

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI -
GHANA**

Assessing Project Management Challenges in the Implementation of the Cocoa Rehabilitation
and Intensification Programme (CORIP) in Ghana.

By

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**A Thesis Submitted to the Department of Construction Technology and Management
College of Art and Built Environment in Partial Fulfilment of the Requirement for the
Degree of**

MASTER OF SCIENCE

NOVEMBER, 2018

DECLARATION

I, the under-signed do hereby declare that, this research work, under the supervision of Dr. Ernest Kissi is my own and that, to the best of my knowledge, it contains no material already published by someone else nor material which has been accepted for the honor of any other degree of the University, aside from where due affirmation has been made in the content.

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ACKNOWLEDGEMENT

I am grateful to the Lord for His grace and providence through the period of my study. I also express sincere gratitude to my supervisor, Dr. Ernest Kissi of the Department of Construction Technology and Management for his patience, guidance and insights which made this work possible. Finally, I am grateful to my wife for her understanding, support and prayers.

DEDICATION

I dedicate this work to the memory of my late son. Rest well Perez.

ABSTRACT

Project management's fundamental concern is to effectively and efficiently execute projects to meet requirements. At the same time, challenges in managing project is seen as a key feature, which affect project management framework. The present study assessed the project management challenges of the Cocoa Rehabilitation Program in Sefwi-Wiaso in the Western Region of Ghana. The issues the study focused on were the current state of the programme, project management challenges in the programme and solutions to curb the challenges. The study used fifty (50) cocoa farmers in the Sefwi-Wiaso. The instrument for the data collection was developed by the researcher, preceded by a pilot study. The pilot study was initially conducted in a similar cocoa community to ascertain its validity and the reliability. The data for the study was basically from primary source in that closed-ended questionnaire was designed and distributed to cocoa farmers in Sefwi-Wiaso. The data generated was analyzed using the mean score ranking. Descriptive statistics was used to test the data. The study concluded that Cocoa Rehabilitation and Intensification Program is currently doing well despite a few challenges. The study found that the program is currently achieving its objectives. It was clear that the program is facing some project management challenges: economic, environmental and social and that these are affecting effective program delivery. It is therefore recommended that the program implementers use their project management skills to solve practical problems of the program. In addition, project team members or employees must be given the required project management orientation in order to help teams to perform better in their roles. The orientation will review how employees especially project teams should go about executing their roles.

Keywords: Challenges, cocoa implementation intensification programme rehabilitation

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Progressively, numerous associations are utilizing ventures in their everyday work to accomplish association's vital objectives. There is a developing requirement for the administration of tasks in business associations. Lately, analysts have turned out to be progressively intrigued by factors that may affect venture administration adequacy. Earlier research in the region has analyzed distinctive methods for arranging venture administration (Turner et al., 1998). Ventures did in a multi-venture setting have been examined (Payne, 1995). What's more, issues identifying with specialized competency, i.e. instruments and techniques in venture administration rehearses have been viewed as (Fox and Spence, 1998). Specifically, last cost strategies (Zwikael et al., 2000) and earned esteem (Brandon, 1998) have been considered. Basic achievement and disappointment factors in venture administration (Belassi and Tukel, 1996) bring up the requirement for observational investigations of how venture administration instruments and techniques could be utilized to enhance the nature of undertaking administration.

Cocoa enhances vocations of about a fourth of the population of Ghana and Côte d'Ivoire and is therefore imperative to the national economies, contributing near 9 percent in Ghana and 20 percent of GDP in Côte d'Ivoire. The cocoa segment is the biggest boss and offers occupations for more than 700,000 ranchers and conveys 70-100% pay. It likewise gives wage to around six million individuals (Anthonio and Aikins, 2009; Gockowski et al., 2011; USDA, 2012). In most cocoa – creating family units, cocoa represents more than 67 percent of family salary (Kolavalli and Vigneri, 2011). Decrease in neediness levels among cocoa delivering families from 60.1% in

the 90's to 23.9% of every 2005 against the national destitution rate which has tumbled from 51.7 of every 1991/92 to 28.5 percent in 2005/2006. The sudden abatement in neediness levels for cocoa makers agrees with a time of good cocoa costs, higher yields, and expanded generation.

Cocoa ranchers don't have long haul wage security because of the changing cost of cocoa on the world market. Once more, wage per zone (which is as of now low) still decreases. Thus, cocoa agriculturists' unmistakable woods to grow their cocoa and utilize less work escalated sun cocoa assortments, causing lost ranches trees. The discontinuity of residual timberlands and expulsion of trees from ranches prompt biodiversity misfortune. Cocoa Rehabilitation and Intensification Program (CORIP) for Ghana is a multi-year program, co-financed by the IDH Sustainable Trade Initiative and private segment with a basic spotlight on enhancing efficiency and manageability of the cocoa part. The methodology is to set up a structure as monetarily reasonable provincial administration focuses to give administrations to agriculturists, for example, confirmation, agro-information sources, preparing, and different administrations, that incorporate harvest enhancement.

Once more, Lindt and Sprungle Cocoa Farming Program (2015-2017), improve and scale the span of its RSC conveyance model to offer more imaginative and comprehensive rural administrations to around 48,750 cocoa agriculturists. The essential exercises of this undertaking are to amass the developments Farmer Based Organizations, professionalization through preparation of agricultural driven interventions, nurseries and ranches, and demo plots.

1.2 PROBLEM STATEMENT

In spite of the growing global demand for chocolate, smallholder farmers see lower incomes due to the fact of poor agricultural techniques, lack of investment and reducing productivity of their

lands. Forests face mounting strain as these farmers increase their developing areas to strive to enhance output. A survey carried out in 2017 estimates that smallholder cocoa farmers in Côte d'Ivoire earn roughly 568 West African francs, approximately €0.86, per day (Balineau et al., 2017). Among smallholders, poverty outcomes from low productivity on small farms and low farm gate expenditures established through the neighborhood price-setting regimes (Oomes et al., 2016). Though the advantages of interventions are clear, smallholders require short- and long-term assist thru monetary and technical help to enforce the required farm improvements.

Again, the crucial position cocoa performs in the financial system of Ghana cannot be relegated however cocoa farmers nevertheless wallow in poverty. The poverty situation is the end result of various interlinked factors. These elements comprise (a) farmers lack of get right of entry to to true planting cloth that are high yielding, (b) farmers proceed to rely on already depleted soils leading to negative yields, (c) lack of get right of entry to to agro-pesticides and fertilizers capability less productiveness from existing farm steads, (d) weak extension to furnish technical production coaching abilities to farmers over the many years as a end result of practicing a unified extension system, (e) a land tenure machine which leads to weak land possession and fragmented small holder farmers because family participants have share one ion block of land over time. This is disincentive for innovation adoption once farmers realize they may be in a position to cowl their operational cost for adopting science because their landholdings are too small. It is vital consequently for future interventions to target farmers who have the capability to innovate and adopt intensification package which would lead to expanded productivity (at least triple modern-day yield levels) to make a farm employment greater in commercial and economic

value.

Having recognized the essential challenges confronting cocoa smallholder farmers in West Africa and precisely in Ghana, the study set out to assesses the implementation of the Cocoa Rehabilitation and Intensification Programme (CORIP) in Ghana.

1.3 RESEARCH QUESTIONS

1. What is the current state of the programme?
2. What are the project management challenges facing the programme?
3. What are the strategies to cure the challenges of the programme?

1.4 AIM

The overall aim of the study was to evaluate the project management challenges in the implementation of the Cocoa Rehabilitation and Intensification Program.

1.5 RESEARCH OBJECTIVES

The following objectives were set to in the achievement of the study aim;

- To determine the current state of the programme;
- To identify the project management challenges in the programme; and
- To suggest measures to curb the challenges identified.

1.6 RESEARCH METHODOLOGY

For the purpose of this study, quantitative research method was used. Data was collected from primary source and secondary sources that is, existing literature on the topic. Questionnaires were employed to assist in the collection of primary data. Data collected was analyzed quantitatively using both descriptive and inferential statistics. The data collected was first edited

to remove errors and then coded accordingly. The data obtained was analyzed using Statistical Package for Social Scientists (SPSS) version 25.

1.7 SCOPE OF STUDY

This study was confined to the agricultural sector in Ghana. Given that the agricultural sector in developing-economy markets is noted for its contribution to employment and GDP, and in view of the argument that cocoa sector performance in many developing-economy markets like Ghana is poor in terms of product provided, this study focuses on the project management challenges facing the implementation of the CORIP in Ghana. The research will be limited to Ghana and therefore the findings from the study will not be generalized to other countries in the world.

1.8 SIGNIFICANCE OF STUDY

Regarding the gap in literature on project management effectiveness on project especially CORIP in West Africa, the research work will serve as a useful literature for other researchers who want to work in this field of study. The study will contribute new knowledge to literature regarding project management effectiveness on projects. Again, the findings from this work will enable organizations and NGOs to know project management effectiveness and how these affect the CORIP. Government, agricultural experts, international organizations and project management experts will also benefit from this research work making them aware of the issues of project management effectiveness. The study will serve as an important guide, source of knowledge and reference work for relevant policy makers, academicians (baseline report), practicing project management professionals and the general public students, stakeholders, and development partners. Generally, the study offers both managerial and theoretical understanding

of project management effectiveness and the Cocoa Rehabilitation and Intensification Programme (CORIP).

1.9 ORGANIZATION OF THE STUDY

The study was organized into five chapters. The first chapter (one) introduced the background, the research problem, research questions, research objectives, overview of research methods and the significance of the study. Chapter two was devoted to the review of literature, while chapter three concentrated on the methodology of the study. Chapter four on the other hand, dealt with the presentation and analysis of data. Finally, chapter five contains summary of findings, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This section concentrated on the outline of cocoa creation in Ghana. The past and the present condition of cocoa creation and its commitment to GDP and business. The audit additionally addressed the recovery and the increase programs that have added to generation development in the cocoa division contemplating the undertaking administration practices, difficulties and measures for compelling administration of the Cocoa Rehabilitation and Intensification Program (CORIP) crosswise over nations as built up in writing.

2.2 COCOA PRODUCTION IN GHANA

Ghana, the main nation that rings a bell when one talks about cocoa. In this regard, 700,000 ranchers in the tropical belt who get their employments from cocoa makes Ghana's cocoa division more significant. Cocoa has been urgent to the nation's discussions on changes, improvement, and destitution lightening techniques since freedom in 1957 on the grounds that it viewed as the significant harvest exporter. Ghana had a noteworthy lessening underway of cocoa in the 1970s in the wake of getting to be one of the world's driving makers of cocoa. The area nearly fallen in the mid-1980s. Consistently, cocoa generation recuperated in the mid-1980s subsequent to presenting economy wide changes. These changes started the recovery of cocoa generation in the 1990s and about multiplying somewhere in the range of 2001 and 2003 (Herbst 1993).

In the late nineteenth century, cocoa was presented in Ghana. After the presentation, cocoa has experienced a progression of significant developments and withdrawals. Cycles are characteristic for cocoa creation and the reason is that cocoa is influenced by natural factors, for example, accessibility of woods; biological factors, for example, episodes of sickness, deforestation and geographic moves underway; and financial and social factors, for example, relocation (Ruf and Siswoputranto (1995). Cocoa generation in Ghana has four particular stages: presentation and exponential development (1888– 1937); brief stagnation however fast development (1938– 64); close fall (1965– 82); and recuperation and extension, beginning with the presentation of the Economic Recovery Program (ERP) (1983 to introduce).

Exponential development (1888– 1937). In the mid-nineteenth century, cocoa was acquainted with the southern locale of the Gold Coast by business ranchers from the Eastern area regions of Akuapem and Krobo. These business cocoa agriculturists had moved west to the adjoining area of Akyem to purchase for the most part abandoned backwoods areas from the nearby boss for cocoa development (Hill 1963). The components that urged these ranchers to movement and buy areas for cocoa are: a fall on the planet cost of palm oil after 1885, an ascent in elastic fares in 1890, expanding populace weight in the Akuapem zone, and the systematization of European create purchasing organizations on the shore of West Africa. (Slope 1963; Amanor 2010; and Gunnarsson 1978). There are three social classes: workers, area owning ranchers, and workers were among cocoa makers as an elective rush of vagrants from Akyem moved to the locale. A framework called abusua was presented in light of the fact that the transients were not ready to arrive along these lines they sharecropped with prior pioneers and that workers were paid 33% of the business cost of the reaped cocoa. In the meantime, the convergence of vagrants from far off Upper Volta (now Burkina Faso), Niger, and Mali, were extensive. They were tempted by the

great compensation that cocoa generation gave in southern Ghana. Populace of cocoa ranchers reinvested their benefits in cocoa creation in the western end of Ghana's Forest Zone rapidly moving the generation into the Ashanti and Brong Ahafo locales. This solidified Ghana as the main world maker of cocoa somewhere in the range of 1910 and 1914. Energized by the quick development of street and rail arrange in 1920s, the association of cocoa advertising by Ghanaian go between expanded the income of cocoa representing 84 percent of the nation's aggregate fares by 1927. Generation achieved 300,000 tons by the mid-1930s.

Stagnation yet fast development (1938– mid 1964). As per Gunnarsson (1978), cocoa creation slowed down amid the interwar periods. This was because of developing troubles in transport and diminishing interest. Vermin and ailments flare-up for example, swollen shoot infection lessened creation in the Eastern district in the mid-1940s. This pushed cocoa development further toward the western Brong Ahafo wilderness (Amanor 2010). Amid the second 50% of the 1940s generation of cocoa grabbed yet amassed in the Western area. The Cocoa Marketing Board (CMB) was set up in 1947 by the pioneer government which an imposing business model over the buy of beans. Rivulets and Aggrey-Fynn (2007), contend that until 1951 the main part of benefit made by the CMB went into its stores, which were then utilized for open speculation. Helpful society was given the imposing business model right in 1961 to buy cocoa. This was to supplant the system of merchants, mediators, private operators and representatives who until the point when at that point had controlled inward promoting. Beckam (1976), noted in 1953 the Nkrumah made the United Ghana Farmers' Council (UGFCC), which basically amassed in the cocoa developing districts regardless of its transmit to cover the enthusiasm of ranchers everywhere throughout the nation. The restraining infrastructure purchaser of cocoa was UGFCC and this was to make a stage for activating the agriculturists behind the legislature and its

organization, the cocoa send out assessment was additionally expanded after the second races in 1954. Once more, the maker cost stayed at a similar level for a long time. This started turmoil and political fomentation among cocoa ranchers, eventually pushing the legislature to build the maker costs and to settle them amid 1956– 57 in spite of declining world cocoa costs. In association with this, the offer of government income in cocoa deals diminished from 60 percent to 13 percent between 1954/55 and 1956/57. The third political triumph of 1957 brought trust and made government increment a lot of cocoa incomes by diminishing maker costs to the 1954 levels. It additionally got an "intentional commitment," conveyed by the UGFCC for the benefit of cocoa agriculturists, to share the weight of the Second Development Plan when the legislature was likewise accepting delicate advances from the CMB. These occasions made it evident that by then the CMB had been changed into an instrument of open back. Bonus benefits caught from high cocoa costs had essential monetary ramifications. Restraining infrastructure ideal to purchase cocoa was to agreeable society in 1961. From 1957 to 1964 fares developed gradually, and creation achieved an extraordinary level of 430,000 tons notwithstanding the noteworthy decline in world costs somewhere in the range of 1960 and 1962. In the second 50% of 1964, world cocoa cost separated with a guard edit in West Africa. Ghana alone achieved an uncommon creation record of 538,000 tons. In the wake of covering the generation and promoting cost of CMB and UGFCC, nothing was for all intents and purposes left for the administration, and the CMB's liquidity assets were about depleted.

Stryker (1990), states that world cocoa costs crumbled and set off a destruction in 1965. Genuine maker costs diminished reliably through the 1960s. This is on account of government's printing of cash prompted swelling. Once more, the presentation of a swapping scale strategy prompted the overwhelming overvaluation of the cedi, the nearby cash. By 1983, showcase trade rates

were very nearly 44 times the official rate., It is assessed that among 1970s and mid-1980s, as much as 20 percent of Ghana's cocoa collect was snuck into Côte d'Ivoire (Bulír 2002). All the more along these lines, proceeded with spread of infection and a maturing tree stock made interest in cocoa ugly. Agriculturists in old cocoa generation regions found that business costs scarcely took care of their expenses and immediately abandoned cocoa to sustenance creation (Amanor, 2005). Ghana's cocoa creation crashed to 159,000 tons in 1982/83, only 17 percent of the aggregate world volume, down from the 36 percent in 1964/65. The National Liberation Council crumbled the UGFCC and organized the Producing Buying Company as an auxiliary of the CMB. Maker costs expanded and agriculturists were paid a reward for top review cocoa beans to update the nature of cocoa being traded. As a result of high world cocoa costs, Busia's organization offered higher costs to agriculturists without cutting open incomes and making positive motivating forces to creation. Yet, a slow exacerbating of adjust of installments circumstance expanded expansion and influenced consequent increments in genuine wages, maker costs, and other genuine motivating forces. With the diminishing in world cocoa costs in the mid 70's, the general macroeconomic picture began to compound. The administration spending shortage expanded to 127 percent of aggregate government income and swelling expanded to 116 percent. Cocoa income moved from 46 percent in 1974 to 23 percent in 1979 and into negative figures somewhere in the range of 1980 and 1981 in light of changes in conversion scale misalignment. in 1980– 81, cocoa creation sunk to its most reduced level ever in view of the accompanying reasons: the world cost at the official conversion scale was lower than the maker cost in addition to promoting costs, the local conditions that prompted the abatement in Ghana's cocoa division occurred against a universal setting of expanding supply of cocoa from new makers, for example, Indonesia and Malaysia, and extended generation in Côte

d'Ivoire and Brazil. Ghana had lost a lot of its modest work supply from Burkina Faso and Côte d'Ivoire by the mid-1970s. Transient ranchers, hesitant to work in the old cocoa-creating regions had turned out to be less beneficial, were pulled in to the neighboring Ivorian districts, where approaches conceded vagrants access to arrive at positive terms.

The recuperation and second extension stage (1983– 2008). The presentation and the execution of the ERP in 1983 saw the turnaround in Ghana's cocoa part. The ERP included an exceptional program to rejuvenate the division (the Cocoa Rehabilitation Project). Strategy changes made out of expanding the homestead door costs paid to Ghanaian ranchers in respect to those paid in neighboring nations henceforth limiting the motivating force to carry, and degrading the cedi once more, decreasing the level of verifiable tax assessment of agriculturists. As a component of the Cocoa Rehabilitation Project, ranchers were made up for chopping down trees contaminated with swollen shoot infection and planting new ones. This exertion prompted significant recovery. It prompted a large

2.2.1 Rehabilitation

Restoration is characterized as enhancing existing tree stock through better administration and innovation, with exercises running from uniting and pruning nearby Good Agriculture Practices (GAPs, for example, vermin and malady control, manure administration, and soil change.

The primary ADB/ADF financed cocoa venture in Ghana was Cocoa Rehabilitation Project (CRP). Its particular targets were: to expand cocoa creation to give a yearly yield of no less than 300,000 tons for every step by step 1995, increment remote trade profit from cocoa send out and diminish rustic neediness and enhance personal satisfaction in the cocoa developing regions. Once more, the undertaking's destinations are to be accomplished through the accompanying activities: keep up adequate cocoa maker cost motivation, rearrange and streamline cocoa

expansion administrations to upgrade its proficiency and guarantee compelling supervision, permit better utilization of gifted staff, and diminish costs, privatize cocoa input promoting and expulsion of appropriations, give extra stockpiling limit and revamp the cocoa purchasing social orders effectiveness of the cocoa departure framework through expanded transport offices and extra stockpiling limit, privatize interior cocoa advertising, reinforce cocoa explore, increment seed unit generation through changes to the current seed patio nurseries and foundation of 100 ha of new gardens, cocoa swollen shoot infection illness command more than 17,900 hectares of existing ranch, and enhance of cocoa clearing through the usage of a streets recovery program in cocoa developing areas.

The soundness of Ghana's economy is cocoa creation and contribute 3% to its total national output. It bolsters the vocations of around 4 million cultivating family units (GSS, 2015). Ghana is spotted to be the highest quality level for cocoa quality. It is one of the world's biggest makers, yet the area's yields remain resolutely low. Youngsters are a key piece of the answer for reviving Ghana's cocoa division. A sum of 20% of the populace is matured 15– 24, and 27% of youngsters are not in training and don't work (Pasanen, 2016). Resuscitating the cocoa segment along these lines can possibly bolster youth business, increment

2.2.2 Intensification

Actually agrarian strengthening is the expansion in rural creation per unit of information sources (work, arrive, time, compost, seed, feed or money). Escalation is the ascent in the aggregate volume of rural creation coming about because of a higher profitability of data sources, or horticultural generation is kept up while certain information sources are diminished - powerful conveyance of littler measures of compost, better focusing of plant or creature assurance, and blended or transfer editing on littler fields. Strengthening that appears as creation rise is most

indispensable when there is a need to expand nourishment supply, for example, amid times of fast populace development. Strengthening that makes more proficient utilization of information sources might be more basic when natural issues or social issues are included. In times past, expanding or diminishing the zone of land planted were the commonest and viable broad alteration in horticultural creation (FAO, 2007).

Naylor (1996), set that rural strengthening since the 1950's has focused on three territories: expanded yields per arrive unit for a given harvest, expanded yields in time and products every year, and supremacy of high return or money edits rather than bring down yielding assortments and in this manner, to bolster 9 billion individuals by 2050, the critical inquiry isn't "Should farming be increased?" yet "In what manner should escalation happen. Once more, Naylor (1996) characterized escalation as changing agrarian frameworks from low-vitality broad generation to high-vitality frameworks over less land. In fact, while the measure of land in arable farming has just ascent around 9%, worldwide grain generation has forcefully increment since 1950 (Godfray et al. 2010). Cassman 1999; Matson et al. (1997), affirm that there are four generation factors greatly in charge of this expanded yield - enhanced assortments of wheat, rice and crossover corn, expanded uses of nitrogen manure; huge interests in water system innovation; and expanded editing force. Model precedents of escalation incorporate wheat creation frameworks in Mexico and India and industrialized domesticated animals' generation in the United States.

Mexico started the Green Revolution where Norman Borlaug's revelation of transport reproducing quickened the advancement of rust proof and diminutive person wheat assortments where by the mid 1960 the yield capability of Mexican wheat had multiplied, and the innovation was acquainted with India and Pakistan ten years after the fact (Stocksad 2009). Very serious,

extensive wheat cultivates now command India's western Indo-Gangetic Plains (Lobell et al. 2010). Godfray et al. (2010), contend that the fascinating advantage of increase is the checked diminishing in the extent of mankind that goes hungry, regardless of a two-overlay ascend in worldwide populace. Again, they contend that escalated creature generation has supported location the regularly expanding interest for meat related with expanding worldwide riches. Escalation is arrive saving and that can protect woods and different biological communities and for the most part enable more species to make due into the future (Lambin and Meyfroidt 2010; Greene et al. 2005). What's more, Godfray et al. (2010), place that contending interests for arrive utilize make rising agrarian land in numerous territories improbable and costly.

With respect to environmental change, Burney et al. (2010), gauge the net ozone depleting substance (GHG) discharges related with escalation from 1961-2005. Once more, they contend that emanations from manure generation and utilize expanded the net impact of higher yields averted GHG discharges of up to 161 gigatons of carbon more than 44 years. Future yield changes could alleviate GHG emanations (Burney et al. 2010). Tilman et al. (2002), contend that rural increase is plagued by ecological pressure and weakness and that a lot of manure applications include critical and unsafe measures of nitrogen and phosphorus to earthly and amphibian biological communities. Notwithstanding Tilman's contention, Erisman et al. (2008), merge it by saying that rural nitrogen-utilize proficiency has diminished significantly from 80% to 30% since 1960 and that a lot of nitrogen compost (around 60%) and inordinate supplements use from domesticated animal's creation wind up in surface and ground waters, bringing about eutrophication and traded off water supplies. Mulvaney et al. (2009), additionally show that an excessive amount of use of nitrogen preparation crushes soil natural issue, which decrease soil profitability and manufactured N effectiveness. In such manner, Tilman et al. (2002) recommend

that the rate at which manure is applied may triple if similar methodologies are utilized to twofold nourishment generation. Nonstop concentrated administration rehearses and industrialized creation of line trims additionally exhaust the dirt asset through disintegration (Doran 2002). As per Pfister et al. (2011), worldwide water utilization around 85% is represented through farming and utilize is anticipated to expand two-fold by 2050. Once more, serious generation frameworks have tremendous effect on water worry in numerous districts and stress water accessibility because of environmental change where shortage is a grave concern.

Esquinas-Alcazar (2005), affirm that escalation has lessened or undermined biodiversity in that the presentation of few high-yielding assortments expanded sustenance generation however have brought about the loss of various conventional assortments accessible for characteristic choice and rearing in this way expanding crop weakness to stresses. Truth from hereditary float from transgenic crops rehearsed in serious frameworks recommends an extra risk to landraces, critical wellsprings of hereditary assorted variety (Dalton 2008). He likewise contends that in Europe concentrated creation frameworks have had quantifiable unfavorable consequences for farmland winged creature populaces by diminishing territories and accessible nourishment.

2.3 PROJECT MANAGEMENT PRACTICES IN THE COCOA SECTOR

As per Wysocki, Beck and Crane (2000), a task is a succession of one of a kind, unpredictable and composed exercises that has one objective to be finished on particular time, inside spending plan and required determination. Undertakings have general highlights as life cycle, reason, interdependencies, uniqueness and strife (Meredith and Mantel Jr., 2000). Merna and Al-Thani (2008), characterize venture as a one of a kind speculation of assets to accomplish particular destinations. Model is the arrangement of merchandise or administrations to make benefit or to

give a support of a network. A venture is an irreversible change with an existence cycle and characterized begin and finish dates. In this regard, PMI (1996), places that guaranteeing venture achievement the director must have the enough information of undertaking administration - arranging, sorting out, checking and controlling all parts of the task and the inspiration of all required to accomplish venture targets securely and inside characterized time, cost and execution. In Pinkerton's (2003) see, venture administration assembles the aptitudes and capacities of different people empowering them to accomplish the destinations of the task and guarantee the achievement of the undertaking. Quality is a key factor in surveying the accomplishment of tasks and undertaking administration hones.

Kerzner, (2003), shows a test in making venture progress in understanding undertaking administration and therefore evaluating its execution. The achievement or generally of a task is seen through the intermingling of, the capacity of the procedure to meet the specialized objectives of the venture while veering off not from the three limitations of time, scope, cost seen by recipients and backers, venture group and the execution of the undertaking. As to this, powerful estimation of undertaking achievement or disappointment is toward the culmination of the venture. Undertakings fall flat on account of lack of common sense, consistent changes in the extension and therefore due date and spending plan, and in addition the absence of observing and control.

Pinto and Slevin (1988), contend for best arrangement of practices for venture administration that add to extend achievement: Project Mission – the underlying clearness of objectives and general course; Top Management Support – the readiness of best administration to outfit the essential assets and specialist for venture achievement; Project Schedule/Plans – a separated particular of individual activity steps required for venture usage; Client Consultation – discussion

correspondence and undivided attention to every single influenced party; Personnel – enlistment, choice, and preparing of adequate staff for the undertaking group; Technical Tasks – no shortage of the required innovation and mastery to execute the particular specialized activity steps; Client Acceptance – the demonstration of "pitching" the last deliverable to its definitive proposed clients; Monitoring and Feedback – auspicious supply of complete control data at each stage in the execution procedure; Communication – the supply of a suitable system and adequate information to every single key performing artist in the venture execution; and Trouble Shooting – ready to deal with unforeseen emergencies and deviations from plan. Scientists, for example, Cooke-Davies (2000) and Cleland and Gareis (2006) have effortlessly agreed to these works on guaranteeing compelling and effective venture administration.

2.3.1 Project Vision

Vision depicts something that elucidates the course in which to continue in that it bodes well the ramifications of sight. Characterize vision as articulating a perspective of a practical, solid, appealing future for the association, a condition that is preferred in some essential courses over what currently exists. Affecting a change through first isolating undertakings into modules attempted by experts with capacities to embrace those assignments and afterward incorporating these modules into an intelligible entire is venture administration. The central assignments an undertaking administration pioneer needs to viably do is guaranteeing arrangement of objectives and resultant responsibility to extend objectives. Since ventures interlinked and requires all colleagues to have the capacity to make judgment of task objectives to disguise these as being lined up with their own. This requires a sense making exercise with respect to the venture members or partners and an imagining activity of what the end point ought to be so the weaving of apparently detached activities can be cleared up to see how the parts frame the entirety. Weik

set that the genuine piece of information in exceptionally solid frameworks is to accomplish concurrent centralization and decentralization.

2.3.2 Top Management Support

An undertaking supervisor is in charge of conveying venture yields. Be that as it may, venture supervisors expect bolster from others in the association. Dynamic contribution of senior directors of the performing association help venture chiefs to effectively complete task. Venture administration writing has discovered that best administration bolster emphatically adds to extend achievement (Besner and Hobbs, 2008; Lester et al., 1998; Whittaker, 1999; Zwikael and Globerson, 2004; Johnson et al., 2001; McManus, 2004). Top administration bolster is thought to be among venture administration basic achievement factors (CSFs). The more best administration forms are honed in associations, the higher the level of undertaking achievement.

2.3.3 Project Schedule/Plan

Arranging is characterized as expansive diagram that have been worked out to determine the things that should be done and the strategies for doing them to achieve the reason (Gulick, 1936). Pre-venture arranging is characterized as the stage after business arranging where an arrangement is started and preceding task execution (Gibson and Gebken, 2003).

2.3.4 Monitoring and Feedback

A few examinations have been completed with a point of deciding the basic achievement factors (CSFs) which add to extend achievement. Prabhakar (2008), contend that Monitoring and Feedback was one of elements prompting venture achievement. Papke-Shields et al. (2010), takes note of that the likelihood of making venture progress appeared to be upgraded by reliably observing the advancement of the undertaking. They likewise contend that checking and

controlling is important in administration of task scope, time, cost, quality, HR, correspondence and dangers. Kamau and Mohamed (2015), consent to the suggestion by Papke-Shields et al. (2010) that Monitoring and assessing, spending execution, plan execution and quality execution could prompt undertaking achievement. Ika et al. (2012), clarifies that the most conspicuous CSFs for venture bosses are plan and observing and in this way he positions M&E profoundly as one of the real undertaking achievement factors. Once more, he contends that venture achievement was harsh to the level of task arranging endeavors however finds out that a huge connection exists between the utilization of checking and assessment apparatuses and venture "profile," a win factor which was an early pointer of undertaking long haul affect.

All the more along these lines, he emphasizes that M&E is most basic than arranging in accomplishment of task achievement. Jaw, (2012), places that the parts of the task administration philosophy whose fundamental point is to make venture progress was observing undertaking progress. Applying the possibility of Pinto and Slevin (1988) to the cocoa part, the Netherlands, the biggest merchant of cocoa from West Africa has clear monetary enthusiasm for supporting the exchange associations with essential cocoa generation nations, for example, Ghana. The initiator and the co-signatory of the agreement on reasonable cocoa is the Dutch Government. In this pledge the cocoa business, Dutch Government, and common society invest in promoting just affirmed economical cocoa items by 2025. The Dutch Government adds to the advancement of cocoa manageability area with particular consideration regarding financial and ecological parts of generation and exchange. The reciprocal program is relied upon to upgrade sustenance security of cocoa agriculturists and specialists in the Ghanaian cocoa part through increment wage age, enhance send out incomes and manage business improvement. Cocoa Rehabilitation and Intensification Program (CORIP) has general pointers for venture accomplishment as cocoa

efficiency changes in venture zones, financial returns and occupation upgrades of cocoa agriculturists, monetarily practical and operationally attainable models for supporting sorted out and chaotic cocoa ranchers and upkeep of soil fruitfulness levels.

2.4 CHALLENGES OF PROJECT MANAGEMENT PRACTICES IN THE COCOA SECTOR

Manageable advancement (SD) and the idea of supportability, associated with the financial, ecological and social measurements, has required another viewpoint for hierarchical activities (Brones, Carvalho and Zancul, 2014; Labuschagne, Brent and Van Erck, 2005; Munck, Galleli and Souza, 2013). A few creators contend for the need of including and building up the financial, natural, and social measurements into venture administration work (Sánchez et al. 2015)

The difficulties of the cocoa division are examined in view of three broad areas: financial measurement (ECD), ecological measurement (END), and social measurement (SOD). The monetary measurement concerns are coordinated to the survival of the division, cost administration, relations with partners, and welfare of agriculturists. Supportability worries in venture administration identified with ecological measurement are factors, for example, water and soil administration. Different concerns are identified with consistence with current enactment, issues identified with a worldwide temperature alteration, generation of commotion, and advancement of natural approaches and also advancement of ecological instruction and preparing. The principle worries of social measurement are coordinated to the welfare of those associated with the undertakings, for example, proper work works on in regards to representatives and contractual workers, worry with partners' commitment, association with the encompassing network, kid work, worry with human rights, worry about results of items and

administrations, financing of social activities and effects of tasks on the social frameworks. The idea of adequacy and productivity present extraordinary test in venture execution in the cocoa segment. Ward (1999), sets that viability and proficiency depict enhancing some piece of venture administration while Lampel (2001), portrays adequacy and productivity as capabilities for venture execution. Adequacy alludes to enhancing venture administration concentrating on objective change conveyance on spending plan and time. Hyvari (2006), characterizes venture administration adequacy as hierarchical outline and qualities of successful task chiefs contemplating clients' necessities and fulfillment.

Contrasting proficiency with adequacy, Martinsuo et al., (2007), contend that productivity prevail with regards to satisfying portfolio targets. Consistency and maybe mindfulness are needed in the utilization of productivity and viability inside the task administration. The idea of adequacy and proficiency have not been connected among experts. Authoritative Improvements is a progressing procedure and the earnestness to lessen cost and time in ventures is typically constantly present.

Adequacy center around making the best choice (Zheng, Yang, and McLean, 2010; Drucker, 1954), and making the best choice in an undertaking implies participating in inventive systems (Kerzner, 2004; Olsson, 2006) that advance hierarchical objective accomplishment by rehearsing compelling type of benchmarks, forms and innovative apparatuses that advance administration, item and task conveyance. Adequacy, again implies how great the yield of the procedure compares to the info requirements of the inside partners and how well the contributions from the suppliers meet the imperatives of the procedure (Wysocki, 2007). Not exclusively does viability take a gander at yield procedures and requirements however the general association techniques to make progress. Viability is characterized as the degree and level of accomplishing hierarchical

objectives (Belout, 1998; Elmes and Wilemon, 1988; Iversen and Ngwenyama, 2006); Westerman, McFarlan, and Iansiti, 2006; Willis, Guinote, and Bailon, 2010); how much the reason for an association is accomplished (Brausch, 2010; Fey and Denison, 2003); the institutional capacity to achieving its undertaking through sound administration adjust, tenacious rededication and change control to make progress (Hsiu-Fen and Gwo-Guang, L. 2006; Parhizgari and Gilbert, 2004) and the entryway to accomplish the entire authoritative reason (Scholefield, 1968; Vloeberghs and Berghman, 2003). As per Gregory et al. (2009) and Olsson (2006), authoritative adequacy dependably measures hierarchical efficiency to achieve hierarchical goals utilizing key practices.

Table 2.1: Summary of the Challenges

No.	Challenges	Reference
1	Project Sustainability	Sanchez (2015)
2	Organisational Effectiveness	Gregory et al. (2009) and Olsson (2006)
3	Project management development standards	Dai & Wells, 2004
4	Establishing project management discipline and oversight within an organisation,	Hill, 2004
5	Facilitating knowledge management	Desouza & Evaristo, 2006
6	Leveraging previous solutions	Liu & Yetton, 2007
7	Sharing good practices and delivering project objectives	Dai & Wells, 2004

Author's construction

2.5 MEASURES FOR EFFECTIVE PROJECT MANAGEMENT PRACTICES IN THE CORIP

Late research on viability has unequivocally focused on the capacities of people, gatherings, and the whole association to adjust rapidly and after that realign ceaselessly with changes in approaches required by flimsy situations (Jaques, 2010; Yilmaz and Ergun, 2008). As indicated

by Morrison and Brown (2004), viability is the main thing expected to guarantee the consistency and maintainability of venture conveyance among venture experts. The focal point of adequacy is on making the best decision (Zheng, Yang, and McLean, 2010; Drucker, 1954), and making the best choice in a venture suggests embracing creative methodologies (Kerzner, 2004; Olsson, 2006) that help the accomplishment of authoritative objectives and viable practices as procedures, models, and mechanical apparatuses 26 that upgrade item, administration, or task conveyance. In Wysocki, (2007) see, adequacy is the means by which well the result and yield of the procedure meet the info imperatives of the inward partners and how well the contributions from the providers meet the requirements of the procedure.

2.5.1 Stakeholders

Partners in this setting allude to any people who might be influenced emphatically or adversely by the undertaking results (PMI, 2004; Wearne, 2008); along these lines, valuing the pertinent jobs and administrations that the partners offer is basic to extend achievement (King and Burgess, 2008). They incorporate task supports, the performing association, venture chiefs, and undertaking groups. In a venture setting, the task supports, performing association, venture directors, and undertaking groups can be an advantage 31 (Gido and Clements, 2006) or an obligation (PMI, 2004), contingent on the manners by which authority handles the different interfaces (Olsson, 2006) engaged with the task. From the time an undertaking is started until its end or conclusion, quality basic leadership is worked around individuals (Starns and Odom, 2006) worried about different venture stages. Regardless of whether those choices help or hurt efficiency relies upon what individuals do with the data they have and the reason for which the data is being put to utilize (Drucker, 1954).

2.5.2 Project Sponsors

Ongoing investigations on venture supports (Bryde, 2007; Kloppenborg et al., 2006) have uncovered that associations are starting to comprehend the advantage of undertaking supports and their effect on venture results. Kloppenborg et al. (2006) contended that the value of official supporters regularly is an indicator of venture achievement. Undertaking supports allude to the general population or gatherings that give the money related assets in trade or out kind for the task (PMI, 2004); the essential daring individuals or the asset suppliers (Bryde, 2007); the suppliers of direction for the venture chiefs and task groups (Kerzner, 2006a, 2006b); and the identifiers of gorilla items or administrations (Levine, 2002) intrinsic in the venture. As Helm and Remington (2005) contended, venture supports are portrayed by the fitting predominance and expert inside the association who have the political information, productivity, capacity, and eagerness to tie the undertaking and the association 32 together; the boldness and readiness to go to fight with others for the task; the capacity to propel the group and give impromptu help to the group; the eagerness to work together with the task group and undertaking chief; superb interchanges aptitudes and relational abilities that impact other venture key players; and capacity and eagerness to challenge the venture and give objectivity.

Task patrons might be outside or inside senior administration who are illustrative of the performing association (Bryde, 2007) to the association. Be that as it may, paying little heed to where they are arranged, they pay for the task (Phillips, 2004); take conveyance of ventures at finishing (Bryde, 2007); and can decide, if suitable, when the undertaking can or ought to be ended (Bryde, 2007) or move starting with one period of expectations then onto the next stage in the undertaking life cycle. As per Young and Jordan (2008), top administration bolster is the most imperative basic achievement factor for anticipating venture achievement. In spite of the

fact that they set the course and give the guide that whatever is left of the association ought to take after (Angelides, 1999), it is critical that the job and duties of venture support and undertaking director be unmistakably characterized (Bryde, 2007) to maintain a strategic distance from any contention that may eventually imperil the task.

2.5.3 Project Managers

Venture supervisors involve an essential position in each undertaking. PMI (2004), characterizes venture administrators as the central engineers and officials responsible for regulating the everyday task activities. Kerzner (2006b), place that task administrators lead the venture execution plan improvement from social affair the important assets - budgetary, human, and hardware to guaranteeing expectations over all undertaking stages. Gido and Clements (2006), contend that undertaking chiefs give authority to the venture group in that task administrators lead the improvement of an arrangement with the undertaking group and audit the arrangement with the client in the region of sorting out and anchoring the suitable assets to play out the task, the territory of controlling, they track genuine advancement and contrast it and arranged advancement. Venture directors likewise are in charge of dealing with the partners' desires (Gido and Clements, 2006; Hedeman et al., 2005).

Wood (2008) demonstrates that a very much educated and experienced venture supervisor turns into an advantage in regards to minimization of expenses by turning out with the accepted procedures reasonable for the undertaking and enhancing quality. Once more, the task administrator diminishes delays by preordering materials and hardware, lessens hazard through continuous audits and documentation. The PMI (2004) guarantee that task administrator invests 90% of his energy conveying the goals of the undertaking to the group and showing progress,

specialized outline, and venture status reports (Gido and Clements, 2006; Phillips, 2004) to the partners engaged with the venture.

2.5.4 Performing Organization

Kerzner, (2006b) contends that people who survey the advancement of the venture and offer the important dismissals and endorsement for suggestions frame the performing association or the administration board. Workers of the association are straightforwardly engaged with overseeing venture exercises (PMI, 2004). These workers are venture supervisors and the task colleagues who are basically worried about the arranging and execution stages (Gido and Clements, 2006; Phillips, 2009; PMI, 2004) of the undertaking life cycle. Finch (2009) contends that the achievement of a task and the association relies on the playing out association's capacity to oversee work force adequately.

2.5.5 Project Teams

Adam (2009) attests that building fantastic groups don't occur unintentionally. Undertaking groups are individuals who work close by with venture administrators to convey the genuine work (Huemann, 2010). Gathering of reliant people working cooperatively to accomplish the undertaking objective (Gido and Clements, 2006); an accumulation of people who work on the whole to guarantee the accomplishment of the venture (Phillips, 2004); the gathering that is playing out crafted by the task (PMI 2004); or the gathering of individuals attempting to accomplish a typical target (Dvir et al., 2003). As per Atkinson (1999), adequacy requires guaranteeing overhauled forms and new advancements as well as proper aptitudes and preparing experts who will settle on the correct choices; coordinate, actualize and change information and data into learning (Heffner and Sharif, 2008); and find a way to guarantee the accomplishment of the task objectives.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

The section centers on the examination technique, approach and methodology. It offers subtle elements to the investigation region, examine strategies, approach, procedure, target populace, consider populace, test size and system, legitimacy and dependability of instrument.

3.2 AREA OF STUDY

Western Region, particularly the Sefwi-Wiaso Cocoa District was decided for this examination due to the historical backdrop of cocoa creation in the locale and the inclusion of Cocoa Rehabilitation and Intensification Program in territory.

3.3 RESEARCH APPROACH

There are two main research approaches, which are the inductive and deductive. As per Trochim (2006), deductive thinking moves from the general to the particular in that contentions depend on standards, laws and are broadly acknowledged standards, while the inductive deals with the development of theories. The study investigates into the Cocoa Rehabilitation and Intensification Program (CORIP) dispensed to cocoa agriculturists. Hence, this study adopted the deductive approach in order to establish the project management and implementation challenges the Cocoa Rehabilitation and Intensification Program (CORIP).

3.4 RESEARCH METHODS

This research is based on deductive approach as it involves the use of already existing theories, thus, quantitative methods was adopted to make inference into the project management implementation challenges Cocoa Rehabilitation and Intensification Program (CORIP).

3.5 RESEARCH STRATEGY

This research study used a questionnaire-based survey to facilitate the achievement of the main research objective. Two main characteristics describe the purposes of a survey. Firstly, surveys aim to produce some descriptions about the distribution of phenomena in a population (Ling et al., 2008). Therefore, a survey analysis may be concerned with comparing the relationship between variables, or with demonstrating the finding, descriptively (Zikmund et al., 2009). Secondly, surveys are used to collect information from research population through use of structured questions. Additionally, a survey provides a means for collection of a large amount of data from a substantial population in a highly economical way and it also operates on a foundation of statistical sampling to protect a particular representative dataset (Liu, 2008).

3.6 TARGET POPULATION

Populace, as per Mugenda and Mugenda (2003), is add up to number of gathering of people or things having comparative qualities and are considered under fields of request. Thus, the objective populace for the study was six hundred eighty (680) cocoa ranchers in the Sefwi-Wiaso District in the Western Region of Ghana. Ruben and Babbie (1989), characterize examine populace as the entirety of all components from which the example is really chosen. In such

manner, the investigation populace for this examination was fifty (50) cocoa ranchers. These comprised of all program staff of the Cocoa Rehabilitation and Intensification Program.

3.6.1 Sample Size Sampling Technique

The examination utilized purposive sampling strategy to sift data from the respondents in light of two reasons: first, simple choice and distinguishing proof of people or gatherings of people that are capable and all around vexed in data with a wonder of intrigue (Cresswell et al., 2011). Second, the significance of readiness and accessibility to take an interest, and the capacity to convey encounters and feelings in an expressive, intelligent way, and understandable (Bernard, 2002; Spradley, 1979). However, according to Israel (1992) of a population is less 200, the total population should consider for the sample size. Hence, in this study the sample size is equal to the population. In addition, Israel (1992) advice that in such cases census sampling technique should be adopted. Thus, this study again adopted the census sampling technique in the data collection.

3.7 SOURCES OF DATA

The research study made use of two sources of data; primary and secondary sources of data. The primary data were gathered from the respondents selected for the research work. This source of data formed comprised the first hand information and solely meant for this research work and was retrieved through questionnaires issued to respondents. This agreed with Brown (2005), who asserted that a primary source provides direct or firsthand evidence about an event or information. Additionally, secondary source of data was gathered through various documented ongoing educational infrastructural projects and the stakeholders involved in the process.

Secondary data was the type of data, which already existed, and not purposefully for this research work.

3.8 INSTRUMENT FOR DATA GATHERING

Questionnaires were the fundamental instruments used to gather data for the research work. A questionnaire is a research instrument consisting of a series of questions for the purpose of gathering information from respondents (Gujarati, 2002). The use of questionnaire in this study had several advantages, which include the ability to reach all respondents and was economical to use in terms of money and time. The closed ended questions had specific pre-defined options for respondent to choose from, while some of them were structured Likert scale questions. To design and setup the survey questionnaire, enquiry questions were grouped from the general to the more specific. The first section of the questionnaire was developed to collect information about the demographic characteristics of staff of the Cocoa Rehabilitation and Intensification Program while the second section deals with the challenges and solutions to the project management implementation in CORIP.

3.8.1 Validity of Research Instrument

Three (3) to five (5) respondents were utilized as pre-test to guarantee increment legitimacy, understanding, troublesome inquiries and respondents' readiness to react to questions (Ghauri et al., 2005; Orodho, 2012). Pre-testing made dialect clearer and tried exactness and manageability of instrument. Pre-test respondents were chosen haphazardly from the focused on populace. Survey was given to program specialists and cocoa agriculturists to cross check regardless of whether modified issues were delineated to guarantee content legitimacy. Their rectifications together with those from the pre-test were joined in the last poll.

3.9 ANALYSIS OF DATA

Data analysis process entails the process of packaging the collected data putting in order and structuring its major elements in a way that the results can be easily and efficiently communicated. The data analysis was conducted through the use of the software Statistical Package for Social Scientist (SPSS) version 21. The presentation and analysis were conducted through statistical mean score ranking.

3.10 CHAPTER SUMMARY

This section depicted the techniques by which information required for the examination is gathered. In particular, it secured the exploration strategies, approach, system, populace, test and inspecting methods, and research instruments, information gathering strategy, instrument legitimacy and instrument unwavering quality

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.0 INTRODUCTION

This chapter presents the study's results and the discussions of the findings. The key sections of the chapter include: overview of the study areas, respondent profile, descriptive results, measurement assessment, discussions, and chapter conclusion.

4.1 RESPONDENTS' PROFILE

The study sought to assess the project management challenges of the Cocoa Rehabilitation and Intensification (CORIP) implementation in Ghana. The study used a sample of cocoa farmers and project implementers in the agriculture sector from Sefwi-Wiaso District in the Western Region of Ghana. The study administered 55 questionnaires and 50 were retrieved. Preliminary checks for incompleteness however revealed that 46 could be considered usable for the study. As shown in Table 4.2, majority of the respondents had JHS certificate (36.6%, n=46) while those holding professional certificate (19.5%, n=46), SHS/O Level certificate (12.2%, n=46) or bachelor degree holders (4.9%, n=46). Again, with professional qualification majority were fellows (56.7%, n=46). Full members represent (26.7%, n=46) and (16.7%, n=46) represent associate members. Regarding professional experience, almost all the workers on the project had less than ten years working experience (73.2%, n=46).

Table 4. 1: Profile of Respondents

Variable	Category	% of n
Education level	JHS Certificate	50.0
	SHS Certificate	16.7
	Professional Certificate	26.7
	Bachelor's Degree	6.7
Professional Background	PMP	12.2
	M&E	15.1
	Programms Manager	15.1
	Portfolio Manager	4.9
	Project Manager	56.7
Professional Qualification	Fellow	56.7
	Associate Member	16.7
	Full Member	26.7
Professional Experience	Less than 10yrs	73.2
	10 – 19yrs	10
	20 – 29yrs	11
	30 and above	7

Source: Field study (2018)

4.2 DESCRIPTIVE RESULTS

This section presents descriptive results on the study's constructs – that is the current state of the programme, project management challenges and solutions to cure the challenges of the programme. Three different Likert scale were used. The first had a 3-point scale that ranged from poor (=1) to good (=3). The second had a 4-point scale that ranged from strongly agree (=1) to strongly disagree (=4) and the last had a 3-point scale that ranged from not serious (=1) to serious (=3). These were used to measure all items.

4.2.1 Current State of the Cocoa Rehabilitation and Intensification Programme (CORIP)

Current state of the programme was measured with a 13-item scale adopted from Lindt & Sprungle Cocoa Farming Program (2015-2017). The descriptive results on the items and their composite (average) score are shown in Table 4.2. Of the 13 items, the lowest mean score was 1.16 (standard deviation = .379) and the highest means score was 2.96 (standard deviation = .964). The overall mean score was 2.19 (standard deviation = .609). Given a scale of 1 to 3 and 1 to 4, these results, suggest that currently the programme is achieving its purpose with good and better project management implementation strategies.

In addition, respondents interviewed have a good knowledge of and understanding of the programme. They expressed a clear understanding of the programme, its objective, operational area and duration of implementation. With reference to the current state of the programme, farmers who responded to the questionnaire indicated that they have heard about the programme and that the programme is about boosting the productivity level of cocoa farmers as well as enhancing their livelihoods. In addition, the respondents indicated that the programme is achieving its intended purpose through the support interventions to farmers through training, access to farm inputs, field demonstration through the establishment of demonstration farms, access to farm tools and provision of improved planting materials. The programme implementation team as well as beneficiary farmers had a demonstrated understanding of the various programme interventions and their intended outputs and outcomes (Informal Views).

4.2.2 Project Management Challenges in the Cocoa Rehabilitation Programme (CORIP)

Eleven (11) items were adopted from (Brones, Carvalho and Zancul, 2014; Labuschagne, Brent and Van Erck, 2005; Munck, Galleli and Souza, 2013 to measure project management challenges in the cocoa sector. Three variables – economic, environmental and social were measured. To make the results easily interpretable and understandable, the scores obtained were recoded to reflect project management challenges. Respectively, the study rephrased the dimensions of project management challenges as outlined below. The descriptive statistics of the items and their overall average score are shown in Tables 4.4b. On the whole, the programme is facing challenges. The mean and the standard deviation indicating challenges are 2.5 and 0.935 respectively. The response corresponding to no challenge had a mean value of 2.3 and standard deviation value of 0.843. Again, the dimensions of the challenges were economic, environmental, and social. The mean value of 2.6 with standard deviation of 0.932 indicate that economic challenge is one of the serious challenges confronting the programme. Also, environmental challenge had a mean of 2.3 and a standard deviation of 0.911 indicating the level at which environmental challenge affect the programme. Social challenge had a mean and standard deviation values of 2.1 and 0.855 respectively.

Of the three dimensions of the challenges, poor cost management which was an aspect of economic challenge had a mean value of 2.6 and standard deviation of 0.932. Problem of ensuring farmer welfare had a mean value of 2.5 and standard deviation of 0.897 followed by ineffective stakeholder relations having a mean value of 2.4 and standard deviation of 0.937.

The aforementioned results indicate that the problem of poor cost management reigns in so far as economic challenge is concerned. Indicators of environmental challenge are problem of land accessibility, poor soil and water management, and limited environmental education and training.

Of these indicators, limited environmental education and training had mean value of 2.5 and standard deviation of 0.931. This is followed by poor soil and water management with mean and standard deviation values of 2.3 and 0.937 respectively. Problem of land accessibility had mean value of 2.3 and standard deviation of 0.867. The result outlined above show that limited environmental education and training as an indicator of environmental challenge is the most serious challenge confronting the Cocoa Rehabilitation and Intensification Programme in Sefwi-Wiaso. Problem of excessive child labour, limited stakeholder engagement and problem relating with surrounding communities were three indicators of social challenge. Regarding the three indicators, problem of excessive child labour had a mean value of 2.1 and standard deviation of 0.877. The mean and standard deviation values of limited stakeholder engagement are 2.6 and 0.911 respectively and lastly, problem of relating with surrounding communities has mean value of 2.4 and standard deviation of 0.871. The results provided depict that of the three indicators limited stakeholder engagement is seriously affecting the programme. The overall composite average score with its corresponding standard deviation of the three dimensions of project management challenges are economic challenge (mean= 2.5, Std Dev= 0.922), environmental challenge (mean= 2.3, Std Dev= 0.913) and social challenge (mean= 2.3, Std Dev= 0.866). To summarise, the programme is facing challenges and that the greatest challenge faced by the programme is economic challenge, specifically poor cost management.

Table 4. 2: Project Management Implementation Challenges

<i>Item Code</i>	<i>Item Statement</i>	<i>Mean</i>	<i>Std Dev</i>	<i>Rank</i>	<i>Overall ranking</i>
Economic					
1	Poor cost management	2.6	0.932	1 st	
2	Ineffective stakeholder relations	2.4	0.937	3 rd	
3	Problem of ensuring farmer welfare	2.5	0.897	2 nd	
		2.5			1st
Environmental					
1	Problem of land accessibility	2.3	0.867	3 rd	
2	Poor soil and water management	2.3	0.937	2 nd	
3	Limited environmental education and writing	2.5	0.937	1 st	
		2.3			2nd
Social					
1	Problem of excessive child labour	2.1	0.877	3 rd	
2	Limited stakeholder engagement	2.6	0.911	1 st	
3	Problem of relating with surrounding communities	2.4	0.871	2 nd	
		2.3			2nd

Source: Field study (2018)

4.3 SOLUTIONS TO THE CHALLENGES OF THE PROGRAMME

Three (3) items were adopted from (Morrison and Brown 2004; Wysocki, 2007) to measure the solutions to the project management challenges of the Cocoa Rehabilitation and Intensification Programme in the Sefwi-Wiaso District. Three broad questions asked. Respectively, the study rephrased the dimensions of the programme solutions.

- *Effective Project Management Practices*

Effective project management was defined using three indicators – Time, Cost and Scope

Project implementation and execution must be within time. Activities of the CORIP are implemented before or within time Project implementation and execution meet cost. Activities of the CORIP must be implemented within cost. Project implementation and execution must meet

stakeholder's requirements. Activities of the CORIP should be within scope and meet programme requirements (informant views).

Other solutions were presented in the descriptive form in Table 4.5c. The solutions to address the challenges of the programme challenges were categorized under indicators: continuous stakeholder engagement, capacity building for farmers on improved environmental practices, facilitating the development of land registration process that is local, affordable, transparent and accessible. Of these indicators, continuous stakeholder engagement had a mean and standard deviation scores of 2.5 and 0.941 respectively. This was followed by developing better registration process with mean value of 2.3 and standard deviation of 0.921. Good environmental education and training for farmers had the least mean and standard deviation values of 2.1 and 0.897. These results suggest that the best solution to curing the challenges of the programme is continuous stakeholder engagement.

Table 4. 3: Solutions to the challenges of the Programme

<i>Item Code</i>	<i>Item Statement</i>	<i>Mean</i>	<i>Std Dev</i>	<i>Rank</i>
a	Continuous stakeholder engagement	2.5	0.941	1 st
b	Good environmental education and training for farmers	2.1	0.897	3 rd
c	Developing better registration process for land tenure that is local, cheap, rapid, transparent and accessible.	2.3	0.921	2 nd

Source: Field study (2018)

4.4 DISCUSSIONS

There is a growing need for the management of projects in business organizations. In recent years, researchers have become increasingly interested in factors that may have an impact on project management effectiveness. Prior research in the area has examined different ways of

organizing project management (Turner et al., 1998). Critical success and failure factors in project management (Belassi and Tukel, 1996) point out the need for empirical studies of how project management tools and methods could be used to improve the quality of project management. It has been argued that cocoa has been pivotal to the country's debates on reforms, development, and poverty alleviation strategies since independence in 1957 because it regarded as the major crop exporter and again improves livelihoods for about a quarter of the two countries' populations and is very important to the national economies, contributing close to 9 percent in Ghana and 20 percent of GDP in Côte d'Ivoire. The cocoa sector is the largest employer and offers livelihoods for over 700,000 farmers and delivers 70-100% income. It also provides income for about six million people (Anthonio and Aikins, 2009; Gockowski et al., 2011; USDA, 2012). However, cocoa farmers do not have long term income security due to the changing price of cocoa on the world market. Again, income per area (which is already low) still declines. Hence, cocoa farmers' clear forests to expand their cocoa and use less labor-intensive sun cocoa varieties, causing a loss of farms trees. The fragmentation of remaining forests and removal of trees from farms lead to biodiversity loss. In an attempt to contribute to this findings, the present study relied on a sample of 46 cocoa farmers enrolled in the Cocoa Rehabilitation and Intensification Programme (CORIP) in Sefwi-Wiaso District in the Western Region of Ghana. The results obtained are discussed below:

4.4.1 Current State of the Cocoa Rehabilitation and Intensification Programme (CORIP)

Descriptive results obtained show that the programme is in a good state and already delivering some benefits to farmers their communities. On a scale of 1 to 4 and 1 to 3, participants in the study, on the average, scored 2.19 on the 13-item (adopted from Lindt & Sprungle Cocoa Farming Program (2015-2017) used to measure the current state of the CORIP. In their study of

Lindt cocoa farming programme, it was found that the livelihood of 48,750 cocoa farmers was enhanced through the implementation of productivity enhancement interventions. Again, it was found that basic activities such as formation of Farmer Based Organizations (FBOs), professionalization through training, farmer-led nurseries & farmer-led demo plots showing integrated soil fertility management (ISFM) contribute positively to productivity enhancement.

4.4.2 Project Management Challenges in the Cocoa Rehabilitation Programme (CORIP)

Evidence indicate that the challenges of the cocoa sector are analyzed based on three constructs: economic dimension (ECD), environmental dimension (END), and social dimension (SOD). The economic dimension concerns are directed to the survival of the sector, cost management, relations with stakeholders, and welfare of farmers. Sustainability concerns in project management related to environmental dimension are variables such as water and soil management. Other concerns are related to compliance with current legislation, issues related to global warming, production of noise, and development of environmental policies as well as promotion of environmental education and training. The main concerns of social dimension are directed to the welfare of those involved in the projects such as appropriate labor practices regarding employees and contractors, concern with stakeholders' engagement, relationship with the surrounding community, child labor, concern with human rights, concern about consequences of products and services, financing of social actions as well as impacts of operations on the social systems. With regard to this project, economic challenges in the form of poor cost management, ineffective stakeholder relations and the problem of ensuring farmer welfare are the greatest problems of the programme.

4.4.3 Solutions to the Challenges of the Programme

Given these questions the results suggest that the participants in the study are very much concerned about how the challenges can be solved. Studies by Wysocki, (2007) found that effective project management is how well the outcome and output of the process meet the input constraints of the internal stakeholders and how well the inputs from the givers meet the constraints of the process. The current study findings support the findings of Wysocki (2007), in that there must be continuous stakeholder engagement for the challenges to be resolved.

4.5 CHAPTER CONCLUSION

This chapter presented the study's results and findings. It also discusses the findings in relation to the study's objectives, underpinning theories, and the pertinent literature. The subsequent chapter, presents the summary of the findings, conclusion, and recommendation of the study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of the study was to assess the project management challenges of the Cocoa Rehabilitation and Intensification Programme (CORIP) in the Sefwi-Wiaso District in the Western Region of Ghana. This chapter of the study provides summary of the study findings in congruence with the slated research objectives. The chapter also presents thorough conclusion and recommendations based on the findings discovered by the study. The recommendations of the study covered two broad areas namely policy or practical recommendations and future research recommendations. Whilst the practical recommendations cover steps to improve policy development regarding the CORIP, future research recommendations cover information for future researchers on the topic under study.

5.2 SUMMARY OF FINDINGS

The claim that cocoa has been pivotal to the country's debates on reforms, development, and poverty alleviation strategies since independence in 1957 because it regarded as the major crop exporter is the plausible. However, the implementation of cocoa programme in Ghana and other developing economies come with many challenges. The challenges present themselves in various forms ranging from economic, environmental and social.

In the light of this, the purpose of the study was to assess the project management challenges of the Cocoa Rehabilitation and Intensification Programme (CORIP) in the Sefwi-Wiaso District in the Western Region of Ghana.

5.2.1 Review of the Current State of the Programme

The first objective of the study was to examine the current state of the programme. The study found that the programme is achieving its set objectives and already providing some tangible benefits to farmers.

5.2.2 Review of Project Management Implementation Challenges

The second objective of the study was to identify the project management challenges in the programme. The study identified that the programme is faced with some project management challenges and with the principal challenge being economic.

5.2.3 Review of the Solutions to Curb the Challenges

The third objective of the study was to suggest measures to curb the challenges identified. The study found that suggested that effective stakeholder engagement to be the most refined solution to the challenges facing the program.

5.3 CONCLUSION

Cocoa Rehabilitation and Intensification are essential in ensuring the long term sustainability of the cocoa sector in Ghana. Therefore, encouraging such programmes ultimately influences growth and development. The CORIP is of great interest to farmers and should therefore be better managed to provide the desired benefits to cocoa farmers and the sector.

5.4 RECOMMENDATIONS

Based on the findings the following recommendations are provided;

The study found cocoa farmers are very interested in the programme because of its tangible benefits. Therefore, it is recommended that programme implementers use their project

management skills solve practical challenges to enhance the benefits to farmers. It is recommended strongly that the programme team be given the required project management orientation in order to improve their performance and programme delivery.

5.5 RECOMMENDATIONS FOR FUTURE RESEARCH

The following future research recommendations are provided;

Future researchers can examine the other project management implementation challenges of public private partnership projects in Ghana and how this affect economic growth and development. Future researchers can explore the implementation strategies of cocoa sector programmes and how these contribute to the effectiveness and efficiency of project performance.

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APPENDICES

QUESTIONNAIRE

Preamble

My name is Fred Frimpong. I am a final year MSC Project Management student from Department of Construction Technology and Management at Kwame Nkrumah University of Science and Technology, Kumasi. As part of the requirement for the master's degree, I am conducting a research on the topic: **Assessing the Project Management Challenges of the Cocoa Rehabilitation and Intensification Programme (CORIP) Implementation in Ghana.**

The objectives of the study include:

- Examine the current state of the programme;
- Identify the project management challenges in the programme;
- Suggest measures to curb the challenges identified.

The implication of the findings is for the future implementation and development of CORIP in Ghana and other countries. Information given will be treated with utmost confidentiality.

Thank you for your participation and assistance with this study.

SECTION A: DEMOGRAPHY

1. What is your education level?
 - a. BECE Certificate ()
 - b. SSCE/WASSCE/O Level Certificate ()
 - c. Professional Certificate ()
 - d. Bachelor's Degree ()
 - e. Master's Degree ()

2. Please, indicate your Professional Background
 - a. Project Management Professional (PMP) ()
 - b. Monitoring and Evaluation (M&E) Specialist ()
 - c. Programmes Manager ()
 - d. Portfolio Manager ()
 - e. Project Manager ()
3. Professional Qualification
 - a. Fellow ()
 - b. Associate Member ()
 - c. Full Member ()
4. Please, indicate your Professional Experience
 - a. Less than 10yrs ()
 - b. 10 – 19yrs ()
 - c. 20 – 29yrs ()
 - d. 30 and above ()

SECTION B: CURRENT STATE OF CORIP

5. Please, have you heard about CORIP?
Yes ()
No ()
6. If yes, briefly explain what CORIP is about

schedule/plan.			
Currently, CORIP implementation adhere to monitoring, controlling and feedback.			

12. How would you rate the project management components of CORIP? Indicate by ticking

(√)

1 **2** **3** **4**
Strongly Disagree **Disagree** **Agree** **Strongly Agree**

Component	1	2	3	4
Planning The programme has good plans				
Executing The programme is executed effectively and efficiently				
Monitoring & Controlling There is effective and efficient monitoring and controlling				

SECTION C: PROJECT MANAGEMENT CHALLENGES IN THE CORIP

13. Is the programme facing challenges?

Yes () No ()

14. If yes, can you identify which of these dimensions is the major challenge of the programme.

- a. Economic challenge ()
- b. Environmental challenge ()

Yes ()

No ()

18. Which of the following would you consider the best solution to the challenges of project management practices?

Continuous stakeholder engagement

Good environmental education and training for farmers

Developing better registration process for land tenure that is local, cheap, rapid, transparent and accessible