

**ANALYSING THE CAUSES OF PROJECT FAILURE:
THE CASE OF THE APREMDO MARKET PROJECT**

By

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ABSTRACT

Infrastructural projects have been established to be a firm basis for national development. Many investors have sought to participate in the investment of such projects. However, the funding gaps linking the infrastructural needs and the available resources are quite broad, especially on developing countries like Ghana. Government and all funding agencies must therefore seek to promote the proper allocation of scarce resources for improved national development. The Apremdo market project was initiated two decades ago to serve the best interest of the people within the then Sekondi Takoradi Metropolitan Assembly. However, numerous efforts to relocate the traders to the market has failed. Using the case study approach, the study focused on identifying the failure factors, the causes of these failure factors and to recommend best project management practices for future projects with similar scope. Questionnaires were distributed to a sample size of fifty traders from the assembly. Sampling techniques adopted were convenience sampling and purposive sampling. Respondents were made to respond according to their degree of agreement with the factors. The Municipal Head of Works for the newly developed assembly under which Apremdo falls was also interviewed. This ensured both qualitative and quantitative measures are used. From the fifty self-administered questionnaires, forty-six were responded to and used as the basis for analysing the data. Data was analysed using the relative importance index on a 5-point Likert scale. It was found out that the main factors resulting in the failure was the lack of stakeholder engagement, lack of user input, lack of resources, poor sales and unrealistic expectations. These factors were caused by the lack of proper planning, poor communication, location of the market, lack of project management practices and client/customer involvement. The researcher recommended that stakeholder engagement be made a vital requirement for donors before funds are released for any infrastructural project and that project management practices be adopted on all projects. This should be enforced by establishing an effective monitoring and control unit.

Keywords

Causes of Project failure, Apremdo Market Project, Project Management

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God richly bless you all.

CHAPTER ONE

INTRODUCTION

1.1 Background of study

Project has been defined as a temporary endeavour undertaken to produce a unique result, product or service (Project Management Institute, 2004). Projects however goes beyond the production of a product or service; they produce change. For countries to achieve economic growth and productivity, infrastructural development is a key factor. This has resulted in an increasing demand for adequate and reliable infrastructure. A good public infrastructure plays a significant role in ensuring a more productive and competitive national economy to meet public demands for safety, health, an improved quality of life and also support non-economic goals. In a publication by Project for Public Spaces (2010), it was revealed that public markets like any other infrastructural projects are enriched with numerous economic benefits: they provide suitable trading grounds for farmers and traders, help reduce post-harvest losses, connects the urban and rural economies, increase retail competition and serves as a focal point for economic activities such as price determination. Successful markets ensure development by improving public health, increasing real estate value and tax base, providing good nutrition and offering low risk business opportunities for traders (Project for Public Spaces, 2010). The direct beneficiaries of these market projects are the end users namely the farmers, traders and buyers who also form part of the stakeholders of such projects.

Conventionally cost, schedule and scope represented by the Iron Triangle were seen to be the triggers to a successful project (Project Management Institute, 2004). However, the success of a project is much bigger and broader than just meeting cost, schedule and scope (Montequin *et al.*, 2016). Baker and Sekou (2018) further explained that what constitutes a successful project is not necessarily completing the project on schedule and within budget but rather, satisfying the needs of project stakeholders. Thus, for projects to be deemed as successful, they must meet or exceed the requirements of these stakeholders (Project Management Institute, 2004).

1.2 Problem statement

Infrastructural projects generally require huge capital investments, and this necessitates good project management practices to ensure value for money (Panayides *et al.*, 2015). Despite the economic relevance of infrastructural projects and the huge capital investment it demands, increasing number of failed projects have been reported over the years. While most of these failures have been associated with the iron triangle they have also been linked to problems in the planning and execution of project activities (Klakegg, 2009).

There are many project failures in the world and especially so in developing countries (Saad *et al.*, 2002; Aziz, 2013). The International Finance Corporation of the World Bank Group found out that only about 50% of their projects in Africa succeed and that the story is no different with projects sponsored by other project donors. Projects like the “Chad-Cameroon oil pipeline to the Atlantic Ocean” worth \$4.2 billion funded by the World Bank and the “Roll Back Malaria, across Africa project” worth about \$500 million, are two examples of heavily funded but failed projects in Africa. The “Lesotho Highlands Water

Project” funded by the World Bank, European Investment Bank and African Development Bank was worth \$3.5 billion and yet another example of the many failed projects (The Associated Press, 2013). Ghana as a developing nation is no exception. Damoah and Akwei (2017) reported that project failure has become the norm rather than the exception within the Ghanaian government.

The demand for infrastructural projects keep increasing, resources are relatively scarce (Ngowi *et al.*, 2006), thus when a project is finally completed with the scarce resources and users are unwilling or unable to use the deliverable for its intended purpose, it poses a huge economic burden on the nation. The need to ensure completed projects are efficiently utilized by intended users cannot be overemphasized. Guerrero (2001) emphatically stated in his work that problems arising from the performance of infrastructure can be strikingly evident, and with an extensive amount of impact.

The Aprembo market built under the government of the former president Jerry John Rawlings in 1996 has been termed a white elephant for too long. The market which was built to serve the people of Aprembo, Kwesimintsim, Takoradi and all neighbouring towns within the Sekondi Takoradi Metropolitan Assembly (STMA) have been unoccupied whilst the intended users continue to sell along the streets. All efforts to relocate the traders to the place after successful completion of the project has turned futile (Adams, 2006). Evidently the existing markets are unable to contain the increasing number of traders. Why then are the traders adamant on not moving to the Aprembo market? Malsam (2018) noted that failure is an inexorable part of any project life cycle and that there are valuable lessons

to be learnt from these failures. Agreeably, the Apremdo market project failure is one that needs to be investigated.

1.3 Research Questions

To better understand the research problem and identify the best strategies to solve them, it is imperative to set questions that will guide the focus of the study. In this study, three questions will need to be answered;

1. What factors led to the failure of the Apremdo market project?
2. What were the causes of these failure factors?
3. What are the best project management practices to adopt to enhance success in future market projects?

1.4 Aim

The aim of this study was to examine the factors that led to the failure of the Apremdo market project with a view to learn for future market projects.

1.5 Objectives

The research hoped to achieve the following objectives by the end of the study:

1. To identify the factors that led to the failure of the market project
2. To find out the causes of these failure factors
3. To recommend best project management practices to avoid failure of future market projects.

1.6 Significance of the Study

Several researches have been conducted to identify the causes of project failure in general. There has also been a lot of speculation about the failure of the Apremdo market project.

Several interventions have been organized over the years to curb the challenge with the project. However, there is no academic research that has been conducted to examine the actual loopholes that led to the lack of user acceptance of the project after its completion.

1. The study will provide useful lessons and serve as a guide to the assembly and all agencies involved in the Aprembo market project in understanding what went wrong with the project.
2. It will also contribute to the development efforts aimed at improving the livelihood of citizens in the assembly and recommend improvements in managing similar projects in the future.
3. The study will contribute to the body of knowledge and provide reference for other researchers who will be doing work around the study scope.

1.7 Research Methodology

This study adopted an exploratory survey strategy. This strategy according to Dudovskiy (2019) explores the research questions in order to understand the nature of the problem. The study adopted the mixed approach where both quantitative and qualitative research methods are engaged. Primary data was collected by using questionnaire and an unstructured interview as the research instruments. Existing literature was reviewed to identify some proven failure factors. These factors were then used to test their application with the case under study through the administration of questionnaires. The responses from the respondents were designed to either support or oppose the factors being tested. The close-ended type of questions was used on a 5-point Likert scale to rank the degree of agreement of respondents.

The market project was completed under the STMA however the project area is currently under the Effia Kwesimintsim Municipal Assembly (EKMA). Thus, the Municipal Head of Works for EKMA was interviewed. Questionnaires were distributed to traders within the two assemblies. The population of the study included all the traders under the current STMA and EKMA. Their number is however undefined as they are scattered across the assemblies and not organized in a centralized location. A sample size of fifty (50) was engaged for the study using the convenience sampling method. The convenience sampling method was adopted because it is time efficient, and useful for large, undefined or unknown populations (Lammers and Badia, 2013).

1.8 Scope of the Study

There are several failed projects. However, the study only focused on the Aprembo market project. It also concentrated only on the failure factors and the causes of these factors with the case under study. All studies outside this scope was not considered.

1.9 Organization of Thesis

The entire study entailed five chapters; the first chapter (one), introduced the study background, statement of problem, research scope, aim, objectives and questions and also pointed out the significance of the study. The second chapter (two), reviewed literature from books, journals, published works, articles, conference papers and other research works relevant to the subject under study. The third chapter (three) discussed the methodology and design of the research, the population, sampling techniques and the various approaches the study undertook to answer its questions. This chapter went further to look at the variables of the methods of analysing the data as well as the challenges of the study. The fourth chapter (four) covered a concise illustration and presentation of the

results from the data collected. The fifth chapter (five) which was also the last concluded the research by drawing conclusions from the findings, provided recommendations and made available a list of all referenced materials used in the work.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section of the study generally reviewed literature related to project successes and failures. The chapter is broadly divided into theoretical review and empirical review. The purpose of the theoretical review, according to Rocco and Plakhotnik (2009), is to examine the corpus of theory that has accumulated in regard to an issue, concept, theory, and phenomena. In other words, the review helps to identify existing knowledge and theories, the correlation among them, the degree to which these theories have been investigated and to help develop theories to fill identified gaps. This helps the researcher to establish a lack of inadequacy of theories for explaining new or emerging research problems.

2.2 Theoretical Review

2.2.1 Project Success

The success of a project has been generally accepted as a project that meets its objectives under budget and under schedule. This measure of evaluating success has remained as the most common measure in many disciplines. However, the success of a development project goes beyond meeting schedule and budget goals. The project must meet the expectations of stakeholders and be beneficial to them. Funding agencies or donors of projects expect value for their investment. Defining the dimensions of success is quite difficult and some can only be evaluated years after the project has been completed, and for many organizations these types of evaluations are difficult to do due to lack of funding (Siles, 2018). Bannerman (2008) argued that completing the main project deliverable to scope

may not be the most significant or a sufficient measure of project success if the deliverable is not also accepted and used by the intended client or end-user and/or does not provide sufficient benefit to them.

Impact and sustainability have in recent times become one of the project management practices advocated for. In buildings and other civil infrastructure, such as the construction and engineering projects (Baccarini, 1999), stakeholders have different interests and expectations. Thus, success will mean different things to different stakeholders. However, these projects focus on how appropriate it is to be used and the other benefits associated with improvements in the nature and conditions of the work. A project can succeed in delivering an information system “on time, within budget and to specification” but fail to gain user acceptance or use of the system. It is undisputed that this situation can occur, for instance, when a system specification lacks sufficient user input to its definition and/or when requirements from users change due to the ever-changing business circumstances (Standish Group,1995).

Patah (2010) as cited in Osorio *et al.* (2014) defined success within two broad components. The first dimension which he termed efficiency basically described how well the project is executed and the second, which he termed effectiveness also touched on the contribution of the project to the attainment of the performing organisation’s strategic goals.

Shenrar and Dvir (2010) as cited in Osorio *et al.* (2014) were in agreement with the concept of success and further disintegrated the components into five. These five metrics of project success have been explained below:

1. **Project Efficiency:** This first metric which is the efficiency of the project basically measures output in relation to specifications or requirements. Identifying stakeholders and documenting their requirements is one of the key things for every project manager to do at the initial stages of the project. It helps to define the scope of the project. These requirements differ with different stakeholders, however identifying them helps to develop the project management plan. What the first metric seeks to do is to examine whether completed deliverables at the end of the project are in line or not with the initial plan at the beginning of it. One good way to check this is to use the requirement traceability matrix (Project Management Institute, 2014).
2. **Client Impact:** The second metric takes into account the business objectives of the key stakeholders involved. This measure seeks to assess how the project has improved on the client's business. Projects are initiated to produce change, especially to the clients involved and thus this measure according to the two researchers is very vital.
3. **Team Impact:** The third is the impact of the project on the project team members. These people are direct stakeholders in the project and thus have an interest in the project. The initiation through to the completion of the project may therefore have a lot of impact on them. Team members may be retrained to improve on skills and knowledge based on expertise required for certain projects. Salaries or wages may be increased due to the project. Thus, the third metric is to measure the improvement in project team members in terms of further qualifications and the development of professional and managerial skills amongst others as well as the

satisfaction of the team members. What this means is that if the other four metrics are positive, but the project impact the team negatively, it has not fully succeeded.

4. **Commercial and Direct Success:** This fourth measure is highly concerned with how well the project will do commercially and the project's contribution to the organization's final outcome. The Project Management Institute (2004) supports this by emphasizing that the business case of the project in relation to the strategic goals of the organisation should be considered before embarking on a project. A project's business case must match the performing organisation's business goals for it to be considered.
5. **Preparing for the Future:** The fifth and last metric seeks to measure the opportunities provided by the project to the performing organisation, and how well the project helped the organization to prepare its infrastructure for the future. Most organisations seek to be profitable, but one key goal of every organisation is sustainability; to be in business for a long time if not forever. Thus, the success of a project can also be measured using this metric.

2.2.1.1 Project Success Factors

Success is not achieved by chance; it is influenced by certain factors. Just as different parameters are used to measure success differently, the factors that lead to success also vary. One major characteristic about projects is that every project is unique in itself, and no two projects are the same. The determinants of uniqueness could be in the location, size, team members, stakeholders, industry, funding source amongst many others. Fortune and White (2006) conducted an extensive literature review on 63 publications focusing on critical success factors. The study published twenty-seven critical factors to success some

of which include which senior management support, clear realistic objectives, up to date detailed plan and effective communication. Others are qualified and sufficient team, effective change management and a competent project manager.

The Standish Group (1995) conducted a research that sought to achieve three objectives. Objective one was to identify the scope of software project failures. Objective two was to identify the major factors that caused these projects to fail and the third objective was to identify key ingredients that could reduce the project failures. In conducting this research, the researchers grouped all projects under three resolutions. The Resolution Type 1 was Project Success and under this, ten specific success factors were identified. These factors are; user involvement, executive management support, clear statement of requirements, proper planning, realistic expectations, smaller project milestones, competent staff, ownership, clear vision and objectives and hardworking, focused staff.

The search included an eleventh factor labelled “others” which includes all other factors that may not have been captured under the ten major factors. However, it is safe to deduce that the other factors were seen to have very minimal effect on success. The study concluded that the first three listed causes namely user involvement, support from top management and clarity in the statement of requirements were the three major ranking factors to a successful project with 15.9%, 13.9% and 13.0% respectively. These percentages together represented 42.8% of the entire causes of software project failure.

2.2.1.2 Causes of Project Success

Naoum *et al.* (2004) conducted a case study with reference to thirty-two cases to determine what caused the poor or outstanding performances of the projects under study. It was reported that project manager capabilities and experience, project manager goal

commitment, client goals / criteria establishment, communications and planning efforts are some of the main factors that account for project success.

2.2.2 Project Failure

Failure just like success is relative to the stakeholders involved in that project. However, as Malsam (2018) noted, failure is an inexorable part of any project life cycle and that there are valuable lessons to be learnt from these failures. To some, failure to complete a project on time, within the budget and non-conformance of deliverable to the initial scope straightaway determines failure.

The Standish Group (1994) grouped some projects into the Resolution Type 2 and Type 3. The Type 2 was an all-inclusive component of projects which were completed but completion went beyond time, cost and the deliverable was deficient in certain specifications or requirements. The Type 3 however dealt with projects that were cancelled before they were actually completed. The Type 2 and Type 3 accounted for 52.7% and 31.1% of all projects respectively. This clearly shows the high rate of challenged projects.

In a recent study by Okereke (2017), it was reported that 11,886 federal government projects in Nigeria was abandoned from the period 1971 to 2011 as reported in the Abandoned Projects Audit Commission. The study examined eight abandoned African projects in detail. The result of the findings showed that most of these failures were due to the lack of stakeholder engagement and project management practices, poor planning and the lack of readiness on the part of users for such projects.

The 2017 Auditor-General's Report on the Management and Utilisation of District Assemblies' Common Fund and other Statutory Funds showed a growing number of

abandoned and unused completed projects in the assemblies in Ghana. Some of these projects have been listed in Table 2.1.

Table 2.1: Cost of some abandoned and completed (but not in use) projects in Ghana

Region	Cost of completed projects not put to use (GH¢)	Cost of abandoned projects (GH¢)
Brong Ahafo	1,706,681.03	8,124,887.00
Central	1,540,202.00	1,840,758.00
Eastern	561,312.00	738,340.00
Northern	2,143,895.00	264,353.00
Upper East	710,663.00	23,493.00
Upper West	756,496.00	87,523.00
Volta	811,750.00	-
Western	1,551,910.00	1,142,544.00
Ashanti	1,243,394.00	1,153,074.00

Source: Ghana Audit Service (2018)

These figures are evidences to buttress the ever-increasing claims of failing projects in the country. Out of the then 10 ten regions, only the Greater Accra Region not reported no irregularities. The reasons provided for most of these failures were lack of basic amenities such as electricity, water and access to road. Other factors pointed out were the lack of furniture and proper management of these projects after its completion.

2.2.2.1 Project Failure Factors

According to Hulme (1997), projects and its related purchases that take place in an environment characterized by lack of management continuity and an incentive system that promotes good projections of the benefits that can be obtained from the project are almost always bound to fail. A study by The Standish Group (1994) reported some contributory factors of project failure as; technical illiteracy, lack of planning, unrealistic expectations, lack of user involvement etc. Unrealistic time frames, incomplete requirements and specifications and lack of executive support were also reported. These factors were

reiterated by Field (1997) who stated that, “projects fail too often because the project scope was not fully appreciated and/or user needs not fully understood”. However, Eveleens and Verhoef (2010) do not agree with the credibility of the figures of the study by The Standish Group.

2.2.2.2 Causes of Project Failure Factors

Causes of failure factors are numerous but due to the complexity and uniqueness of projects. These factors may vary from one industry to another, or from one project to another. Some causes identified by Lim (2019) include but are not limited to the following:

1. Poor Preparation

A plan is always recommended before the commencement of every endeavour. Project success however unique must be determine and agreed on by all key stakeholders before embarking on the project (Lim, 2019). To further support this factor, Okereke (2017) in his research found out most of the projects he examined failed due to lack of proper planning.

2. Inadequate Documentation and Tracking

Proper documentation has been an age-old problem especially in the government sector. Proper documentation is the responsibility of all team members, but most especially the project manager. The project manager is responsible for documenting requirements, changes as the project progresses, and reporting them to the rightful persons, tracking them throughout the project’s life cycle to ensure that project milestones are achieved (Lim, 2019).

3. Bad Leadership

Bad leadership will always result in chaos even with the best team members. The leader is expected to assign duties to team members, monitor and control all project activities and project activities is in line with scope (Lim, 2019). There are several leadership styles and all have their advantages and disadvantages. Every leader should understand these styles as well as the team he or she is working with and determine which style will get them to work to get the project done as planned and with the team satisfied.

4. Failure to Define Parameters and Enforce Them

Every project has goals and these goals should determine the parameters to which every team member should live with within the project environment. When the scope is set and the team developed, there should be rules set and these rules should be communicated effectively to all stakeholder who need that information. When there are ramifications in place for certain action, people tend to behave well (Lim, 2019).

5. Inexperienced Project Managers

There is naturally a lot of responsibilities on the project manager. He determines the direction of the project. Except in cases where resources are preassigned, the project manager is responsible for building the project team, determining project resources, assignment all resources to specific tasks in the work breakdown structure to ensure deliverables at every stage are exactly what is required and only that. An inexperienced project manager may be overwhelmed with all the responsibilities and end up messing up on the project. To simply give commands to people on a team or in a project environment cannot get the job done. Projects require people who can effectively manage everything at

the right time to produce the right result. They may be very capable of managing projects, but the key is to keep them at a level where they can succeed. (Lim, 2019).

6. Inaccurate Cost Estimations

Projects thrive on the availability of resources and every resource has a cost allocation to it. Thus, cost estimations made on project resources must be close to the actual as much as possible. (Lim, 2019) Most projects begin with an order-of-magnitude estimate which has a range of –25% to +75%. This is usually used at the initial stages. But as the project progresses to the planning stage, the budget estimate is used with a range of –10% to +25%. A more detailed cost estimate known as the definitive is further made within a range of –5% to +10%. This last estimate becomes a much better reflection of the actual cost of project resources. When the order-of-magnitude estimate is used throughout the planning and execution of the project, the project is likely to end midway or completed with a lot of insufficient requirements.

7. Little Communication at Every Level of Management

Whether it is between upper management, middle or with the team, it is dangerous to have poor communication. It is always advisable to have a communication plan. It helps to spell out the communication channels available and helps to curb distraction, quarrels, misunderstanding and chaos every project manager should also have a communication management plan. When everyone is on the same page, and there is transparency, workflow is at an optimum level (Lim, 2019).

8. Culture or Ethical Misalignment

Institutional culture must involve competence, proactiveness, and professionalism. It serves as a form of motivation to team members on the project. There will always be cultural and ethical differences among different people with different personal interests. However for the successful completion of a project, stakeholders must understand that the interest of the project comes first (Lim, 2019).

9. Competing Priorities

Resources are relatively scarce. This is because usually several tasks may require a particular resource at a given time which results in competition amongst project resources. Ensuring sound financial projections at the start is likely to eliminate this problem (Lim, 2019).

10. Disregarding Project Warning Signs

Risk identification and assessment at the planning stage of a project help to identify the best mitigation factors to control them as it comes. Action must be taken immediately these warning signs begin to reveal themselves. The project must not panic if it is unplanned and yet looks serious. However, if these signs appear and yet are disregarded, it can lead to major challenges and subsequently failure. Adequate employee training, project management software and management transparency will lead you to project success. Identifying the right project management software and applying it appropriately may be the solution the manager needs. Some of these tools such help to eliminate project failure by easily managing tasks like time tracking, cost tracking and cost estimations (Lim, 2019).

2.3 Empirical Review

2.3.1 Market Projects

Trading, since colonial times, has been a major player in Ghana's economy. With an estimated population of 30,280,801 (Ghana Statistical Service, 2019), the nation requires well established markets that can serve the needs of the people. Enama (2017) opined that markets should not only be looked at as meeting places for buying and selling but rather in its ability to create value for the consumers and profits for businesses. Major markets in Ghana include but are not limited to the Kaneshie, Tafo, Makola, Kejetia, Tamale and Kintampo markets.

Tracey-White (2003) outlined ten stages of work needed to be executed in the planning, designing and construction of rural markets. These stages include;

Identifying the need for the market: Marketing problems in the community are examined to offer improvements that will enhance the lives of local communities. Here decisions on the type of markets needed, whether to develop existing ones or to create a new one is made.

Assessing market trading requirements: reviewing present production and market conditions of demand and supply to make future projections in order to develop the market design.

Working with farmers and traders: this stage involves engaging the users of the market to identify the problems they may have and to identify solutions for them in the design and construction or development of the markets. Here every potential user is engaged; the farmers or producers, the traders and the consumers.

Identifying the space required: this stage involves estimating sales space required, identifying trading space, deciding on the market's facilities and determining the area needed for the site.

Choosing the right site: this stage entails reviewing the suitability of site locations, reviewing site features, determining the need for an environmental assessment, preparing an impact statement and lastly reviewing site options and availability.

Preparing the site plan: data for design is gathered, land usage is organized, planning is done into vehicular access and circulation, supplementary uses and lastly the site plan is finalized.

Decisions on building and equipment needed: Design buildings and infrastructure, identify environmental impact mitigation measures and decide on market equipment required.

Checking viability of the market: here a lot of estimates are done; development costs estimates, recurrent costs estimates and benefits estimates. These are then used to test financial viability, assess the proposals and amend the designs.

Market construction: here responsible parties must obtain consents and agree on the financing; tender documents must be prepared and the works tendered. Let construction and equipment contracts, supervise construction, monitor implementation and finally confirm practical completion and evaluate the works.

Operating and maintaining the market: after successful completion, the market must be commissioned. Works such as space allocation, leases, market fee schedule and the market regulations must also be agreed on.

2.3.1.1 Market Project Failure Factors

Although it is hard to define what a failed market project, in evaluating diverse manner of failed projects, there appear to be some common aspects that suggest some features are strongly related to how different people perceive project failure. Decotiis and Dyer (1979) identified implementation processes, perceived value of a project and satisfaction of client with a delivered project as the three distinct aspects of project performance that can be used by managers as benchmarks in the assessment of the success or failure of market projects.

The implementation processes are concerned with the internal efficiency of the project implementation process. The second and third aspects of market project performance are concerned with the project's external effectiveness. The success or failure of the implementation process itself is an internally-oriented measure of the performance of the project team. Factors such as working within schedule, on budget, meeting the technical goals of the project, and maintaining smooth working relationships within the team and performing organization. The main challenge for the implementation process is efficiency. Projects have the characteristic of being temporary, meaning project they have a definite beginning and a definite end. It does not mean short duration, as some projects last for several years. Disnmore and Cooke-Davies (2005) suggested that the temporary nature of projects only means that they are not repetitive or continuous activities. The success or failure of a project is the value of the project as perceived by stakeholders in the different industries. This includes the project team's perceptions of the quality and usefulness of the project's deliverables. This assessment places emphasis on the project's potential impact on users.

The project team's assessment of the project may or may not agree with the client's assessment. Client satisfaction describes the external measure of effectiveness and is typically made by the client. The three performance measures noted above are biased, in that the underlying criteria on which they are based almost always contain conflicting elements. The ranking among the measures will change as the team, performing organisation and client respond to internal or external pressures. This reflects the reality in the assessment of project performance as all projects have their own pressures and constraints.

In a report by Harby (2018), it was realised that over 200 shopping centres were in crises. While most of the respondents from their research disclosed that the shopping centres were almost always empty, they also mentioned that it left them with no desire to go in and shop. This was largely related to the influx of the online marketing shops in the market. In another report by Barnett (2013), abandoned shopping area were discussed. After abandonment due to the same reasons revealed by Harby (2018), it was difficult for most of these property owners to sell off the property and this becomes not only the burden of the owner but the community as well.

The information grows interesting as we come to Africa and find out that the same factors are working against the shopping centres. An earlier report made by May (2017) revealed that shopping malls in South Africa were dying. Factors were attributed to online shopping and the downslide in the economy. South Africa has the sixth highest number of shopping malls in world and houses 1,950 out of the 2,082 shopping centres in Africa.

Pinto and Mantel (1990) also identified three variables for determining project failure. The first variable was the definition project managers give to failure. The second was the type of project under study. The third was looked at the stage at which the project was within the project's life cycle. From these findings, the researchers drew the conclusion that to define failure or success, the understanding of project managers on a particular project must be identified. What determines failure to one project manager, might differ considerably to another project manager.

Markets normally are made up of the financial markets. These financial markets are formed by two submarkets, namely the money and the capital markets. Other markets such as the derivative markets, foreign exchange markets, the bond markets and the equity markets also exist. Ghana has a steadily developing derivative market (Ghana Business News, 2009). Both the two major markets under the financial market have domestic and international aspects. Transactions made in these markets are mostly on wholesale basis. The capital markets trade on long term securities (Kweigyah, 2011).

Due to diverse rules and the ever-increasing economic advancements, the market structures, growth pattern and instruments used to trade in these markets are different and numerous. It is not surprising to note that countries such as the United States, China and Japan have well developed financial markets compared to countries like Ghana and Nigeria. The reason can be attributed to the level of development. In Ghana, the financial markets are dominated by the money markets, although the size of both the capital and money markets in Ghana is small comparing to the developed countries. In Ghana, the money markets dominate because of the unpredictable and unattractive nature of the capital markets. Prices of goods and services, interest rates, inflation and foreign exchange are

never stable in Ghana. Financial markets are both primary and secondary (Kweigyah, 2011).

Interests on government securities on the money markets are higher than securities on the capital markets such as bonds. The Government of Ghana issues a one-year government bond issued on the stock exchange in 1990. This performed poorly as its rate was far below the interest on treasury bills, which was in excess of thirty percent at the time. The Bank of Ghana conducted an assessment of the real return on the country's stock exchange and realised that the total annual returns on stocks listed on the Ghana stock exchange have followed a ripple pattern since 1991 falling every and rising every two (Ghana Business News, 2009).

2.3.1.2 Causes of Market Project Failure Factors

There are failures in the trade procedure among buyers and dealers that sustain the markets from productively distributing rare assets. Market failures come in four dimensions - open merchandise, advertisement control, externalities, and flawed data. Market effectiveness is accomplished if the estimation of merchandise delivered is equivalent to the estimation of inevitable generation. Markets bomb when this effectiveness condition isn't accomplished. Market failures emerge when the deliberate trade procedure achieves the allocative effectiveness model that the estimation of merchandise delivered rises to the estimation of products not created.

Market control occurs when there is a restricted challenge among buyers or dealers forestalls the equity between interest cost and supply cost. Externalities forestall proficiency since outer expenses or advantages mean interest costs or supply costs don't completely mirror the estimation of products delivered or the estimation of merchandise

not created. Flawed data among purchasers or vendors, similar to externalities, additionally implies that request costs or supply costs don't completely mirror the estimation of merchandise created or the estimation of products not delivered.

While markets do a relatively decent (that is, productive) work of allocating resources assets under most conditions, when they fall flat, the only option is a type of government intervention. Mediation may appear as immediate government arrangement or creation, regularly finished with open merchandise. Or on the other hand mediation may be laws or guideline, a typical solution for market control and flawed data. Government charges are another strategy for intercession that is regularly suggested for externalities.

Public Goods

Public goods are goods that can be consumed all the while by an enormous number of individuals without the consumption by one overwhelming the supply cost on others, what is named non-rival utilization. They are additionally described by the failure to bar nonpayers from utilization. Non-rival utilization implies that public goods are efficiently allocated whenever given at a zero value, something markets are only from time to time slanted to do. Also, the powerlessness to avoid nonpayers offers ascend to the free-rider issue, which further restrains the intentional trade of public goods through markets.

Regular instances of public goods incorporate national barrier, general wellbeing and ecological quality. For each situation utilization by one doesn't force an opportunity cost on others and nonpayers can't be prohibited from consumption. What's more, for each situation, markets neglect to efficiently allocate the generation, consumption, or arrangement Regular instances of public goods incorporate national barrier, general wellbeing and ecological quality. For each situation utilization by one doesn't force an

opportunity cost on others and nonpayers can't be prohibited from consumption. What's more, for each situation, markets neglect to efficiently allocate the generation, consumption, or arrangement.

Market Control

Market control emerges when purchasers or merchants can apply impact over the cost of a decent as well as the amount traded. The capacity to control the market, particularly the market cost, keeps a market from likening request cost and supply cost. Market control on the inventory side enables merchants to set an interest value, the estimation of the great created, over the estimation of products not delivered. An extraordinary case of market control on the stock side exists with imposing business model, a market with a solitary merchant. A less outrageous, however increasingly regular model is oligopoly, a market with few huge venders.

Market control is utilized by entrepreneurs to screen and assess their present showcasing methodologies to distinguish required alterations and set rules for the future to accomplish promoting and business objectives. In spite of the fact that organizations and promoting firms have structured many showcasing control methods throughout the years, a number of systems stand apart from the rest.

Externalities

An externality occurs if an advantage is excluded in the interest cost or an expense is excluded in the stockpile cost. This implies the interest cost doesn't mirror the total estimation of the great created or the stock cost doesn't mirror the total estimation of products not delivered. In that capacity, advertise balance doesn't accomplish a proficient

designation. A prominent externality model is contamination. The outflow of residuals in the creation or utilization of merchandise force opportunity costs on others not associated with the market trade. For this situation the inventory cost in the market does exclude all open-door expenses of creation, the precluded expenses are those forced on others hurt by the contamination.

The absence or insufficient information among buyers or sellers often means that the demand price does not reflect all the benefits of a good or the supply price does not reflect all opportunity costs of production. This means that buyers might be willing to pay more or less for a good because they don't know the true benefits generated. Or sellers might be willing to accept more or less for a good than the true opportunity cost of production. Much of the time, venders have better data about a decent than purchasers. Venders possess and control the great, they have direct contact with the great. In the event that there are deformities or issues with the great, they are probably going to know. Purchasers, interestingly, have considerably less commonality with a decent, maybe just realizing the data given by the venders. For this situation, purchasers are probably going to have an alternate interest cost than the estimation of the great created, a worth dependent on increasingly complete data.

Fixing Failures

Should markets fail for at least one of these reasons, governments are frequently called energetically. The very presence of governments is to a great extent owing to the market disappointment of open products. The extent of present-day governments has extended throughout the years to address other market disappointments.

Governments have three key tools for addressing the market failures of public goods, market control, externalities, and imperfect information.

Direct Provision: A typical strategy utilized by governments to address the market disappointment of open products is immediate arrangement. That is, governments manage the creation of open products as well as their dispersion to general society. This option is most evident with national safeguard. The national government employs military work force, buys deadly implements and gear, keeps up army installations, and for the most part regulates the tasks of military activities. Governments are additionally disposed to straightforwardly give merchandise coming up short from market control, purported open utilities that incorporate water dissemination, power age, and waste gathering.

Regulation: Another method is the regulation of production, consumption, and distribution decisions made by the private sector – organisations and purchasers. That is, governments set the rules of the game, a task they generally undertaken for society, but in this case directed specifically to the correction of market failures. Government regulations are commonly used to address the market failures of market control, externalities, and imperfect information.

Taxes: Another option is to introduce more government taxes. The imposition of high rate taxes by the government creates a disincentive and discourages unwanted or morally questionable endeavours. Taxes are best suitable for controlling externalities or encouraging the provision of information.

Government subsidies: Negative taxes, can also be adopted to encourage desirable activities and address the market failure benefits.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part of the study examined the steps explored in this study. It covers the design and method used for the study, the population targeted, the sampling procedures adopted for the study and the sample size chosen. It also covered the questionnaire design and analysis of the data collected. The chapter further explained the reasons why the case study method was opted for. The last part of the chapter deliberated on the cogency and reliability issues that supported the quality standard of the study.

3.2 Design and Method of Study

3.2.1 Research Design

The design of a research illustrates the general strategy used by researchers to provide answers to well-defined research questions. The design basically shows the procedures that will be followed in conducting the study. Bhat (2019) explained that the research design is a set of strategies and methods selected by a researcher to combine different parts of research in a logically consistent manner with the aim of solving the research problem. It gives bits of knowledge about "how" to direct research using a specific methodology. Each scientist has a list of research questions which needs to be surveyed and this can be achieved using the design. This is so because the design is informed by the research problem. The research design thus defines the scope of the study (McCombes, 2019). Different researchers have identified different research designs. Most quantitative research falls into two areas: studies that describe events and studies aimed at discovering causal

relationships. This study will however use the exploratory survey and the correlational research designs. A correlational research design measures the relationship between two variables which are outside the control of the researcher. It aims to find out whether there is a positive relationship, negative relationship or zero relationship between the variables (McCombes, 2019).

The choice of the study design requires that it be thoroughly connected to the objectives of the study. This is to ensure the right approach is applied to arrive at the specific goals for which the research was initiated. Some scholars rely on the explorative as a method of emphasizing communal occurrences. This research is conducted to explore the various factors that caused the failure of the case under study, which explains the use of the exploratory survey design. The second objective is to identify the causes of the failure factors, which also justifies the use of the correlational method. The exploratory design will also be used to answer the objective three, which seeks to recommend best project management practices to adopt in order to improve upon future projects.

3.2.2 Research Strategy

There are several research strategies known to scholars and used by researchers. On the basis of the shortage of empirical work in the area of the Apremdo market, the research employs the exploratory and so, a case study approach is regarded suitable (Yin, 2003). This research is therefore based on the study of the Apremdo market as a case. A case study involves a deep understanding through multiple types of data sources (Datt and Chetty, 2016). This study can further be classified as the retrospective type of case study identified by Rebolj (2013). In that work, he explained that retrospective type involves gathering data

in relation to a specific case that occurred in the past. In this current research, which is the Aprembo market project, the actual project was undertaken two decades ago. The study seeks to focus solely on that project and the factors surrounding its failure. This makes it a retrospective type of case study which can be employed for further empirical studies.

According to Baxter (2016) case studies can be explanatory, exploratory, or descriptive. Made famous by the Harvard Business School, even mainly quantitative researchers can relate to the value of the case study in explaining an organization, entity, company, or event. For example, a case study of how a large multinational company introduced UX methods into an agile development environment would be informative to many organizations. The researcher for this study particularly focused on the Aprembo market project in the Western Region of Ghana, specifically within the Sekondi Takoradi Metropolitan Assembly. The study analyses the factors that led to the failure of the Aprembo market project, the causes of these failure factors and proposes best project management practices to adopt to enhance success in future market projects. This research is therefore a case study.

3.2.3 Research Methods

Research methods may either be qualitative, quantitative or mixed. SIS International research (2018) in their publication supplied that, quantitative research involves the use of computational, statistical, and mathematical tools to derive results. It is conclusive in its purpose as it tries to quantify the problem and understand how prevalent it is by looking for results that could be used to represent a larger population. Moreover, McLeod (2019) also argued that, quantitative researchers aim to establish general laws of behaviour and phenomenon across different settings or contexts. Qualitative research methods on the

other hand is exploratory as it seeks to understand the motives and reasons behind certain phenomena. It is also useful for revealing trends in opinions and events (DeFranzo, 2011). Research is used to test a theory and ultimately to accept or reject the theory. Thus, the nature of this study made it important for both methods to be adopted. While the quantitative approach was useful in reaching the objectives one and two, the qualitative approach was most relevant in attaining the objective three.

3.3 Data Collection and Analysis

3.3.1 Type of Data

Two data types namely, primary and secondary have been broadly discussed by researchers. These data types find their relevance and differences from their sources or collection point. This study adopted the use of both primary and secondary data. The primary data is data collected from the direct source sometimes referred to as unprocessed data. Data collected from field surveys, scientific experiments, through interviews and questionnaire are examples of primary data. Secondary data however is processed data retrieved from a collection point. Data such as total population can be retrieved from the Ghana Statistical Department, and this makes it a secondary data. In this research, published information from books, articles, journals, thesis and newspapers were studied. Data utilised from these sources are secondary. However, the data collected from the respondents and interview are primary data.

3.3.2 Source of Data

The study relied largely on primary data sources and partly on secondary data. Data was gathered from published works such as books, articles, theses, journals and newspapers.

Others were gathered from the respondents who participated in the answering of questionnaires. An interview was conducted with the Municipal Head of Works for the Effia Kwesimintsim Municipal Assembly. He provided managerial information regarding the project and the issues surrounding it. The location and time for the interview was discussed and agreed on. With the questionnaire, the researcher went to the markets to engage the traders as they went about their trade.

3.3.3 Data Collection Instruments

Questionnaire Design

The study relied on structured questionnaire for gathering data most of the primary data. The questionnaire was designed and developed on closed-ended queries. The structured form of questioning is particularly used in the sense of apprehending the purposes of the research. The measures for developing the questionnaire were obtained from the reviewed literature in the Chapter Two of the study. The questionnaire is specifically designed to achieve the purposes of the research. The questionnaire is structured in four sections. The first section collected demographic data on the respondents such as their age, gender, educational background and their knowledge of the Apremdo market project.

The second section was designed to identify the factors that resulted in the failure of the market. The ten listed factors in the Chaos Report together with other factors were used to answer the objective one of the study. Factors were listed on a 5-point Likert scale and respondents answered by ticking appropriate cell. The rankings ranged from 1 to 5 where the least represented strong disagreement and the highest represented strong agreement with the factors. Fifty (50) questionnaires in total were distributed to the market traders.

Interview

The research also used the unstructured interview to gather qualitative data. The Municipal Head of Works for EKMA, Mr. Ben Aidoo was interviewed due to his knowledge about the project and his position in the Assembly under which the project is under. The unstructured form was used in order to gain in depth information and understanding of the project from his perspective. Mr. Aidoo holds a degree in Project Management and thus is presumed to have a high level of understanding and appreciation for project management practices on projects.

3.3.4 Data Analysis

Descriptive tools are employed to evaluate the three objectives of this study. The descriptive analysis involved tabular analysis through percentages and frequencies, and mean values for deliberating the crucial factors employed in the research. However, inferential statistical tools are employed to evaluate the objectives one and two of this study. The relative importance index technique is broadly employed in numerous studies for assessing behaviours with regards to surveyed elements (Egemen and Mohamed, 2005). Numerous studies including Egemen and Mohamed (2005), employed the Relative Importance Index (RII) in their analysis. The formula below is employed to derive the values of the RII. W is the weighting given to each factor (ranging from 1 to 5), A is highest weight (i.e. 5 in this case) and N is the total number of respondents.

$$RII = \frac{\sum W}{A \times N}$$

3.4 Sampling

3.4.1 Population

The target population of any research is the all-inclusive collection of persons about whom there is the need to gather information. To strategize a suitable research study, there is a need to be precise about the size and location of the target population. The target population of the current study includes all market traders in the current Sekondi Takoradi Metropolitan Assembly and Effia Kwesimintsim Municipal Assembly. These two are chosen because the project under study was completed under the STMA, but currently there has been some governmental divisions and the area is now under EKMA. Thus, traders from both assemblies were originally the intended users of the project. These people were chosen because of their knowledge base in the Aprembo market project. However, due to the disorganised distribution of the traders in the area, the population size was unknown.

3.4.2 Sample Size

Researchers typically cannot stamp straight notes of every individual in the objective populace they will think about. As an option, they will take data from a subsection of people and utilize those people to make extrapolations about the entire objective population (Zikmund, 2003). Consequently, there is the need for determination of appropriate number of respondents to be sampled from the entire population of the study. With lack of prior knowledge of a well-defined population, fifty respondents were selected from traders in the two (2) assemblies. Usually in choosing qualitative samples it is important that the adopted size is substantial enough to guarantee most or all of the opinions that is important to be unravelled, however if the selection is too large, data obtained is usually repetitive.

Thus, it is determined for the purposes of this study that a sample of fifty (50) respondents would provide much reasonability especially with the adoption of questionnaires.

3.4.3 Sampling Technique

The non-probability selection procedure is used in this research. This procedure is adopted due to the fact that it is necessary for the respondents of this research to possess some knowledge in the market project. Non-probability is usually based on judgement and adopts non-randomised techniques to select the sample (Parveen and Showkat,2017). The study employed both the convenience and purposive sampling techniques to select the market traders who will fill the questionnaire. In convenience sampling, the researcher selects persons who are readily available or accessible for data collection. Purposive sampling is commonly used for exploratory or field research and uses subjects that are relevant to the research design based on the expert judgement of the researcher (Parveen and Showkat,2017). Due to the limited time and disorganised distribution of the traders, a sample size had to be conveniently selected and the participants or respondent purposively sampled. Purposive sampling was employed also because it provided a better means of identifying and selecting the right traders for the study. Secondly the willingness of the participants was a contributing factor to the sampling methods chosen. These respondents were purposively sampled based on the availability of data and willingness to assist in the research.

3.5 Ethical Consideration

Ethics can be basically defined as principles and beliefs that determine whether an act is good or bad in a specific field. It is important to note that ethics are subjectively determined

by an individual, organisation or a field of study according to their beliefs and principles distinctively. However, research works have their own ethics that must be considered to make a research work valid, reliable and confidential. Ethics, as defined by De Vos (1998) is a set of that fringes on ethics which is drilled by an individual or gathering however is in this manner generally acknowledged. It traces rules and attitudinal prospects of the best lead to investigational issues and members, owners, supporters, scholars, helpers and students. Moral matters deliberated in this research comprise institutional rights and systematic rectitude of the investigator. The objective of carrying out the study is to provide information via candid behaviour, reportage and study report publication. Burns and Grove (2003) reported that the researcher is aware, that information ought not be contrived nor prejudiced so as to uphold the worthiness of the study. In this study, respondents did not write their names in the questionnaires and confidentiality was observed.

Even though the validity rate in observational research are in many cases compromised because individual observations are relative and can be tempered by their beliefs and perception, this research can boast of being valid because data and information was gathered from books, articles and journals and persons who are closely related to the research topic and are conversant with the market. Also the samples used were randomly selected. Shuttleworth (2008) argued, validity encompasses the entire experimental concept and establishes whether the results obtained meet all of the requirements of the scientific research method.

Also, the researcher made sure that all sources are appropriate and consistent. Questionnaire was used to derive primary data from the persons who have relevant knowledge about the market project. (Glen, 2019) wrote that, reliability measures the

stability or consistency of test scores, that is the ability for a research finding to be repeated. Confidentiality means that information is accessible to only the persons authorized to have the information. However, access restriction is only one aspect of confidentiality. The researcher's assurance of confidentiality to the research subject is also important. The strictness of confidentiality normally increases with the height of sensitivity of the data, and also with the level of vulnerability of the study subject (Fosshiem, 2015). Suitable level of confidentiality was ensured in conducting this study. Addresses, names and contact details of respondents were not included in the questionnaire design as part of confidentiality.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter explored the processing, analysis, interpretation and discussions of the data retrieved from the survey questionnaires with respect to the research objectives. A good analysis and discussions of the findings were achieved after having settled the introduction, reviewed most pertinent literature and defined the research methodology. The data analysed in this chapter was primary data obtained from questionnaires distributed to respondents which formed the foundation for the analysis in this chapter. The questionnaire was in four sections A, B, C and D.

A total of fifty (50) questionnaires were prepared and self-administered by the researcher. Section A covered the background information of the respondents. Section B identified the factors that led to the failure of the market project. Section C identified the causes of the failure factors and section D recommended best project management practices to avoid failure of future market projects. Forty-six (46) questionnaires were received from respondents and then analyzed. The demographic data were analyzed using descriptive statistics whiles the subject variables were analyzed using relative importance index.

4.2 Demographic characteristics of respondents

The demographic characteristics of the respondents are presented in Table 4.2. Females formed the majority (74%) of the respondents, with the remaining (26%) being males. This finding was expected as traditionally trading at the market has been the preserve of females. From Table 4.2 it can be seen that although none of the respondents have had tertiary

education, only 9% of them have had no form of formal education. Almost half (48%) of them have had primary school education and a senior high education is the highest attained by the respondents; this group comprised 17% of the respondents. Owureku-Asare *et al.* (2016) also reported similar gender ratios and level of education in a study carried out in markets in the Greater Accra region.

Table 4.2: Demographic characteristics of respondents

Characteristic	Number of Respondents (%) n=46
Gender	
Male	12 (26)
Female	34 (74)
Age (years)	
18 – 30	12 (26)
31 – 40	10 (22)
41 – 50	13 (28)
Above 50	11 (24)
Level of education	
None	4 (9)
Primary	22 (48)
Junior High	12 (26)
Senior High	8 (17)
Tertiary	0 (0)
Number of years trading in the market	
0 – 4	9 (20)
5 – 10	8 (17)
11 - 15	12 (26)
Above 15 years	17 (37)

Source: Researcher’s Survey Study, 2019

The age distribution showed that the working group in the market is dominated by 41-50 year olds. The age group of 31-40 years recorded the least number. However, there was a very close margin of percentage between all the age groups. This indicated that was a considerable number of responses gotten from all the age groups involved in the market project. More than a third (37%) of the respondents in the study have had considerable experience (more than 15 years) working at the market; 20% and 26% of them have been

working there for less than 5 years and between 11 to 15 years respectively. This dataset was obtained to help confirm the credibility of the data collected from the respondents. Respondents who had worked for a longer period were expected to know better.

4.3 Factors that led to the failure of the project

Fourteen factors that may have led to the failure of the Apremdo project were identified through literature search of similar works. Respondents indicated their level of agreement to the stated factors using a 5-point Likert scale where 1 was “strongly disagree”; 2, “disagree”; 3, “not sure”; 4, “agree” and 5, strongly agree. Table 4.2 shows the RII and rank of the various factors.

Table 4.3: RII and Rank of Factors that led to failure of the Apremdo Market Project

Factors	Weight (W)					ΣW	RII	Rank
	1	2	3	4	5			
Lack of Stakeholder Engagement	0	0	1	24	21	204	0.887	1st
Lack of User Input	0	0	3	22	21	202	0.878	2nd
Lack of Resources	2	1	0	20	23	199	0.865	3rd
Poor Sales	1	2	2	21	20	195	0.848	4th
Unrealistic Expectations	2	2	5	19	18	187	0.813	5th
Changing Requirements and Specifications	2	3	2	25	14	184	0.800	6th
Unclear Objectives	1	3	8	22	12	179	0.778	7th
Lack of Executive Support	4	6	2	19	15	173	0.752	8th
Political Interference	3	5	7	17	14	172	0.748	9th
Incomplete Requirements and Specifications	3	5	9	17	12	168	0.730	10th
Lack of Risk Management	3	3	14	14	12	167	0.726	11th
Unrealistic time frame	6	7	4	16	13	161	0.700	12th
Technology Incompetence	5	8	6	15	12	159	0.691	13th
New Technology	7	8	5	14	12	154	0.670	14th

Source: Researcher’s Survey Study, 2019

From Table 4.3, the five major factors that led to the failure of the Apremdo market in Takoradi are; Lack of stakeholder engagement (RII=0.887), Lack of user inputs (RII=0.878), Lack of Resources (RII=0.865), Poor Sales (RII=0.848) and Unrealistic expectations (RII=0.813). The rank for Political Interference may be due to the general perception that there is little continuity of projects when there is a change in government.

The first two highest ranking factors correspond with previous researches reviewed in the chapter two. Okereke (2017) concluded in his research, that most project failures are due to lack of stakeholder management and project management practices. The current study results found out that stakeholder management ranked first among the fourteen factors. It also affirms Field (2017) statement that projects fail due to lack of user input and the Standish Group (1994) report that ranked lack of user input as the highest rating factor for challenged projects.

In an interview with the Municipal Head of Works for EKMA, he stated that “the assembly has a history of not engaging stakeholders as is required. The lack of stakeholder management has always been a problem for the assembly. It is therefore one of the factors attributed to the refusal of traders to move to the market”. He also noted that “Due to the lack of stakeholder engagement, the users are not involved in the project’s implementation”. Lack of basic amenities such as electricity and water as reported by the Auditor-General was the main reason for the non-usage of the many completed government projects. The same issue was raised in this project where the project finished without these facilities and security to keep their wares overnight.

Unrealistic time frame and issues with technology did not seem to be of much importance with the study which relates to the Standish Group report which ranked unrealistic time frame as the least factor.

4.4 Causes of failure factors

Determining the causes of the factors that led to the Apremdo market failure is very important to the study and it is one of the objectives of this study. Therefore, the research made a thorough review of literature to arrive at the causes in Table 4.4.

Table 4.4: RII and Rank Causes of Factors that led to failure of the Apremdo Market Project

Causes of failure factors	Weight (W)					ΣW	RII	Rank
	1	2	3	4	5			
Lack of Proper Planning	2	3	0	21	20	192	0.835	1st
Poor Communication	3	3	4	18	18	183	0.796	2nd
Location	1	3	8	18	16	183	0.796	2nd
Lack of project management practices	3	4	3	18	18	182	0.791	4th
Lack of Client/Customer Involvement	3	4	4	17	18	181	0.787	5th
Lack of Clear Statement of Project Requirements	1	5	6	19	15	180	0.783	6th
Lack of Sufficient Project Resources	3	5	3	18	17	179	0.778	7th
Poorly Defined Project Goals	3	3	6	19	15	178	0.774	8th
Expense	3	4	6	17	16	177	0.770	9th
Lack of Management Support and Commitment	4	4	4	18	16	176	0.765	10th
Unrealistic Time Frame and Expectations	4	6	7	15	14	167	0.726	11th
Lack of Competent Project Team	6	6	2	18	14	166	0.722	12th
Lack of Control Mechanisms	6	7	5	15	13	160	0.696	13th

Source: Researcher's Survey Study, 2019

The results from Table 4.4 shows that Lack of Proper Planning had an RII value of 0.835 and was ranked 1st, Poor Communication had an RII value of 0.796 and was ranked 2nd, Location had an RII value of 0.796 and was ranked 3rd, Lack of project management practices had an RII value of 0.791 and was ranked 4th, Lack of Client/Customer

Involvement had an RII value of 0.787 and was ranked 5th, Lack of Clear Statement of Project Requirements had an RII value of 0.783 and was ranked 6th, Lack of Sufficient Project Resources had an RII value of 0.778 and was ranked 7th, Poorly Defined Project Goals had an RII value of 0.774 and was ranked 8th, Expense had an RII value of 0.770 and was ranked 9th, Lack of Management Support and Commitment had an RII value of 0.765 and was ranked 10th, Unrealistic Time Frame and Expectations had RII of 0.726 and ranked 11, Lack of Competent Project Team had RII of 0.722 and ranked 12th and Lack of Control Mechanisms had RII of 0.696 and ranked 13th.

The results indicated that the five major causes of the factors that led to the failure of the Apremdo market were lack of proper planning, poor communication, location, lack of project management practices and the lack of client/customer involvement.

In the interview with the Mr. Ben Aidoo, the Municipal Head of Works for EKMA, he insisted that “location was never a cause of the Apremdo market project failure”.

However, the responses from the traders said otherwise. The highest-ranking cause recorded was the lack of proper planning. Poor preparation or planning as discussed by Lim (2019) has been the root cause of most failure factors. When management or persons responsible for the planning process are unable to plan properly, it spells doom for projects. Proper planning could have eradicated problems with major failed projects discussed (Okereke, 2017). This current finding explains that poor planning has been a major problem with Ghanaian projects for many years. It shows that the various stages proposed by the Project for Public Places (2010) should be implemented to test the issue of poor planning. This also bores down to lack of project management practices.

The Municipal Head of Works, when asked about the role of project management in the market project, stated emphatically that “project management practices were almost unknown or distinct to managers at the time of the project and that contributes to the causes of the failure factors”.

4.5 Best Project Management Practices to Avoid Failure of Future Market Projects

It was one of the objectives of this study to determine best project management practices to avoid failure of future market projects. In doing so, some relevant project management practices were enumerated to be weighted using the 5-point Likert scale. This was used only during the interview thus, results show response from one person. Table 4.5 presents these results.

Table 4.5: Project Management Practices that will help avoid failure of future Market Projects

Best Project Management Practices to Avoid Failure of Future Market Projects	1	2	3	4	5
Proper Planning					✓
Realistic Expectations				✓	
User Involvement					✓
Alternative Identification	✓				
Product/Project Description,		✓			
Project Charter			✓		
Identification of Project Constraints				✓	
Project Scope Definition					✓
Executive Management Support				✓	
Product Analysis			✓		
Activity Definition (Timing)				✓	
Clear Statement of Requirements			✓		
Stakeholder Management					✓
Cost-Benefit Analysis			✓		

Source: Researcher’s Survey Study, 2019

From the above responses, all listed practices were relevant to the project environment. However, proper planning, user involvement, stakeholder management and project scope definition are the best project management practices to adopt for improved future projects. The Municipal Head of Works, in the interview mentioned that “the problem of projects done under the assemblies was basically lack of stakeholder management and lack of user involvement which results from poor planning. The assembly is working hard and is hopeful that with the engagement of more managers skilled in the discipline of project

management, like myself, this problem will soon be a thing of the past”. He mentioned that if these issues are tackled in the most efficient way, they can help improve on future projects.

Questionnaire participants were given the chance to share their opinion on the best practices they will recommend for the assembly when engaging in public projects and the common practice stated by all was to engage and involve the users and stakeholders before and during the implementation of such projects.

4.6 Summary of Chapter

Chapter four began with a listing of the results and further went on to discuss the findings. About one third of the participants had been trading in the markets for over fifteen years. The two main factors of the project were identified as the lack of stakeholder engagement and lack of user inputs.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter summarised the findings from data collection, drew conclusions, identified limitations and made some recommendations in relation to the limitations. Included in this chapter is the references used for this research.

5.2 Summary of Findings

In answering the three research questions posed at the beginning of this study, the researcher came out with the following findings. The researcher found out that lack of stakeholder engagement, lack of user input, lack of resources, poor sales and unrealistic expectations were the major factors that contributed to the failure of the Aprembo market project. These failure factors were also found to be caused by the lack of proper planning, poor communication, location of the market, lack of project management practices and client/customer involvement. To avoid failure of future market projects, the researcher found out that some of the best project management practices that could be adopted were proper planning, user involvement, project scope definition and stakeholder engagement.

5.3 Conclusion

Several studies have been conducted to investigate the reasons why projects fail. The findings from this study confirmed most of the empirical and theoretical information presented in the work. This shows that most of the factors that result in the failure of projects are closely related, and with a competent project team, adequate resources and

proper planning most of the factors that lead to project failure such as stakeholder management and poor communication can be efficiently averted.

5.4 Limitations

- The time scheduled for the work forced the sample size chosen, number of persons interviewed and the sampling techniques used. Given more time, the researcher could have widened the scope and engaged a wider sample size for the study.
- Some of the market traders who were approached showed unwillingness to participate in the work. While some demanded for money before filling the questionnaire, other assumed the information they provided would be sent to the assemblies and used against them in the future.
- Relevant information on the topic was difficult to access. This was because most of the information published were speculations made by the media and others and had not been tested to know its true import and validity to the case.

5.5 Recommendations

The following recommendations are proposed for review and improvement.

The assemblies, government bodies and all project managers should include stakeholder engagement as a vital part of their planning process and ensure that appropriate persons are tasked with that responsibility. Both internal and external stakeholders' opinion and involvement and must be given consideration and encouraged respectively. A well instituted monitoring and control unit can be assigned to monitor and control the activities of the assigned persons.

The funding agencies should also make it a requirement to ensure projects are actually

needed before releasing funds for any project, or that the projects can be delivered in a way that will become beneficial to its intended users.

The market project managers should make it a point to choose suitable locations for future market project. The location should be able to link vendors and suppliers as well as buyers efficiently.

Market project management teams should set realistic expectations that are feasible and achievable and avoid setting goals that cannot be achieved or are unrealistic.

These will enhance the use of proper and efficient alternative plans which can make goal achievement easy and feasible.

I would recommend for further studies be conducted to look into the reasons why the citizens within the community also did not patronize the market when a few traders relocated after its construction and why till date, many do not go there to patronise their wares despite the numerous efforts by the assemblies.

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7.0 APPENDICES

APPENDIX A

QUESTIONNAIRE FOR TRADERS IN THE STMA and EKMA

RESEARCH TOPIC: ANALYSING THE CAUSES OF PROJECT FAILURE: THE CASE OF THE APREMDO MARKET PROJECT

INTRODUCTION

The researcher is a final year student of Kwame Nkrumah University of Science and Technology-Kumasi and from the Department of Construction Technology and Management. She intends to execute this research as part of the university's academic requirement for the completion of her degree in Master of Science Project Management.

Your objective response to this questionnaire is an invaluable aid to this research work. All information provided would be treated as confidential and for academic purposes only.

NAME OF RESEARCHER: GIFTY AMANDZE BOHAM

CONTACT:0543942832

SECTION A – DEMOGRAPHIC QUESTIONS

Below are some demographic questions. Kindly respond appropriately by ticking.

1. What is your age?

18-30 years. 31-40 years. 41-50 years. above 50 years.

2. What is your sex?

Male Female

3. What is the highest level of education you have attained?

Tertiary Senior Secondary Junior Secondary Primary

Others, Please specify.....

4. Which market are you trading in currently?

Apremdo Market Circle Kwesimintsin Station

Others, please specify

5. For how long have you been in the market?

0-4 years 5-10 years 11-15years Above 15 years

6. How conversant are you with the Apremdo market project?

Not Conversant Fairly Conversant Not Sure Conversant Very Conversant

SECTION B – FACTORS THAT LED TO THE FAILURE OF THE PROJECT

7. In the table below are factors responsible for the failure of the Aprembo market project.

Kindly indicate your level of agreement on a 5-point scale where

1 Strongly Disagree 2 Disagree 3 Not Sure 4 Agree 5 Strongly Agree

FACTORS RESPONSIBLE FOR MARKET FAILURE	1	2	3	4	5
Lack of User Input					
Incomplete Requirements & Specifications					
Changing Requirements & Specifications					
Lack of Executive Support					
Technology Incompetence					
Lack of Resources					
Unrealistic Expectations					
Unclear Objectives					
Unrealistic Time Frames					
New Technology					
Lack of Stakeholder Engagement					
Political Interference					
Poor Sales					
Lack of Risk Management					

SECTION C: CAUSES OF FAILURE FACTORS

8. In your opinion kindly express the extent to which you **agree or disagree** that the items listed below are causes of the failure factors of the Apremdo market project.

Use the following 5-point scale where:

1 Strongly Disagree 2 Disagree 3 Not sure 4 Agree 5 Strongly Agree

CAUSES OF THE FAILURE FACTORS	1	2	3	4	5
1- Lack of Management Support and Commitment					
2- Lack of Proper Planning					
3- Poorly Defined Project Goals					
4- Lack of Control Mechanisms					
5- Lack of Competent Project Team					
6- Lack of Sufficient Project Resources					
7- Unrealistic Time Frame and Expectations					
8- Poor Communication					
9- Lack of Client/Customer Involvement					
10- Lack of Clear Statement of Project Requirements					
11. Lack of project management practices					
12. Location					
13. Expense					

SECTION D. BEST PROJECT MANAGEMENT PRACTICES TO AVOID FAILURE OF FUTURE MARKET PROJECTS.

9. What are some of the issues the assembly needs to address before embarking on a market project?

.....
.....
....

Thank you for your time and cooperation.

Your contribution is well appreciated.