project management methodologies in the public sector is low. The researchers therefore recommends that the ministries in charge of handling social intervention programmes should organize technical training to project stakeholders in order to help them incorporate PMMs in their projects. The researchers recommends that government formulates policies to ensure that all ministries in charge of social interventions applies the elements of project management methodologies in every given project in order to increase success rates of those interventions. The research revealed that the level of implementation of project management methodologies in the majority of public sector ministries is low. However, the results show that very few of the ministries have adopted various project management methodologies in handling social intervention programmes. The major elements of project management methodologies identified by the respondents are processes, tools, techniques, knowledge areas and capability profiles. The findings revealed that the public sector ministries have comprehensive set of processes, tools and knowledge areas in their project management methodologies. Moreover, the findings indicate that the public sector ministries apply relevant capability profiles and techniques during various stages of the project cycle. The increased success rates of social intervention programmes in the country may be attributed to these elements applied in organizations' project management methodologies. The research further identified the characteristics of project success in the public sector. The characteristics of project success identified include projects achieving high national profile, projects meeting organizational objectives, projects achieving its purpose, when the impact of the project on beneficiaries are visible, and also when the project is finished within budget. The findings of the research reveals that the social intervention programmes enrolled by government forms part of Millennium Development Goals and Sustainable Development Goals. As a result, the majority of the projects are international funded by organizations such as The World Bank, UNICEF, World Food Programme, USAID, etc. The research further revealed that of all the social interventions, Free SHS and NABCO are the likely projects to make significant contribution to the social and economic development of

the beneficiaries. This could be attributed with the level of importance placed on these projects by the current government.

Keywords: Project Management Methodologies, Public Sector Project Management, Social Interventions Programmes, Project Management for Development, Government of Ghana Project.

1.0 INTRODUCTION

In developing countries for which Ghana is no exception, the rate of implementation of project management techniques is still in the early stages of development. According to Abbasi and Al-Mharmah (2000), the practice of achieving planned objectives within time and cost constraints by using optimum resources and an integrated control and monitoring system is relatively modern. Schlichter (1999) emphasized that organizations have become more effective and efficient in how they deliver products and services to attain more accurate budget and enhanced productivity. The level of acceptance and implementation of project management methodologies have been on steady increase in developing countries whose resources are becoming scarce (Ali, 2010).

1.1 Background of Study

According to McManus & Wood-Harper (2008), hundreds of billions are lost because of project failures every year. In addition, Nichols et al., (2011) & Flyvbjerg et al., (2003) mentioned that the cost associated with project failure is not limited to any specific country or industry. Several project methodologies have been developed to address the issue of project failures or low success rates using knowledge gained from handling projects (Wysocki, 2011). Studies have shown that organizations that adopt project methodologies are more likely to attain higher success rates compared to institutions that do not use any project methodology (Wells, 2012; Lehtonen et al., 2006). The PMI Publishing Division (2013) defined methodology as a system of practices, techniques, procedures, and rules used by those who work in a particular field. On the other hand, project management according to the Project Management Methodology Guidelines is the process of accomplishing the objectives of a project, (specifically time, cost and quality) through a set of activities to achieve a specific result (PPMG, 2010). The Project Management Institute, PMI (2013) regarded projects as the lifeline of the future of an establishment or organization and it also serves as the measure of the performance or direction of an organization. Projectification help organizations to grow and progress (Maylor et al. 2006), in such a way that every amount of money invested takes the organization a step closer to its goals and objectives. However, Bloch et al., (2012) stated that project success rates has been low and not improving in spite of the increasing knowledge gained over the years on the failure and success of projects.

McManus and Wood-Harper (2008) emphasized that billions of dollars are estimated to have been lost as a result of project failure annually and the failure is not limited to any particular establishment. In order to tackle the issue of low project success rates, research and the experience of practitioners have been codified into project management methodologies, techniques, guidelines and procedures (Flyvbjerg et al., 2003; Morris et al., 2006). It is important to understand the effect of the association between project management methodology and project success rates as well as the guiding principles of project management methodologies, PMMs. According to Oxford Dictionaries (2014), project management methodologies should take into consideration the various levels of scope and comprehensiveness of the project such that the less comprehensive the project management methodology, the more likely it should be supplemented with PMM principles.

The success of public or government sectors are pivotal to the growth and development of the economy (Rwelamila, 2007) and there is therefore the need for project management methodologies to be the basic tool for handling the huge projects in the public sector organizations. In developing countries for which Ghana is no exception, the rate of implementation of project management techniques is still in the early stages of development. According to Abbasi and Al-Mharmah (2000), the practice of achieving planned objectives within time and cost constraints by using optimum resources and an integrated control and monitoring system is relatively modern. Schlichter (1999) emphasized that organizations have become more effective and efficient in how they deliver products and services to attain more accurate budget and enhanced productivity. The level of acceptance and implementation of project management methodologies have been on steady increase in developing countries whose resources are becoming scarce (Ali, 2010).

1.2 Problem Statement

The government of Ghana over the years rolled out social intervention's programmes aimed at assisting the poor and vulnerable to escape poverty by ensuring that these deprived groups of people become independent. Currently, Ghana has five major social interventions- Livelihood Empowerment Against Poverty, School Feeding Program, Labour intensive Public Works Program, National Health Insurance Scheme, Extreme category and Education Capitation Grant all geared towards giving underprivileged persons and households in society a new hope to life. The success rates of these programmes especially in the Greater Accra region has been low and there has been issues with sustainability of these programmes. The challenges of these social intervention programmes in Ghana have been linked to the lack of political will, power and ownership, lack of financial agreement or policy frameworks, inability to engage all stakeholders and inadequate resources.

This research aimed analyzing the impact of project management methodologies on project success rates in the government of Ghana social interventions programmes in Greater Accra Sub-Region in Ghana. There is little study conducted on the concept of project management in the public sectors of developing countries. Few past researchers (Ali, 2010; Abbasi & Al-Mharmah, 2000; Kartam et al., 2000; Bryde, 2008) on project success rates in developing countries have identified some challenges. Some of these barriers or challenges include lengthy approval processes, lack of organization, poor project cost estimation etc. However, there are gaps in these studies coupled with inadequate publications on project management methodologies and its effect on success rates in relation to the Government of Ghana social interventions.

1.3 Limitations of Study

The research, which aimed at analyzing the impact of project management methodologies on project success rates in the government of Ghana social interventions programmes in Greater Accra Sub-Region in Ghana, is limited to some few government establishments due to time constraint in covering all the public sectors involved in social interventions. Furthermore, due to the lack of finances the researchers are unlikely to cover all the research gaps related to the topic.

1.4 Scope of Study

The focus of the study is on government institutions involved in the formulation and implementation of social interventions especially in the Greater Accra region. The research will focus on the role of project management methodologies on five main social Interventions-Livelihood Empowerment Against Poverty (LEAP) Programme, School feeding program, Labour Intensive Public Works Program, National Health Insurance Scheme and Free Senior High Education. The research will focus on the ministries, departments and agencies in charge of these social interventions including Ministry of Employment and Social Welfare, Ministry of Health, Ministry of Education, Local Government and Rural Development, National Health Insurance Authority and the Ministry of Gender, Child and Social Protection. These MDA's (Ministries, Departments and Agencies) provide interventions aimed at supporting the extremely poor in society to alleviate poverty in the country. The study will delve into how project management methodologies are contributing to the success of these social interventions.

2.0 LITERATURE REVIEW

Currently, project management is one of the fastest growing areas in every organization. Projects, over the past decade have been used as a guideline or platform to carry out businesses and accomplish set goals and objectives. Each and every project must have well-defined objectives which can easily be accomplished. However, in order to ensure that a project is on track, each stage of a project requires measurement, frequent reports, adjustments, and change. There are several definitions of projects. A project is basically a number of tasks or endeavours that must be carefully planned and completed in order to achieve a specific outcome or aim. A project, according to Turner (2019) is an attempt, which is bound by time and cost that combines human, financial and material resources to produce specified goods or services in order to achieve change defined by quantitative and qualitative objectives. Gido and Clements (2014) defined project management as the various steps involved in the achievement of organizational goals and its intended use. According to PMI (2020), a project is an activity carried out to

produce a unique product or service in a specified period of time. Projects can be individualistic or collaborative. Again, they can be simple or complex. Simple projects require low level of expertise and just enough funds whereas more resources and diverse skills are needed for complex projects. Generally, all projects involve outlined or laid down steps, use of resources and achievement of one or more benefits. For every project, money is spent in expectation of returns. Every project has a specific beginning and an end.

In spite of the outline of a project possessing a specific starting point and an end, it must be well planned. In order to achieve or accomplish set targets, projects must be managed. From its commencement to its completion, proper structures must be put in place to achieve set targets. Expectations can only be met when techniques, knowledge, skills and tools are blended efficiently and effectively with minimal or no loss. Human and material resources are organized and coordinated to produce results. Project management involves the process that enables the manager to plan, organize, co-ordinate and control of human and material resources to accomplish set targets (Kerzner, 2003). According to Crawford (2012) and Bryde (2003a), businesses and organizations which adopt project management systems reap countless number of benefits in terms of its establishment and maturity rate. A report by Fortune et al (2011) from 2002 to 2011 indicated that the increasing rate of project management methodologies and tools adoption has many advantages.

For a project management to be successful, some elements such as planning, scope, requirements, time schedule, costs, resources, communications, logistics, procurement, quality, risk, integration, change and adjustments, ethics and governance. Thus, the success or failure of a project are dependent on most of these factors. De Lancer and Holzer (2001) categorized these factors into two main highly correlated groups. Ramage and Armstrong (2005) supported the first category, which is the rational/scientific factors. They asserted that with the historical methodology for measuring project success, performance measurement is affected negatively. This in turn raises the level of doubt in terms of project's accuracy and its validity of measurement. Political/ cultural factors form the other category. Consequently, Thomas and Mullaly (2007) mentioned the organization, the manager's experience and the size of the project as the most effective set of factors that determine the success of every good project management. Conversely, scholarly works by Fortune and White (2006) highlighted four major factors that affects project management performance. They are: Concise, up to date and well-organized plan or programme, Senior management support, Effective communication and feedback, and Clear attainable objectives

Al-Kharashi and Skitmore (2009) stated that the methods employed in project management may or may not affect project success especially with regards to government-sponsored development programmes. This can be attributed to the fact that in infrastructural and public service development, fund invested is very high. Youker (1978) remarked that in most developing countries due to the complexities in project planning and development, the effectiveness and practicality of project management techniques could not be demonstrated. Often times, programs and programs are derived from government policies (Goodman and Love, 1980). Thus, policies designed by government for infrastructural development are translated into projects.

2.1 Project Management Methodologies

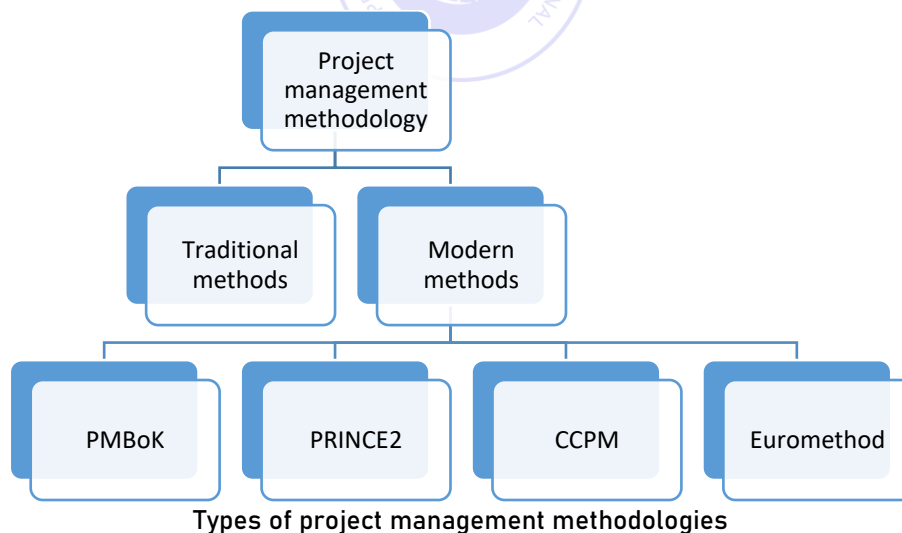
Project management methodologies play crucial role in the achievement of set objectives. Wells (2012) stated that project management methodologies such as traditional, structured, and agile types, adopted by project coordinators have the ability to increase the benefits derived by these managers through the promotion of effective and efficient end result (Wells,2012). Jayaratna (1994) defined methodology as a detailed or exact way of structuring a person's actions or way of thinking. He further explained that a methodology must point out the what, how and why of a project in a systematic way. According to Kerzner (2006), before a business or firm can emerge at the top, it needs to strongly follow a very good and widely accepted project management methodology. A project management methodology is a standard guide used to assess the performance of a project from initiation stage to the stage of completion. It applies standard project management methods and skills whilst considering the cultural background and business needs of the said organization (Hill, 2008).

In general, a project management methodology is a set of laid down procedures that can be applied to different types of projects to achieve an outcome. A study carried out by Labuschagne and Steyn (2010) in South Africa about project management techniques revealed that project management methodologies enhance the following: consistency of outcomes/ results, effective scheduling, budgeting and quality measures. Before one can choose a particular project management methodology, the manager must have a broad knowledge of the organization. Charvat (2013) identified project life cycle, market sector, product, size, technology used, and project situation as key factors to consider when selecting the structure and contents of methodology. Thus, any methodology adopted must fit the project at hand very well by matching the user's needs. Again, all methodologies must be flexible. Shenhar and Dvir (2004) mentioned project type and size, product, market size and sector, application area, risk, life cycle, technology and complexity as factors that affect the extent to which a type of methodology is used. Patah and de Carvalho (2007) summarized the advantages of a good project management methodology. These include: clear project management practices, ease of amendments, easy handling and distribution of reports, clear agreement on the project objectives, proper project risk management, ease of handling difficulties in the project, success in monitoring and controlling projects, ease of measuring tasks completed, proper regulation stakeholder inventories, platform for future planning.

2.1.1 Elements of Project Management Methodology

During the project life cycle, the importance of a methodology element varies according to the phase within the life cycle (Loo, 2003). Methodology elements are the underlying foundation of project success factor variables. Capability profiles, methods, tools, processes, techniques and knowledge areas applied to a project must be studied in details. Environmental factors such governance, leadership styles, culture, project type, governance, typology, ease of getting access to information and their collective impact on methodology and usage cannot be ignored too.

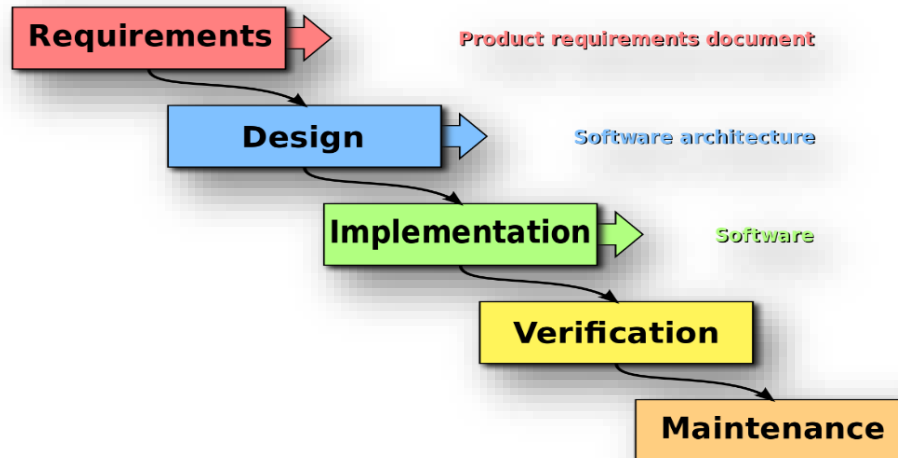
A good project management methodology is essential to effective completion of a project. Some methodologies fit all types of projects whilst others can only be used for specific project types. There are various project management methodologies. These methodologies can broadly be classified into traditional and modern approaches. The types of project management methodologies are shown below.



2.1.3 Traditional Approaches (Waterfall Methodology)

This methodology is very popular and can be used in all the sectors. However, it is widely used in the construction and hardware installation sectors. Dr. Winston Royce first outlined it in 1970 to managing the complex nature of software development (Cohen, 2017). This approach is suitable for projects where the result or outcome are physical and for projects, which need to be done in a sequential order. Waterfall methodology is the oldest of the traditional method. This approach represents a series of tasks to be completed which looks like a waterfall. The next phase of a project can only be completed once the

previous task has been exhausted (IJSER, 2016). According to Cohen (2017), this approach is easy to use and produces better results due to task division. Contrary to this, she stated that waterfall methodology is highly prone to risk and lacks flexibility. Examples of projects that use the waterfall methodology include construction of roads, railway lines, offices, etc. These discrete stages in the waterfall model are as follows:



The waterfall methodology (google.com)

2.2 Modern Approaches

Modern methodologies, however, are not centered on linear processes. They provide another alternative for project management. They are usually used for information technology and software development. They sometimes suit other processes in production, improvement and product engineering. Before any modern methodology is selected, the project type, size and nature must greatly be considered. PMBoK, PRINCE2, CCPM and Euromethod are some of the most popular modern project management methodologies.

2.2.1 Prince2 (Projects in Controlled Environment) Methodology

PRINCE2 consists of principles, processes and themes. In 1996, the UK government designed this methodology for projects associated with Information Technology. This methodology divides projects into a number of phases. Plans and processes are created for each stage. PRINCE2 is dependent on seven principles. These are continuous business justification, lessons from experience, specified tasks and responsibilities, stages management, management by exception, products concern, and adjustments to suit the project environment (Sheffield, 2010). PRINCE2 ensures that inputs and outputs are clearly defined to avoid wastage (Aston, 2017). This methodology can be used for all kinds of projects. The latest PRINCE2 released in 2009 provides a platform for management with emphasis on the product and well-organized process plans (OGC, 2009).

2.2.2 Critical Chain Project Method (CCPM)

It is an alternative to Critical Path Method. It is however centered on resource management. CCPM reviews the different kinds of work in single project environments. This methodology focuses on Theory of Constraints (TOC) and the concept of buffers. These two helps create improved task durations and manage resource-dependent activities (McConnell, 2010). In order to complete a project using CCPM, the outcome must be identified. The end result is the beginning of the project. Work is done backwards. Past experiences are then used as a guide or tool to complete the project. With CCPM, emphasis is laid on efficient resource utilization whilst reducing lost productivity. This method is resource efficient and also prioritizes the end results (Cohen, 2017). This helps to complete tasks on time before deadlines. Below is an illustration of CCPM.

2.2.3 Euromethod

This methodology arose from a mutual agreement between customers and Information Technology service providers within the European Union (EU) sub-regions. The second version was published in 1996 and is now marketed under the name of Information Services Procurement Library (IJSER, 2016). This method helps to manage procurement of goods and services for information technology services.

2.3 Project Success or Failure

For a project to be termed successful, it means completing a particular project whilst considering the time, budget and available resources or inputs. Over the past three decades, project success has evolved around the iron triangle proposed by Bryde (2003a). The iron triangle proposed in the 1960's considers time, cost and quality when measuring the success of a project. De Wit (1988) suggested that project objectives and project mission form the main pivot used to assess project success. A framework designed by Baccarini (1999) suggested that the success of each project should be measured by assessing both input and output goals whilst taking into account the iron triangle. Findings from a scholarly work carried out by Akewushola et al. (2012) showed that there is a correlation between the quality of a project and an organization's success. This implies that the major problem manager's face is the ability to maintain quality standards within constraints of cost. Traditional methods have several disadvantages including inaccuracies, unreliability and generally, its impact on management processes is bad (Steinfert & Walker, 2007; Ramage & Armstrong, 2005). Although, success of projects can be measured based on the features, it does not signify its success.

Mattiske (2012) was of the view that after proper planning and implementation, the risk factor must never be ignored. Risk bearing acts as a checkpoint in the operationalization of the various tasks hence promoting success. Risk bearing also takes into account the management of allocated budget to prevent incurring extra cost. The expectation of every stakeholder in a project or client of an organization is proper utilization of limited funds. A publication by Daily Graphic (2006) indicated that developmental projects in Ghana cost very high and the rate at which these projects fail is equally high. Due to the devastating outcomes from projects, most donors are reluctant to supporting developing communities (Daily Graphic, 2007). This can greatly be attributed to the results obtained after donors have invested large sums of money into projects. Crawford and Muriithi (2003) argued that skills, knowledge and techniques adopted for project implementation counteract the work values and cultural framework of people in developing nations. To add to it, scholarly work by Turner (1993) showed that in Africa and other non-Western countries, projects still fail although Western project management approaches are usually simple and concise. Thus, cultural settings or background of a nation has significant effect on a project's success. An observation by World Bank showed that the level of technical expertise of managers is also questionable when it comes to the success of projects in Ghana (World Bank Report, 2007).

According to Rue (2014), effects of a poor project go beyond the manager and the organization involved since project management forms a component of regional economies and countries. Thus, globally, economies use project management to manage scarce resource. Similarly, Meredith and Mantel (2011) stated that project failure in terms of under-performance in regions can affect the economic status of a community. Such projects are usually under-utilized or attract less innovation. Contrary to this, upon the successful completion of a project, a platform is created for innovation and promotes infrastructural development (Maylor, 2005; Turner, 2014). This leads to a total transformation, which benefits both the public and private sectors of an economy. Due to the complex nature and challenges associated with the iron triangle, it will be worthwhile to replace the iron triangle with a better measure of project success. Bryde (2003a) developed a model called PMPA as an assessment for project management. The model designed by Bryde (2003a) comprises analysed data, relevant research and a standard for every organizational level.

In 2006 at a project management ceremony in Accra, Ghana, a former parliamentarian, Professor Gyan-Baffour indicated that Ghana is not an exception to countries with failed projects. He further explained that it is an appalling situation (AfDB, 2006) since there has been a drastic reduction in implementation performance of many projects thereby leading to excessive cost. The concern has been

that both the private and public sectors have lost substantial amounts of money as a result of failed projects and programs. Over the past decades, donor support for developmental projects has been encouraging. A typical example of a donor inflow is the Millennium Challenge Account (MCA) in 2006 (Republic of Ghana's Ministry of Finance Report, 2007). Ghana had an opportunity to receive \$547 million to transform its current state. Although there is not substantial evidence supporting project failures in Ghana, AfDB (2006) suggested that project failures resulted from socio-political, technological and economic issues.

According to Spalek (2010), a project's success is dependent on the applied methods, team and finally, the organizational context. Different projects warrant different methodologies. Some authors noted the essence of using different methods in different directions. A product at hand influences the choice of methodology. A work carried out by Tatikonda and Rosenthal (2000) on 120 projects showed that applied methods in the area of technology is a basic necessity with regards to success in new product development. Another issue of great interest is the team of a project. This team is made up of senior managers, project leaders, team members, suppliers and customers and together, a great work can be done. Using fuzz set analysis method for 15 cases, Young and Poon found out that support from top managers in an organization is worthwhile than any success factor. They further stated that it is usually a mass contributor to success (Young and Poon, 2013).

Responses gathered from 112 new product development experts showed that higher project success could be achieved when the use of cross-functional teams is increased (McDonough, 2000). The organizational context gained attention after companies were faced with multi and complex projects. Through the organizational context, applied methods and team can be blended effectively. Bai and Sarkis (2013) developed the collaborative project environment idea. They pin pointed how a project's success or failure depends on the interactions between stakeholders.

Mesly (2017) identified four major factors that affect the success of a project. These factors are plan, process, people and power. He stated that the success of a project is dependent on how well four key aspects blend with the contextual dynamics: Plan- an outline of activities, Process- the method adopted, People- collaboration and communication between members involved, Power- lines of authority and decision making body

2.4 Project Success Evaluation

Project success can be evaluated using a countless number of criteria depending on the type of project being handled. However, using different techniques for a single project will yield different results. Project management practices makes evaluation difficult since it does not promote uniformity as compared to EVM (Leonard, 2009). This result from different or varied methods and techniques associated with each project management practice. Tatikonda and Rosenthal analysing 120 projects, observed that methods applied in the field of technology are of the utmost importance in relation to NPD projects' success.

2.5 The Role of Project Manager

A project manager spearheads every project. Project managers direct the project from the initiation stage to its completion. Through this, deadlines are met and results are delivered to clients without any error. The project manager ensures that every task carried out by the team is only centered on the vision of the project. Project managers have four major responsibilities. These are planning, organizing, coaching, monitoring, communicating and risk management.

Planning: Planning is a major role in project management. Project coordinators design a plan or a roadmap, which helps to identify tasks to be completed, team members who need to complete them and finally, the time schedule for each task. Through planning, project managers able to determine the available resources and the efficient and effective ways of using these resources to avoid losses. Planning is an activity that runs through the entire project (Madhavi, 2008).

Organizing: Organizing is another responsibility of the project manager and it basically deals with structuring. However, the existing structure of the company must not be ignored. Organizing involves specifying roles and matching them with deadlines. Every member is briefed on how to achieve set targets.

In cases where some resources need to be outsourced, the project manager must identify the services and the service providers (Madhavi, 2008).

Coaching: The project manager also coaches and controls the project as well as the team members. The manager needs to lead the members from the initiation stage to the closing stage. Decision-making is also peculiar to this responsibility. He or she needs to keep the members on track and check on every stage of the project. Proper coordination with stakeholders helps to manage risk. He coaches them on how to meet deadlines and follow plan closely to develop excellent work. Frequent meetings are conducted to monitor progress. Managers need to obtain an in-depth knowledge about technical issues and interpersonal skills. Motivation is a key to achieving success in the project. (Madhavi, 2008).

Monitoring: To ensure effective and efficient utilization of project resources, project managers must constantly monitor the members and the tasks they carry out. Collaboration between project managers and team members can help to achieve the set goals. They must ensure that the entire project will be completed within the scheduled time. Project managers adopt three steps to control the project: **Measuring:** keeping an eye on the progress of the project, **evaluating:** identifying possible areas of deviations and **Correcting:** designing appropriate strategies to address possible deviations

Communication: Communication is a two-way process that involves the transmission of ideas, knowledge and skills from a source to an end user. Its importance cannot be underestimated. Thus, effective communication can quicken the project process. Decisions and plans made by project managers can get to the team members through communication. Project managers usually update team members and vice versa by sharing or exchanging ideas (Madhavi, 2018).

Managing Risk: Risks are highly inevitable in any project. Possible threats or risks must be identified in every stage of the project and communicated to the members and stakeholders. A member must then be assigned to handle risks and design risk responses to combat any risk. However, the project manager must hold the member accountable if he fails to deliver well (Madhavi, 2018)). Risks in projects can arise from the scope, schedule or resources. Sources of risks can be internal or external. Risk management increases the chances of being successful in a project (Mehwish, 2018).

3.0 RESEARCH METHODOLOGY

This is to explain the methodology adopted as well as the research design that was used to carry out the research. The chapter covers ethical considerations, research methods, samples, results, questionnaires and interviews used for this research. The focus is to describe the methodology suitable in answering the research questions on understanding the role of project management methodologies to increase project success rates in the Government of Ghana social interventions. The next section describes the research design of the research.

Research design according to Creswell (2009) is the plans and procedures for the research, which ranges from general or broad assumptions to detailed methodology (methods of data collection and analysis). The decision on selecting a research design depends mainly on the topic under consideration and this decision includes the researcher's view of strategies, method of data collection, data analysis and interpretation. The selection of a research design also depends on the nature of the problem or issue under study, the experience of the researcher and the respondents or audience for the study. A research design may be qualitative or quantitative but for the purpose of this study, a qualitative approach is adopted.

A research design is perceived as a blueprint for attaining the objectives of a research and especially in answering research questions (Cooper and Schindler, 2016). Other authors referred to research design as the process of research starting from the conceptualization of the problem to drafting the research questions, and continuing to collection of data, analysis, interpretation and discussion of findings (Bogdan & Taylor, 1975: cited in Berg, 2004). Furthermore, Yin (2009) referred to research design as a logical sequence that connects the empirical data to the research questions raised and finally, to the conclusions drawn. In qualitative research, both the researcher and the respondent from whom the qualitative data are collected play a more central role in the type of research design adopted by the researcher (Denzin & Lincoln, 2018).

Ethics are the set of norms and standards that guide our behavior towards others. In research, ethics are considered with the objective that no one suffers or exposed to harm as a result of the research.

One of the obligations of the researcher is to be ethical that is making value judgements in a professional way by using discretion in handling ethical issues. This research therefore follows ethical principles by assuring participants of anonymity and confidentiality since the research is centred on a public sector that thrives on confidentiality. The research adopted ethical standards during data collection by encouraging voluntary participation of respondents with consent forms given out where appropriate. A copy of the consent form is given to the participants with the option to pull out of the data collection exercise at their convenience.

3.1 Research Methods

The study was conducted to answer the research questions and the research process formulated include the use of questionnaires and interviews to collect primary data from individuals in the public sector who have excellent knowledge on government interventions and how project management methodologies can be used to achieve project success.

Samples: The researcher sought to identify the list of participants who have the best knowledge of the subject under study. The research is centered on the public sector, which is made up of government institutions like ministries, departments and agencies. According to the Ghana Civil Service Act, there are 35 sector ministries and the researcher has streamlined the study to include those sectors that are involved in government social intervention programs. As a result, the research has adopted a purposive sampling technique to reach out to participants in the Ministry of Employment and Social Welfare, Ministry of Health, Ministry of Education, Local Government and Rural Development, National Health Insurance Authority and the Ministry of Gender, Child and Social Protection.

Results: The researcher distributed 140 questionnaires to six MDAs including Ministry of Education, Ministry of Employment and Social Welfare, Ministry of Health, Ministry of Local Government and Rural Development, National Health Insurance Authority, and the Ministry of Gender, Child and Social Protection. The researcher received 110 completed questionnaires out of the 140 distributed. This gave a response rate of 78.6% which is sufficient to make statistical generalizations. The researcher further conducted 20 different interviews with stakeholders who have appreciable knowledge on project management methodologies and social interventions in the public sector.

Questionnaires: The researcher developed a questionnaire covering project management methodologies, project success, and government social interventions. The questionnaire was developed with reference to literature on topics relating to project management methodologies. The researcher encouraged voluntary participation of respondents and ensured utmost confidentiality with the data collected. The questionnaire was divided into several sections. The Section A covers the demographic information of the respondents including gender, age, grade/position held, and the level of education. The section B covers social interventions by the government. Here, the researcher collected data on social intervention programmes in the Accra Metropolis, including Livelihood Empowerment Against Poverty, School Feeding Programme, Labour Intensive Public Works Program, National Health Insurance Scheme, Free Senior High Education, etc. This objective of this section is to have a general overview/understanding of social interventions in the public sector of Ghana. The Section C indulged the respondents' understanding of project management methodology and the level of implementation of project management methodology in the public sector. The Section D covers project success as the respondents were asked to rank how their organizations rank the success of projects they undertake.

Interviews: All the interviews conducted by the researcher was recorded, and short notes taken in the course of the interview. The interviewees were asked general questions on social intervention programs implemented by the government as well as the success rates of such projects. The interview process also helped the researcher to understand the level of implementation of project management methodologies in the government sector especially with social intervention programs. The responses collated during the interview were coded into the statistical package for social sciences for further analysis.

4.0 DATA ANALYSIS

The researcher collected data through structured questionnaires and interview guides. The questionnaires were distributed to project stakeholders in the various Ministries, Departments and

Agencies (MDAs). The questionnaire was divided into Section A, B, C and D. The section A covers the demographic characteristics of the respondents including gender, age, grade/rank, and the respondents' level of education. The section B covers the social intervention programs implemented by the Government of Ghana in the selected Ministries. The section C and D covered project management methodology and project success respectively. The respondents were given ample time to fill the questionnaires to the best of their knowledge. The researcher abided by ethical principles with emphasis on anonymity and confidentiality. In addition, the researcher conducted brief interviews with some project stakeholders on Government of Ghana social intervention programs, benefits of project management methodologies, project success etc. The Table 4.1 shows the distribution pattern of the data collected in the public sector.

Table 4.1: Data Distribution Pattern

MDA	Questionnaires	Interviews
Ministry of Education	20	5
Ministry of Employment and Social Welfare	15	2
Ministry of Health	10	2
Ministry of Local Government and Rural Development	30	3
National Health Insurance Authority	25	4
Ministry of Gender, Child and Social Protection	10	4

4.1 Context of Research Sites

The research focused on the public sector where several Government of Ghana social intervention programs are undertaken. The research sites are located in the Accra Metropolis, known as the ministries, where the majority of the ministries, departments and agencies are situated. The ministries' is the place where almost all the technocrats working in the Civil Service work. The functions of the ministries include policy formulation, provision of consultancy services to the government, implementation of government policies, monitoring and evaluation of processes and procedures according to laid down laws and procedures established by the state. The major roles played by the MDAs in the ministries are mostly administrative duties, collaborating with the government in power to communicate new ideas or policies to the Ghanaian populace.

The MDAs considered for the research include Ministry of Education, Ministry of Employment and Social Welfare, Ministry of Health, Ministry of Local Government and Rural Development, National Health Insurance Authority, Ministry of Gender, Child and Social Protection. What these ministries have in common is the numerous Government of Ghana social intervention programs they undertaken. Apart from helping in the formulation and implementation of policies towards government social interventions, the selected ministries also play monitoring and evaluation roles to ascertain the success or failure of government projects. The National Health Insurance Authority for instance has been in charge of the national health service provided by the Government of Ghana for the past decade, a project monitored and regulated by the Ministry of Health. The Ministry of Employment and Social Welfare in collaboration with other stakeholders have implemented the Livelihood Empowerment Against Poverty program, which was designed by Government to minimize the economic burden on unemployed citizens. The Ministry of Gender, Child and Social Protection have been heavily involved in many government interventions nationwide.

4.2 Analysis of the Questionnaires

4.2.1 Demographic Information

The Table 4.2 depicts the demographic characteristics of the respondents including gender age category level of education and the position/rank. The majority of the respondents are male (81), representing 73.6% of the participants. The least number of respondents are the females who constitute 26.4% of the responses. The information pertaining to gender reveals that the majority of the project stakeholders in Ghana are male.

The demographic information further revealed the age category to which the respondents belong. The least category of the respondents belongs to the 20-24 years group, representing 3.6% of the responses. In addition, the results revealed that 7.3% of the respondents fall within 25-29 years category.

The majority of the respondents representing 32.7% of the responses fall within 35-39 years age category. This figure is closely followed by the respondents who belong to 30-34 years age category representing 22.7 % of the responses. These group of respondents are expected to have more years of project experience compared to the previous two categories. In addition, 21.8% and 11.8% of the respondents have within 40-44 and 45 years and above age category respectively. The demographic results revealed that the all the respondents have good educational background. The majority of the respondents representing 57.3% of the responses have undergraduate or bachelor's degree. Also, 31.8% of the respondents have postgraduate degrees specifically masters. The least category of respondents has Doctorates degree, corresponding to 1.8% of the responses.

Furthermore, the results on the demographic characteristics of the respondents revealed the grades or ranks to which the participants belong in their respective departments/ministries. The respondents captured in the research belong to the following grades; project officers (20%), assistant project officers (10%), research officers (27.3%), deputy project directors (14.5%) and project coordinators (28.2%). The majority of the respondents are project coordinators with appreciable knowledge in project management methodologies. The figure is closely followed by research officers who out of extensive research work have a better understanding of the subject matter especially how project management methodologies influence project success in social intervention projects enrolled by successive governments.

Table 4.2 Demographic Information

Characteristics	Frequency	Percent
Gender		
Male	81	73.6
Female	29	26.4
Total	110	100.0
Age Category		
20-24	4	3.6
25-29	8	7.3
30-34	25	22.7
35-39	36	32.7
40-44	24	21.8
45 and above	13	11.8
Total	110	100.0
Level of Education		
Doctorate	2	1.8
Master's degree	35	31.8
Bachelor's degree	63	57.3
Diploma	10	9.1
Total	110	100.0
Grade/Rank		
Project Officer	22	20.0
Assistant Project Officer	11	10.0
Research Officer	30	27.3
Deputy Project Director	16	14.5
Project Coordinator	31	28.2
Total	110	100.0

Source: Field Survey, 2019

The researcher sought to ascertain respondents' understanding of project management methodologies. The respondents were asked whether they have an understanding of project management methodologies of which they were involved as project stakeholders. The significance of the question is to determine the respondents' level of understanding of project management methodologies and project success in relation to government of Ghana social intervention programs. The results in the Fig 1 reveals that 85% of the respondents have comprehensive understanding of project management methodologies as a result of their involvement as project stakeholders in the various ministries under study. However, 15% of the respondents have not been directly involved as project stakeholders hence have limited knowledge on project management methodologies but are currently working in project management offices as assistant project officers or research officers.

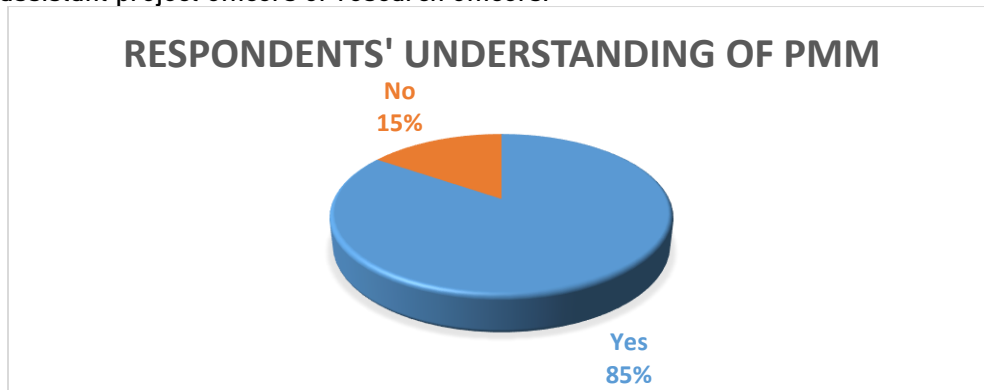


Fig 1 Source: Field Survey, 2019

The researcher also sought to identify the major social intervention programs organized by the government of Ghana. The major social interventions by the government of Ghana are outlined in the Table 4.3 below. These interventions include livelihood empowerment against poverty (LEAP), school feeding programme, labour intensive public works programme, National Health Insurance Scheme (NHIS), Free Senior High Education, and other social interventions. The results in Table 4.3 revealed that the major social intervention program implemented by the government of Ghana is the National Health Insurance Scheme organized by the National Health Insurance Authority and regulated or monitored by the Ministry of Health.

The national health insurance scheme is a social intervention program by the government of Ghana to provide free and quality healthcare to the citizens of the country. The other notable social intervention program is the school feeding program under the auspices of the Ministry of Gender, Child and Social Protection. The program was part of governments initiative to pursue the nations commitment to the sustainable development goals of feeding pupils in more than 5000 schools per each school day. The mandate of the school feeding project is to eradicate extreme poverty and hunger in basic schools across the country whiles ensuring that students achieve universal basic education. The preliminary objective of the project was to provide pupils in public primary schools and kindergartens with one nutritious meal each school day.

The long-term goal of the project is to improve school enrolment, attendance and retention among students in deprived communities in Ghana. The other social intervention by government is the free senior high school education project which sought to encourage majority of candidates from basic schools to enroll in the senior secondary schools across the country. This initiative was meant to help especially needy students who otherwise would have struggled to pay for tuition in high school to have an uninterrupted education.

Table 4.3 Government Social Intervention Programs

Social Intervention Programs	Responses	
	N	Percent
LEAP	71	16.5
School Feeding Programme	86	20.0
Labour Intensive Public Works Programme	46	10.7

National Health Insurance Scheme	93	21.6
Free SHS	80	18.6
Others	54	12.6
Total	430	100.0

Source: Field Survey 2019

The researcher also sought to ascertain the level of implementation of project management methodologies in the public sector. The purpose of this objective is to examine the extent to which project management methodologies have been adopted or implemented and how it influences the success of government social interventions. The results of that survey are depicted in figure 2, showing that the majority of the public sectors representing 32.7% of the responses have low level of implementation of project management methodologies. Nevertheless, 16.4% of the respondents revealed that their departments or ministries have high level of implementation of project management methodologies. In addition, 10.9% of the respondents revealed that the level of implementation of project management methodologies is very high in their departments/ministries. The significance of this result is that the departments in the public sector have adopted the project management methodologies to some extent although the level of adoption of the methodology is very low in some ministries.

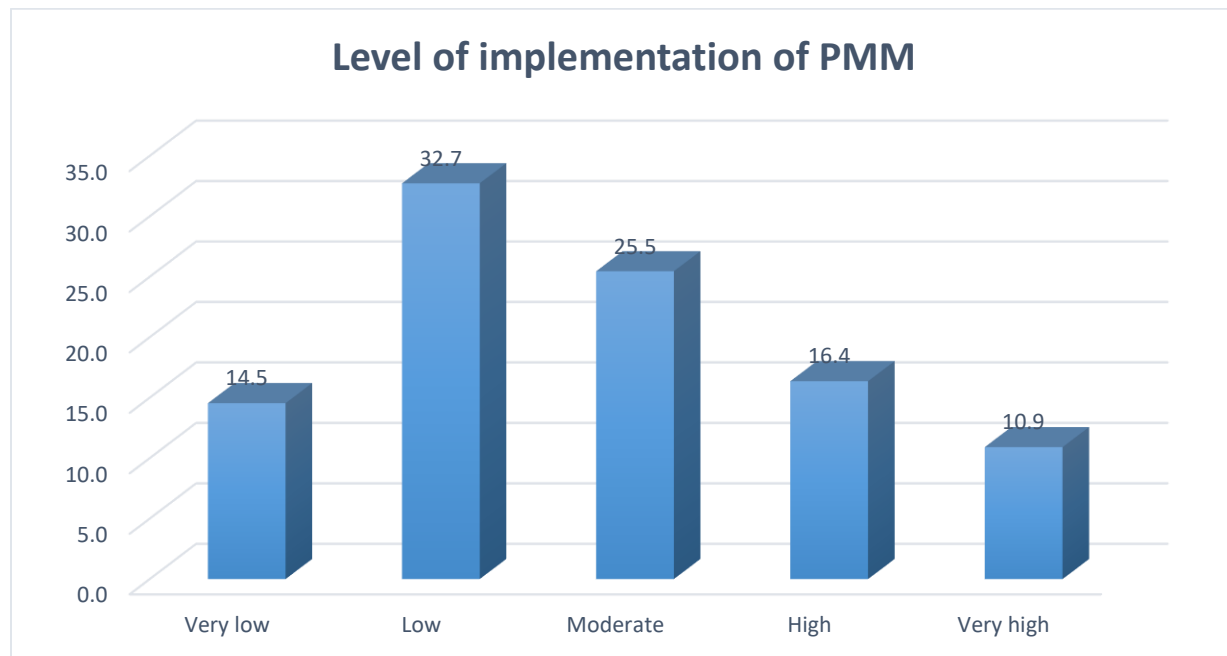


Figure 2:

4.3 Elements of Project Management Methodologies

As part of the research objectives, the researcher sought to identify the elements of project management methodologies and the extent to which these methodologies are incorporated in the organization's projects. The elements of project management identified include processes, tools, techniques, capability profiles and knowledge areas. The researcher delved into the elements of project management methodologies and how these elements have been applied to different cycles of the project, and whether such elements have helped achieve expected results. The respondents were presented with a five-point Likert scale to indicate their level of agreement with constructive statements relating to elements of project management methodologies. The statements were grouped under processes, tools, techniques, capability profiles, and knowledge areas as presented in Table 4.4.

In terms of processes as an element of project management methodology, the highest ranked statement (1st) with a mean of 3.47 and a standard deviation of 1.254 is that the public institutions have sets of comprehensive processes. A process is defined as a logical sequence of events aimed at a specific

end result. In addition, the rankings revealed that the departments achieve expected project results through the application of relevant processes as this statement with a mean of 3.05 and a standard deviation of 1.237 was ranked 2nd. The least ranked statement (3rd) with a mean of 2.94 and a standard deviation of 1.052 is that the organizations apply relevant processes during their project life cycles. The respondents also agreed that their organizations have a set of comprehensive tools in their project management methodologies as this was ranked 1st, having a mean of 3.44 and standard deviation of 1.097. The least ranked statement in relation to tools is that the organizations achieve expected results through the application of relevant tools as depicted with a mean of 2.79 and standard deviation of 1.321. However, the results revealed that the departments/ministries have relevant tools applied at various stages or cycles of their projects.

Furthermore, the research shows that the ministries apply relevant techniques to their projects as is depicted with a mean of 2.88 and standard deviation of 0.865. The second highest ranked statement with respect to techniques is that the organizations have a set of comprehensive techniques in their project management methodology. The has a mean of 2.66 and a standard deviation of 1.127 while the least ranked statement is that expected project results are achieved through relevant techniques. The results further present feedback from respondents on capability profiles as one of the elements of project management methodology. The highest ranked statement is that the organization applies relevant capability profiles during the project life cycle and this has a mean of 2.39 and standard deviation of 0.959. The least ranked statement outlines that the organization has a set of comprehensive capability profiles in its project methodology and this has a mean of 2.21 and standard deviation of 0.987.

The final element of project management methodology addressed in the research is knowledge areas. The research revealed that the ministries have a set of comprehensive knowledge areas in their project management methodology, represented with a mean of 2.55 and standard deviation of 1.054. The results also revealed that the organizations apply relevant knowledge areas during projects life cycles. This is depicted with a mean value of 2.38 and standard deviation of 1.157. The least ranked statement has a mean value of 2.21 and standard deviation of 0.920 and states that the organizations achieve expected results through the application of relevant knowledge areas.

Table 4.4 Elements of Project Management Methodology

Elements of PMM	N	Mean	Std. Dev	Rank
Processes				
The organization have a comprehensive set of processes	110	3.47	1.254	1 st
Relevant processes are applied during projects life cycle	110	2.94	1.052	3 rd
Relevant processes produce expected project results	110	3.05	1.237	2 nd
Tools				
The organization have a comprehensive set of tools	110	3.44	1.097	1 st
Relevant tools are applied during projects life cycle	110	2.97	0.923	2 nd
Expected project results were achieved using relevant tools	110	2.79	1.321	3 rd
Techniques				
The organizations project methodology have a comprehensive set of techniques	110	2.66	1.127	2 nd
Relevant techniques are applied during project life cycle	110	2.88	0.865	1 st
Expected project results are achieved with relevant techniques	110	2.46	1.123	3 rd
Capability Profiles				
The organization has a set of comprehensive capability profiles in its project methodology	110	2.21	0.987	3 rd
The organization applies relevant capability profiles during the project life cycle	110	2.39	0.959	1 st
The organization achieved expected results through the application of relevant capability profiles	110	2.35	0.872	2 nd
Knowledge Areas				
The organization has a set of comprehensive knowledge areas in its project methodology	110	2.55	1.054	1 st

The organization applies relevant knowledge areas during the project life cycle	110	2.38	1.157	2 nd
The organization achieved expected results through the application of relevant knowledge areas	110	2.21	0.920	3 rd

Table 4.5 Characteristics of Project Success

Characteristics of Project Success	N	Mean	Std. Dev	Rank
Project achieved a high national profile	110	4.34	0.595	1 st
Met organizational objectives	110	4.33	0.705	2 nd
Project achieved its purpose	110	4.07	0.687	3 rd
Project's impacts on beneficiaries are visible	110	3.95	0.689	4 th
Finished within budget	110	3.90	0.888	5 th
Minimum number of agreed scope changes	110	3.61	0.802	6 th
End-user satisfaction	110	3.45	0.725	7 th
Sponsor satisfaction	110	3.14	0.723	8 th
Resources mobilized and used as planned	110	2.55	0.963	9 th
Improvement in organizational capability	110	2.50	1.029	10 th
Cost effectiveness of work	110	2.46	0.501	11 th
Smooth handover of project outputs	110	2.41	0.721	12 th
Adhered to defined procedures	110	2.01	0.736	13 th
Met planned quality standard	110	1.54	0.501	14 th
Enabling of other project work in future	110	1.54	0.501	15 th

Source: Field Survey, 2019

The study sought to ascertain how the various departments in the public sector measures project success. The participants were asked to rank project success related statements using a 5-point Likert scale; not successful, slightly successful, moderately successful, highly successful, and very highly successful. The aim is to have an idea of how the public sector ministries measure or perceive project success and how that subsequently or indirectly influence social interventions by the government. The characteristics of project success are presented in Table 4.5 with the results ranked according to means and respective standard deviations. The respondents have indicated that projects handled in the ministries are deemed successful when they achieved a high national profile as this was ranked 1st having a mean of 4.34 and standard deviation of 0.595. The likely explanation to this statement is that if the project does not achieve a high national profile that is accepted by a large majority of the citizenry, then it is not successful. There have been many projects implemented by successive governments that go down the drain immediately after implementation. These categories of projects are regarded as unsuccessful and vice versa.

In addition, the respondents indicated that the ministries achieve success in projects when it meets organizational objectives. The respondents ranked this statement the second most important success factor with a mean of 4.33 and standard deviation of 0.705. This is an important characteristic as every organization has its goals and objectives. According to the respondents, when the output of the project aligns with the core functions or objectives of the department, then it is categorized as being successful. Other schools of thought may disagree with this ideology. The third highest project success factor identified by the respondents is when the project achieves its purpose. This factor has a mean value of 4.07 and standard deviation of 0.687. Every project has a purpose for been implemented and as such, meeting the purpose of the project is a clear determination of success. On the contrary, a project that failed to achieve the main purpose for which it has been started could be regarded as unsuccessful. Moreover, the respondents indicated that when the impacts of projects on beneficiaries are visible, then such projects are successful. This statement which was ranked 4th has a mean value of 3.95 and standard deviation of 0.689. In addition, the respondents identified that projects are successful when they are finished or completed within the budget allocated for them.

4.4 Conclusions from Questionnaires

The questionnaire was designed to collect data on elements of project management methodologies, project success and social interventions by the government of Ghana. The data was collected from the following public sectors; Ministry of Education, Ministry of Employment and Social Welfare, Ministry of Health, Ministry of Local Government and Rural Development, National Health Insurance Authority, and the Ministry of Gender, Child and Social Protection. These ministries purposively selected because of the numerous social intervention projects they undertake in the past decade. The analysis is based on 110 completed questionnaires received from these ministries that boasts of experienced project officers, research officers and project coordinators. More than 80% of the respondents have comprehensive understanding of project management methodologies hence their inputs are sufficient to make inferential statistics. The major social interventions covered in the research include; livelihood empowerment against poverty, school feeding programme, labour intensive public works programme, national health insurance scheme, free senior high education among others. Out of the social interventions outlined, NHIS, free SHS, and school feeding programme are the major projects with high national profile.

The research revealed that the level of implementation of project management methodologies in most of the public institutions is low. However, few of the departments/ministries have high level of implementation of project management methodologies. This could be the possible reason why some of the ministries have projects with high national profile and high project success. One of the main objectives of the research is to identify the elements of project management methodologies. The respondents identified the processes, tools, techniques, capability profiles and knowledge areas as the fundamental elements of project management methodologies. This agrees with the findings of Joslin (2015) who identified these elements in his study on the relationship between project management methodology, project success, and project governance.

4.5 Analysis of the Interviews

The researcher conducted 20 interviews with project stakeholders who have comprehensive knowledge on project management methodologies, government social intervention programs as well the importance of PMM on project success in the public sector.

4.5.1 The Nature and Status of Government Social Intervention Programs

According to the interviewees, Ghana has a rich history of social intervention programs aimed at addressing poverty, social inequalities, and other vulnerabilities across the country. The social intervention programs are the initiatives of government to give a helping hand to the needy in society. Most social interventions in Ghana are funded by the Government of Ghana (GoG) and a host of international organizations and local organizations. Some of these social interventions have been part of campaign promises of aspiring political groups seeking power in the country. According to the interviewees, some of these social interventions cease once the government that has implemented the project is voted out of power.

This points to the issue of sustainability of government social interventions. The majority of the social interventions implemented in Ghana are part of Millennium Development Goals and Sustainable Development Goals. Some of the social intervention programmes include Livelihood Empowerment Against Poverty, School Feeding Programme, National Health Insurance Scheme, Free School Uniform, Free Exercise Books, the Capitation Grant, etc. were geared towards the reduction of poverty and bridging the inequality gap in the living standards of the citizenry. Apart from the Government of Ghana, the other supporters or partners of social interventions in Ghana are The World Bank, European Union, World Food Programme, USAID, Unicef etc.

Currently, the major social interventions enrolled by the government include free senior high school, the restoration of allowances to teachers and nurses, reduction in electricity tariffs, planting food for jobs, the Nation Builders Corps (NABCO), etc. According to the interviewees, among the recently implemented social interventions, the free senior high and the NABCO are likely to make a significant contribution to the social and economic development of the beneficiaries.

4.5.2 The relationship between PMMs and Project Success of Social Interventions

In examining the relationship between project management methodology and project success, the researcher first asked the interviewees what constitutes the success of projects in relation to social interventions by government. The respondents could not give a specific definition of project success but came out with some fundamental components that depicts the success of social interventions enrolled by the government. The components include time, cost, scope, quality and donor satisfaction. The interviewees were requested to illustrate how project management methodologies used in the departments/ministries influence the characteristic components of project success and the results depicted in Table 4.6.

Table 4.6: The impact of Project Methodology on Project Success Components

Components of Project Success	Participants (interviewees) response (number of times mentioned)
Time	12
Cost	15
Scope	10
Quality	5
Donor satisfaction	3

The interviewees indicated that time, cost and scope are the main project success characteristics impacted by project management methodologies. Some of the interviewees identified certain elements of project management methodology that impacts the characteristic components of project success and how the absence of these elements could result to unsuccessful project outputs. Some of the interviewees mentioned donor satisfaction as a crucial for enabling other project works in the future. The significance of donor satisfaction as project success characteristic is that once the donor either government of Ghana or international donor organizations are happy with the output of the project, then it is deemed successful. The elements of project management methodology mentioned by the interviewees as having influence on project success are processes, tools and techniques. The findings revealed that there is relationship between project management methodologies and project success. This agrees with the finding of Joslin and Muller (2014) on the impact of project management methodologies on project success in different contexts.

4.5.3 Importance of Project Management Methodologies in the Public Sector

The respondents were asked to mention some benefits of implementing project management methodologies in the public sector. The majority of the interviewees stated that the adoption of project management methodologies in the public sector will ensure that government projects are completed on time and within stipulated budget and cost. The interviewees mentioned the several governments of Ghana projects get halted and unable to be completed on time. This could be attributed to the lack of comprehensive project management tools and processes to enhance timely delivery of projects. According to the interviewees, the adoption of project management methodologies could help achieve value for money when projects are completed within stipulated time, budget, scope and cost.

4.5.4 Conclusions from Interview

The interviews conducted on public sector project stakeholders by the researcher was aimed at ascertaining their knowledge on project management methodologies, extensive knowledge of social intervention programmes adopted and implemented by the various ministries in the public sector. The interviewees provided an overview of the social intervention programmes and how these projects are measured as being successful or unsuccessful. The research revealed that the major objective of social interventions by the government of Ghana is to alleviate poverty and provide equal opportunities to the deprived in both rural and urban areas in the country. The social interventions are nationwide projects from which all interested citizens can benefit. The majority of the social interventions are sponsored by the government of Ghana with collaborations of international organizations like the World Bank, Unicef, World Food Programme, USAID etc.

The research further indulged respondents understanding of the relationship between project management methodologies and the success of social intervention programmes in the public sector. The interview results revealed that time, scope and cost are the fundamental project success factors impacted by project management methodologies. The understanding is that the successful application of the elements of project management methodologies will lead to the success of social intervention programmes. Furthermore, the interviewees stated that project management methodologies are very important in the public sector as it helps to achieve project objectives such as cost, time, and budget.

5.0 RESEARCH CONCLUSION

The aim of this research is to understand the role of project management methodologies to increase project success rates in the Government of Ghana social interventions in the Greater Accra sub-region of Ghana. The researcher specifically sought to identify the elements of project management methodologies, ascertain the level of implementation of project management methodologies in relation to government's social intervention programmes. The research further explored the nature of social intervention programmes in the country as well as the relationship between project management methodologies and the success of social intervention programmes. The researcher used questionnaires and structured interviews in collecting data from stakeholders in the public sector ministries. Data was collected from 110 project stakeholders including project coordinators, project officers, research officers etc.

In addition, the researcher conducted 20 different interviews with other stakeholders who have comprehensive understanding of project management methodologies and social interventions in the country. The researcher encouraged voluntary participation of respondents and ensured anonymity and confidentiality with during and after the data collection. The research was centered on ministries in the public sector noted to have extensive record in handling social intervention programmes. The major ministries include; Ministry of Education, Ministry of Health, National Health Insurance Authority, Ministry of Employment and Labour Relations, Ministry of Gender, Child and Social Protection. The major social interventions considered in the research include; Livelihood Empowerment Against Poverty (LEAP), Free SHS, National Health Insurance Scheme, among others.

5.1 Findings and Discoveries

The research revealed that the level of implementation of project management methodologies in the majority of public sector ministries is low. However, the results show that very few of the ministries have adopted various project management methodologies in handling social intervention programmes. The major elements of project management methodologies identified by the respondents are processes, tools, techniques, knowledge areas and capability profiles. The findings revealed that the public sector ministries have comprehensive set of processes, tools and knowledge areas in their project management methodologies. Moreover, the findings indicate that the public sector ministries apply relevant capability profiles and techniques during various stages of the project cycle. The increased success rates of social intervention programmes in the country may be attributed to these elements applied in organizations' project management methodologies.

The research further identified the characteristics of project success in the public sector. The characteristics of project success identified include projects achieving high national profile, projects meeting organizational objectives, projects achieving its purpose, when the impact of the project on beneficiaries are visible, and also when the project is finished within budget. The findings of the research reveals that the social intervention programmes enrolled by government forms part of Millennium Development Goals and Sustainable Development Goals. As a result, the majority of the projects are international funded by organizations such as The World Bank, Unicef, World Food Programme, USAID, etc. The research further revealed that of all the social interventions, Free SHS and NABCO are the likely projects to make significant contribution to the social and economic development of the beneficiaries. This could be attributed with the level of importance placed on these projects by the current government.

5.2 Limitations

The research was limited due to time constraints and lack of funds. The time constraints in addition to the lack of financial support made it impossible for the researcher to conduct extensive research on the emerging issues with government social interventions. Due to confidentiality, which is a core mandate of most of the departments and ministries, the respondents were reluctant to give certain vital information with fear of being victimized when tracked down.

Moreover, most of the ministries could not provide any data on the success rates of government of Ghana social intervention programmes for the last decade. The issue of data unavailability is very alarming and has effects on conducting extensive academic research especially on the public sector. Some of the results of the research were based on interviews conducted on a small number of project stakeholders hence the results cannot be generalized although the stakeholders are well enlightened on the subject matter.

5.3 Recommendations

The findings of the research revealed that the level of implementation of project management methodologies in the public sector is low. The researcher therefore recommends that the ministries in charge of handling social intervention programmes should organize technical training to project stakeholders in order to help them incorporate PMMs in their projects. The researcher recommends that government formulates policies to ensure that all ministries in charge of social interventions applies the elements of project management methodologies in every given project in order to increase success rates of those interventions.

5.4 Further Study and Research

To better understand the role of project management methodology on the success of government of Ghana social interventions, further research should be conducted on the types of project management methodologies that could ensure high success rates. Further research should be conducted to assess how international project methodology standards could be tailored to meet organizational objectives.

5.5 Conclusions

The research adopted both qualitative and quantitative approach in collecting data from project stakeholders with adequate knowledge of government of Ghana social interventions and project management methodologies. The research found a positive relationship between project management methodologies and the success of social interventions. The research further helped to gain more insight into government social interventions and which elements of project management methodologies could enhance the success of social interventions in the public sector of Ghana.

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