

CHRISTIAN SERVICE UNIVERSITY COLLEGE

**MONITORING AND EVALUATION AS COMPETITIVE STRATEGIES OF THE
LICENSED COCOA BUYING COMPANIES (LBCs) IN GHANA: A CASE STUDY
OF OLAM GHANA COMPANY LTD.**

MESHACH AMO SAM

2019

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BY

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14018880

**DISSERTATION SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES AND
RESEARCH, IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE
AWARD OF MASTER OF SCIENCE DEGREE IN MONITORING AND
EVALUATION**

2019

DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original research and that no part of it has been presented for another degree in this University or any other University.

Candidate's Signature Date

Name: Meshach Amo Sam

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation were supervised in accordance with the guidelines on supervision of dissertation laid down by the Christian Service University College.

Supervisor's Signature..... Date

Name: Dr. Charles Guansah

ABSTRACT

The study was aimed at accessing monitoring and evaluation as a competitive strategies adopted by the Licensed Buying Companies in the cocoa industry in Ghana with a special focus on the OLAM Ghana Limited. The main objectives of the study were to analyze the current competitive strategies being pursued by the company, examine the impact of monitoring and evaluation on the performance of the company, examine the likely challenges the company might face in their quest to implement monitoring and evaluation and to make recommendations to improve the company's strategic competitive advantage in the industry.

The review of literature was related, among other issues, to the concepts of strategy, competitive strategies and competitive advantage and how they have been used to impact on performance as well as concept of monitoring and evaluation. For this research the methods employed were by survey and interviews. The instrument used for collection of relevant data for the study was a questionnaire and the semi-structured interview approach. Questionnaires were given out to both staff and farmers at the selected purchasing centers of OLAM.

A sample size of two hundred (200), comprising thirty (30) staff and one hundred and seventy (170) farmers of the targeted population. The non-probability sampling method of random sampling, specifically, the purposive sampling technique was used. Data collected were collated and analyzed using both quantitative and qualitative methods of analysis. Findings indicated that OLAM has adopted the cost leadership strategy which has had a significant impact on general performance, increased market shares, corporate image and profitability. Lack of monitoring and evaluation were identified as bottlenecks in the company's bid to attain higher competitive advantage. Recommendations made include the need for OLAM to adopt adequate monitoring strategy, establish corporate strategy and public relations departments, and computerize the company's operations and many others.

ACKNOWLEDGEMENT

I wish to express my heartfelt gratitude to the Almighty God for his guidance and protection for my life and for having made this work a success. I am also indebted to my supervisor whose guidance, critical reviews and constructive suggestions culminated in this work. I also wish to thank my spouse, whose encouragement spurred me on to the completion of this course. I will also make mention of my friend and brother Samuel Marfo and many others who contributed in no small way to making this Dissertation a success. Mention should also be made to the management, staff and farmers of the OLAM Ghana Limited for their invaluable assistance in the course of data collection for this work.

DEDICATION

I dedicate this work to God Almighty and also to my beautiful wife for her love and moral support.

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CHAPTER ONE

1.1 Background to the Study

Agriculture is touted as the backbone of the Ghana's economy with cocoa cultivation being the major supporting activity driving the country's economy and supporting the livelihood of many families and their dependents as well as millions along the cocoa value chain (Ababio, 2011). Cocoa buying companies are farmers' first point of call to obtain money for their dry cocoa bean. Purchasing clerks who are agents of licensed buying companies are supposed to facilitate the exchange of dry cocoa beans in the various communities ensuring they are of the best quality (Anthonio & Aikins, 2009).

Considering the benefit that both farmers and licensed cocoa buying companies enjoy from each other, a mutual relationship was expected. However, farmers' have concerns including scale adjustment, under recording of bean weight, nonpayment of bonus or under-invoicing in respect of bonus payment among others (Arnold, 2006; Norde & Duursen, 2003; RSCE, 2009).

In a way to address these concerns, monitoring and evaluation is a powerful mechanism in resolving these canker. In recent times, monitoring and evaluation has become a strategic tool to track the progress of program implementation against pre-set targets and objectives. The basic premises of monitoring and evaluation is based on assessing desired goal is being achieved. Monitoring and evaluation demonstrate progress to internal management and external stakeholders. Internally, measurable results can justify continued funding and clarify the return on investment of licensed cocoa buying companies. Externally, the results of monitoring and evaluation can demonstrate commitment to and competence in your operations. It further provides feedback on whether programs are achieving aims in line with community needs and desires are met. A firm can achieve a sustainable competitive advantage if the customers perceive a consistent difference in attributes between its products

or services and those of the competitors: this difference is the direct consequence of a capability gap between the firm and the competitors and can be expected to endure over time.

The key to sustainability is the differentiation among competitors' products and for a producer to enjoy a competitive advantage in a product/market segment; the difference between the organization and its competitors must be felt in the marketplace: that is, they must be reflected in some product/delivery attribute that is the key buying criterion for the market (www.iStadia.com, 2010).

The argument, however, is that the customer is likely to react quickly, or in a certain way, on the association with the most equity. Every brand derived its source of influence from the mental associations and relationships it builds over time among customers and other stakeholders. It can therefore be argued that monitoring and evaluation can be used as a strategy by licensed cocoa buying company to achieve competitive advantage.

1.2 Statement of the Problem

As the concept of monitoring and evaluation gains popularity in recent times, it has equally attracted the attention of researchers. Decisions and strategies made by companies have a significant influence on the achievement of desired results. For companies to achieve competitive advantage there ought to be a strategy to guide decisions of the company. The framework that guides and focuses competitive positioning decisions is called competitive strategy.

The purpose of competitive strategy is to have superior performance relative to other competitors in the same industry or have superior performance relative to the industry average. The key to strategy formulation lies in understanding and overcoming the system barriers that obstruct the attainment of organizational goals. An effective strategy recognizes these barriers and develops decisions and choices that circumvent them.

Obviously, there are uncertainties about Ghana's continuous dependent on cocoa for sustained economic development. The volatility of the world market has brought to the fore the fact that attempts at increasing production are met with downward pressures on the price of cocoa, the changing environment of the marketing of the commodity both internal and external is likely to pose a threat to maintenance of quality.

The statement of the problem is that lack of effective monitoring and evaluation as a strategic tool by the Licensed Buying Companies (LBCs) in Ghana in order to have a superior performance relative to the industry average. As a result of this problem, many clients particularly farmers have resulted to the switching from one company to another due to dissatisfaction, high overhead costs and dwindling market share coupled with low profitability. Nonetheless, in order to overcome the problem, and achieve the requisite competitive advantage and efficiency, the licensed Buying cocoa Company and for that matter (OLAM) has to seek profitable and efficient ways to differentiate themselves by adopting prudent monitoring and evaluation strategies to reach success.

1.3 Research Objectives

The purpose of this study is to examine the competitive strategy with reference to licensed cocoa buying companies (LBCs) using monitoring and evaluation as a strategic tool to have superior performance relative to other competitors in the same industry or have superior performance relative to the industry average. Specifically, the main objectives of this study will be on the following objectives:

- To analyze the current competitive strategies being pursued by the LBCs.
- To determine the impact of competitive strategies on the performance of LBCs

- To examine the sustainability of LBCs competitive strategies in the cocoa industry.

1.4 Research Questions

Based on the research objectives above, the following questions were asked:

- What is the current competitive strategy pursued by LBCs?
- What is the impact of competitive strategy on the performance of LBCs?
- What are the challenges LBCs might face in sustaining the competitive advantage in the cocoa industry?

1.5 Significance of the study

The significance of the study can be viewed along three strands: research, practice and regulators.

- Concerning the research significance, it serve as a source of reference for further work in this area and also contribute to extant literature on effectiveness of monitoring and evaluation of Ghanaian internal cocoa marketing industry.
- Concerning significance to practice, the study will provide guidelines to managers, practitioners, employees and organizations on the problems associated with monitoring and evaluation and how to overcome it in order to achieve desired results.
- Concerning regulators and government agencies such as the Ministry of Finance and Economic planning and Cocoa board, the finding and results of this study provides insights and a more reliable guide to monitoring the impact of the operations of LBCs. It also serves as a benchmark for measuring partly their respective policy goals and objectives. It serves as assistance to Cocoa board among other things to facilitate the availability of quality services to farmers and LBCs, to ensure that LBCs achieve the highest level of efficiency in the provision of competitive strategies; ensuring that the

LBCs are responsive to farmer and community needs, and that farmers' interest is protected.

1.6 Scope of the Study

The scope of the study is limited to accessing the impact of monitoring and evaluation as a competitive strategy adopted by the Licensed Buying Cocoa Companies in the cocoa industry in Ghana with a special focus on the OLAM Ghana Limited. Geographically, the study is limited to sampling respondents from selected farmers and staff of OLAM Ghana Limited in the Western region. Conceptually, the study focuses on examining the impact of monitoring and evaluation on the performance of Licensed Buying Cocoa Companies in the cocoa industry in Ghana and how these companies are leveraging to have a superior performance relative to the industry average.

1.7 Limitation of the Study

The study concentrated mainly on monitoring and evaluation in the context of cocoa buying companies. The researcher faced with inadequate information from respondents as some were unwilling to provide the researcher with the needed information. The researcher is faced with challenges of data collection as majority of the respondents were unwilling to partake in the study. Sometimes, availability of respondents was also a challenge to the researcher. Financing the study was a challenge to the researcher as a lot of money was needed to finance the research to its logical conclusion. A time constraint was another challenge to the researcher as he had limited time to complete the study.

1.8 Definition of Terms

Monitoring and Evaluation (M&E): Is a process that helps improve performance and achieve results.

Cocoa buying company: Organizations or firms that purchase dried cocoa beans from farmers.

LBCs: licensed cocoa buying companies

Benchmark: Is a point of reference by which something can be measured.

Competitive strategies: The framework that guides and focuses competitive positioning decisions.

Market share: The portion of a total market controlled by a particular company.

Market segment: Is a group of people who share one or more common characteristics, lumped together for marketing purposes.

Customers: A customer is an individual or organization that purchases the goods or services produced by a business.

Purchasing clerks: Are agents of licensed buying companies who are supposed to facilitate the exchange of dry cocoa beans in the various communities.

Competitive advantage: Is the leverage that a business has over its competitors.

Competitors: Are rivalry between two or more entities that provides similar products or services.

1.9 Organization of the Study

This study is structured into five (5) chapters. Chapter one is the introduction chapter and gives the background to the study, states the research problem, objectives of the study, research questions, significance of study, structure of the study, the scope and limitations. Chapter two will focus on the review of literature. In chapter three the researcher dealt with the methodology taken to collect data needed to address the research problems. Chapter four is the analysis and discussion of data collected in the field surveys; while chapter five which is the final chapter captured the summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is devoted to the review of literature that relate to the economy of cocoa in Ghana, concept of competitive strategies, competitive advantage, and concept of monitoring and valuation and how it has been used to impact on performance. Taylor (2008) indicated that literature review is an account and analysis of what renowned scholars and researchers have published on particular topics or fields of studies. Saunders et al (2007) define it as a detailed and justified analysis and commentary of the merits and faults of literature in a chosen area which demonstrates familiarity with what is already known about a research topic. This view is supported by (Jankowicz's, 2005; Fisher, 2007) who argue that literature review makes the need to reinvent knowledge that already exist in the given area of study unnecessary and redundant.

2.1 The Concept of Strategy

Pitts et al (2003) posit that strategy is important subject of management of an organization.

They further reiterate that strategy ensures that an organization applies its strengths and distinctive competences in such a way that it gains a competitive advantage over its rivals in any given environment. It is the framework which guides those choices that determine the nature and direction of the firm (Tregoe, Benjamin & Zimmerman, 1980).

Johnson et al, (2008) and Mintzberg (1994) posit that strategy is a game plan, a pattern in a stream of decisions and actions, a position and a ploy intended to outwit competitor's whiles fulfilling stakeholders' expectations in line with the organization's scope of business.

Nickols (2008) posit that Plans of action and planning whether for business or the battlefield always consider what is to be achieved (the ends, goals or objectives) and how it is to be achieved (the means; steps, actions or programmes). Simply, plans are a set of intended outcomes coupled with the actions by which those outcomes are to be achieved (Von Clausewitz, 1975). Planning involves thinking about the future, identifying and specifying in advance (now) what has to be done or achieved (objectives) and selecting the most suitable means to accomplish these objectives (Ackoff, 1981; Nickols, 2008).

Planning can be formal or informal involving a lot of documentation or very little. The information base could be large; stated in reports, studies, databases and analysis or depend on a few knowledgeable people. Plans, and thus the planning activities that produce the desired ends frequently set time frames, milestones, and detailed schedules as well as allocate resources whether in the form of money, people, or equipment (Nickols, 2008)

2.2 Definition and Concept of Competitive Strategies

According to Wheelen and Hunger, (2006) defined Competitive Strategy as a strategy that states how a company or a business unit will compete in an industry. Pitts and Lei (2003) opine that, a company's competitive strategy deals exclusively with its plans for competing successfully – its specific efforts to please customers, its offensive moves to counter the maneuvers of rivals, its response to whatever market conditions prevail at the moment, and its initiatives to strengthen its market position.

Companies all over the world are imaginative in conceiving competitive strategies to win customer favour. At most companies the aim, quite simply, is to gain a competitive advantage by doing significantly better job than rivals by providing buyers with the best

overall value. There are many routes to competitive advantage, but they all involve giving buyers what they perceive as superior value compared to the offerings of rival sellers (Wheelen & Hunger, 2006)).

Competitive advantage allows a firm to gain an edge over rivals when competing. Competitive advantage comes from a firm's ability to perform activities more distinctively or more effectively than rivals (Pitts & Lei, 2003). Weelen (2010) further reiterates that Competitive Advantage is the condition which enables a company to operate in a more efficient or otherwise higher-quality manner than the companies it competes with, and which results in benefits accruing to that company.

2.3 Porter's Generic Competitive Strategies (Ways of Competing)

According to Porter (1996) a firm's relative position within its industry determines whether a firm's profitability is above or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage. There are two basic types of competitive advantage a firm can possess: low cost or differentiation. The two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry: cost leadership, differentiation, and focus.

The focus strategy has two variants, cost focus and differentiation focus (ifm.eng.cam.ac.uk, 2010).

1. Cost Leadership	2. Differentiation
3a. Cost Focus	3b. Differentiation focus

Source: Michael Porter's Competitive Advantage

Cost Leadership

In cost leadership, a firm sets out to become the low cost producer in its industry. The sources of cost advantage are varied and depend on the structure of the industry. They may include the pursuit of economies of scale, proprietary technology, preferential access to raw materials and other factors. A low cost producer must find and exploit all sources of cost advantage. If a firm can achieve and sustain overall cost leadership, then it will be an above average performer in its industry, provided it can command prices at or near the industry average (ibid).

Differentiation

In a differentiation strategy a firm seeks to be unique in its industry along some dimensions that are widely valued by buyers. It selects one or more attributes that many buyers in an industry perceive as important, and uniquely positions it to meet those needs. It is rewarded for its uniqueness with a premium price (ibid).

Focus

The generic strategy of focus rests on the choice of a narrow competitive scope within an industry. The focuser selects a segment or group of segments in the industry and tailors its strategy to serving them to the exclusion of others. The focus strategy has two variants.

(a) In cost focus a firm seeks a cost advantage in its target segment, while in (b) differentiation focus a firm seeks differentiation in its target segment. Both variants of the focus strategy rest on differences between a focuser's target segment and other segments in the industry. The target segments must either have buyers with unusual needs or else the

production and delivery system that best serves the target segment must differ from that of other industry segments. Cost focus exploits differences in cost behaviour in some segments, while differentiation focus exploits the special needs of buyers in certain segments (ifm.eng.cam.ac.uk, 2010).

2.4 Strategic Approaches

Three basic strategic approaches are possible Offensive strategy - overcoming the barriers to goal achievement by changing the systemic relationships creating them (Porter, 1987). This strategy often requires significant capital investment and includes the following options.

- Changing or altering the competitive structure or environment in your industry (forward or backward integration, acquiring competitors, etc.).
- Anticipating industry competitive structural change and positioning your organization to exploit this change before others recognize it (developing substitute products, changing the mode of sale or distribution, etc.).
- Diversifying into more attractive markets. Defensive strategy – accepting the industry competitive forces as a given and positioning your organization to best defend against them (Porter, 1987). This could include harvesting and selling the business before competitive conditions cause its value to drop. Guerilla or niche strategy – minimizing or neutralizing barriers by reducing the size of the playing field and taking an offensive or defensive position in a smaller, more attractive market segment.

Every business has a competitive strategy. However many strategies are implicit, having evolved over time, rather than explicitly formulated from thinking and planning process. Implicit strategies lack focus, produce inconsistent decisions, and unknowingly become obsolete (Porter, 1987). Without a well-defined strategy, organizations will be driven

by current operational issues rather than by a planned future vision. This model provides a process to make your competitive strategy explicit so it can be examined for focus, consistency, and comprehensiveness (Porter, 1987).

2.5 Concept of Monitoring and Evaluation

Monitoring and evaluation are widely recognized as being crucial in the implementation of development projects. The two words monitoring and evaluation are not easy to define. It becomes difficult when one tries to make the difference between the two words. In some cases, they are used interchangeably. However, in project implementation, the two words are different. Valadez and Bamberger (1994) define monitoring as continuous internal management activity with the aim to achieving project objectives within a specified period and budget.

Monitoring gives a quick response on the progress of a project. It is also described as operational and administrative activities that track resource acquisition and allocation, production, and the delivery of services. Mc Coy et al (2005) and the National Development Planning Commission (NDPC, 2006) shares similar definition with Valadez and Bamberger (1994) on monitoring. For instance, Mc Coy et al (2005) defines monitoring as a routine activity that assess the progress of a development project using a set of guidelines such as project outputs, project inputs, progress of the project according to objectives, and the way the project is managed. In addition, the National Development

Planning Commission (NDPC, 2006), defined monitoring as the regular collection and analysis of information of an ongoing project to assist timely decision making, ensure accountability and provide the basis for evaluation and learning. This definition centers on three areas namely monitoring as an iterative process that begins from the onset of plan,

policy, programme or project implementation, monitoring as a process of data collection and monitoring as a corrective mechanism.

Evaluation on the other hand is defined as the internal management activity used to assess the suitability of a project in terms of its design and implementation methods to achieve objectives. It also assesses the results of a project (Valadez & Bamberger, 1994). Evaluation from the perspective of Rema (2005) is an activity, which is systematically used to determine the significance of an intervention or a project. This definition is bounded by some key criteria in assessing the significance of an intervention. One of the criteria is that, evaluating findings of an intervention should be credible, and be able to influence decision-making by programme partners based on lessons learned. Secondly, the objectivity of a project evaluation needs to achieve a balanced analysis, and reconcile perspectives of different stakeholders (including primary stakeholders) with different sources and methods.

In sum to the above definitions, monitoring and evaluation as used in project cycle are focused on input-output processes of project implementation. While the latter looks at the input-output processes, the former looks at the out-put effects or project results and project impact processes (Valadez & Bamberger, 1994). From the above definitions and discussions, Monitoring and Evaluation are seen as two different management tools that are closely related, interactive and mutually supportive. Through routine tracking of project progress, monitoring can provide quantitative and qualitative data useful for designing and implementing project evaluation exercises.

On the other hand, evaluations support project monitoring. Targeted population in the context of designed expectation defines monitoring in this study as the continuous assessment of the functioning of project activities in the context of implementation schedules and the use

of project inputs. The intention is to find out if the project would achieve its objectives, identify mistakes and find ways of correcting them. Evaluation is defined as the periodic assessment of the relevance, performance, efficiency, and impact of the project in the context of its stated objectives. It often involves comparisons requiring information from outside the project time, area or population. The idea is to evaluate the impact of the project on the lives of people. It measures whether the project has achieved its target or not.

2.5.1 Types of Monitoring

MacDonald et al., (1991) classify monitoring into three; namely: trend monitoring, implementation monitoring, and effectiveness monitoring. These three categories are key in monitoring. Trend monitoring as the name suggests is used to assess the progress of a project while it is not completed. It helps to give records of the progress of the project and well-spaced time interval so that the long-term development of the project can be determined. Before projects are implemented, it means a problem has been identified. Hence, the implementation monitoring is used to assess whether the activities involved in monitoring are effectively followed as planned to address a problem. The activities involved in monitoring development projects need to be assessed whether there were shortfalls or not and whether it helped to achieving the project objectives. The effective monitoring is therefore used to fulfill the objectives of the projects.

Cook (1997) posits that monitoring is grouped into the following headings; performance monitoring, benefit monitoring and sustainability monitoring. Project implementation involves available resources like funds, materials and labour to make it successful. Performance monitoring is used to track the use of those resources as well as to identify delays and problems. Some projects have multiplier effects on beneficiaries and other

stakeholders who are not directly associated with the project. Benefit monitoring is thus used to assess performance of areas, which are by definition outside the project direct control. After a project has been implemented, it needs to be sustained to continuously provide its benefit to the society.

Sustainability Monitoring is used to assess the extent to which projects would continue to deliver the services they are supposed to render throughout their economic life.

2.5.2 Types of Evaluation

Shapiro (2004) classifies evaluation into two types. They are formative evaluation and summative evaluations. The latter is done during project implementation. It is used to identify the strengths, weakness, threats and challenges of the project and whether the continued project plan will be able to deliver the project objectives or it needs redesigning (PASSIA, 2004). The Formative Evaluation is similar to the sustainability monitoring in that the formative monitoring looks at the relevance of the project and its ability to provide services consistently. It is aimed at improving the performance of the project during implementation (Shapiro, 2004). In taking the discussion further, Wellings and Macdowall (2000) grouped formative evaluation into process evaluation and outcome evaluation. It asks the question, “why did a project succeed or fail” so that mistakes will be minimized in order to achieve the full benefit of project delivery. It is also used to assess whether the output of the project is achieved within budget and time and if not what causes that.

The outcome evaluation as the name suggest is used to measure the outcome of the project with the role of the project. It answers the question, “to what extent the set objectives were achieved and how we can attribute the role of project to the outcomes” However, it will become very difficult to conclude that the observed outcome of a project is mainly attributed

to the role of the project without considering other external factors which might also contribute to that effect (Muzinda, 2007).

In summary, the process and outcome evaluations are the extended form of formative evaluation. The two evaluations integrate stakeholders (beneficiaries) into the project cycle. To assess the outcome of a project, stakeholders cannot be left out. This is because they are beneficiaries of the project and as such can explain how the project helps to meet their needs or solve their problems. Without their involvement, it will become difficult to attribute the role of a project to the observed outcome.

In this study, evaluation is classified into mid-term evaluation, terminal evaluation and Ex-post evaluation. Mid-term as the name suggest is a form of evaluation, which is done at the middle of the project implementation. The terminal evaluation is a form of evaluation carried out to assess the impact of a project immediately it is completed (Muzinda, 2007). Ex-post evaluation is a type of evaluation undertaken after the completion of the project. The difference between the terminal evaluation and the Ex-post evaluation is that, Ex-post evaluation is undertaken after three or five years of project completion whiles terminal evaluation takes one month after project implementation. The intention of undertaken Ex-post evaluation is to come out with the impact assessment of the project on the lives or conditions of the people (Wellings & Macdowall, 2000).

In conclusion, I have grouped monitoring and evaluation into two broad areas to make the difference very clear. These are before project implementation and after project implementation. Monitoring is used to assess the performance of a project when it is not completed but ongoing. Evaluation is used to assess a project when it is completed.

Monitoring gives report of the financial performance of the project. It looks at the immediate outcome of the project inputs while the evaluation looks at after the project has been delivered and put into use by beneficiaries. Thus, evaluation critically considers stakeholder involvement to determine the impact of the project.

2.5.3 Techniques in Monitoring and Evaluation

The technique of monitoring and evaluation is grouped into the traditional and participatory approach.

Traditional Approach to Monitoring and Evaluation

The traditional approach to monitoring and evaluation is restricted in such a way that the implementing agency has no or little control of the monitoring and evaluation process. It is very common in developing countries where most projects are financed by international donors like the World Bank, DANIDA, and AfB among others. Here, donors dictate how monitoring and evaluation should be done (World Bank, 2004).

2.6 Theoretical review of Monitoring and Evaluation

Several authors have propounded theories regarding monitoring and evaluation of projects as guiding principles for firms and organisations (Muzinda, 2007; Kaplan & Garent, 2005; Davidson, 2004; Crawford & Bryce, 2003; Uitto, 2000). Muzinda (2007) and Kaplan and Garent (2005) posit that with either traditional or participatory approach to monitoring and evaluation, two frameworks can be used. They are theory based approach and logical framework monitoring and evaluation. These are discussed below.

2.6.1 Theory-Based Monitoring and Evaluation.

Making inference from the conclusion made by Muzinda (2007) that it is difficult to attribute the observed outcome of a project to the role of the project without external factors. The external factors are well emphasized by the theory-based monitoring and evaluation. The theory does not accept the linear cause and effect relationship of project implementation (Davidson, 2000). The theory explains the external factors that affect the success or outcome of a project. It applies a systems approach where the outcome of a project is believed to be affected by other factors in the environment in which the project is situated.

It proposes that these factors should be identified and examined based on how they interact with the environment and the project. Thus, the success of a project is dependent on the factors (Uitto, 2004). The theory based monitoring and evaluation of a project is important since it helps to attribute the outcome of a project to specific activities. It also answers the question “why and how do projects work” (Weiss, 2004).

2.6.2 Logical Framework (Theory) of Monitoring and Evaluation

The logical framework is widely used in project monitoring and evaluation. It has become the standard approach required by many donors for grant applications (Kaplan & Garent, 2005). The result of the logical framework approach shows the correlation between inputs, processes, outputs; outcomes and goals of the project considering some assumptions (Crawford & Bryce, 2003). The inputs of this framework are the human resources (ideas, experience, and time), financial resources (funds or money being it internal or external funding), and logistics resources (available vehicles, computers, printing materials etc) all are things which helps to make the implementation, monitoring and evaluation of a project a success.

Without adequate input, the commencement of the project can be constrained. The input set the pace for the project to start and monitoring and evaluation to be successful. The process is the activity that is undertaken to monitor and evaluate an implemented project. It is somehow similar to the participatory approach to monitoring and evaluation where stakeholders are actively involved in project monitoring and evaluation activities. The output indicator reflects the result achieved within a period say 0-2 years (McCoy et al, 2005). Output indicator relates to completion of activities and as such, project managers have a high degree of influence. The outcome indicator of project monitoring and evaluation relates to the impact or goal of the project. The outcome usually reflect a result achieved over a time period say, 2–5 years (McCoy et al., 2005) and sometimes over a longer time period, 5 to 10 and beyond (McCoy et al., 2005).

The logical framework to monitoring and evaluation is criticized on the fact that it is grounded with measurable indicators that are Specific, Measurable, Accurate, Reliable and Time bound (SMART) which shows biasness towards quantitative which may not show sufficient data to describe the achievement of a project (McCoy et al., 2005).

Hence, for the approach to achieve its full success, it is necessary to incorporate qualitative data alongside the quantitative indicators that are used with the logical framework approach.

This draws attention to the types of data collection instrument to use in tracking the indicators for the monitoring and evaluation includes function of the project. The data is grouped into qualitative and quantitative data. The quantitative data for monitoring and evaluation distribution log books, attendance registers, service recording, and surveys with aid of questionnaires (FHI, 2004). The qualitative data collecting methods include among

others focus group discussions, in depth interviews and participatory observations (Branigan & Mitchel, 2002).

2.7 Concept of Capacity in monitoring and evaluation

The determinants of capacity vary from one institution to another depending on the structure and process of a particular institution. Determinants of capacity of an institution refer to those factors (internal and external) that may promote or inhibit institutional ability to achieve its objectives (Rema, 2005). The internal factors may include the potentials (logistic capacity, financial capacity, human resource capacity, work environment, motivation, and communication). The external factors may also include the opportunities such as government policies and guidelines, external source of funds such as Grants (Rema (2005).

To buttress the above statement, the European Commission (EC, 2005) identified two major determinants of institutional capacity as functional-rational and the political functions. The functional-rational dimensions of capacity refer to the internal factors that attribute to the success of an institution. The political-functions refers to issues of state authority, social control and governance mechanisms, which is shaped by structural and institutional factors as critical to ensuring efficiency, effectiveness and the sustainability of an institution (EC, 2005). Lusthaus et al. (2002) viewed the functional-rational determinants of capacity from EC (2005) as performance in activities that support the mission and vision (effectiveness), performance in relation to the resources available (efficiency), and performance in relation to sustainability of an institution (adaptability). These hallmarks identified by Lusthaus et al. (2002), either inhibit or promote the capacity of institutions to address development issues in an effective and efficient manner.

According to Lusthaus et al. (2002), an institution is unique and therefore generalization of determinants may prove ineffective and therefore institutional capacity is measured within the environment it operates. They consider the environmental aspects as a by-product of capacity, explaining that the proper functioning of the regulatory and administrative environment enables proper management of the external environment. Lusthaus et al. (2002) identified eight (8) dimensions of measuring the capacity of institutions. They include the following strategic leadership; Human resource; Financial structure; infrastructure; programme and service management; and process management and Inter-organizational linkages.

Strategic leadership refers to all those activities that set the platform for an organization/institution to stay on course in achievement of its mission. Strategic leadership is associated with an organization's vision, as well as with the ideas and actions that make the organization unique. It involves setting clear goals and directing the efforts of staff and other stakeholders toward fulfilling organizational objectives. Thus, it (strategic leadership) is the ability of an organization/institution to influence its internal and external stakeholders so that they will support organizational directions.

Human resource management involves the planning, implementation and monitoring of projects and programmes or an activity. Human resource management is also viewed from the perspective of organizations/institutions human capital, which refers to the knowledge, and skills of the labor force. Thus, for effective human resource development, there is the need to instill core values in them. These values include integrity and honesty, commitment to the organizational mission, accountability for and pride in one's work, commitment to excellence, and building trust. The process and management is the task of integrating the various practices and cultures of different segments of an organization or institution through

the introduction of common systems and operations that apply uniformly to all segments of the organization. These common operations or processes include problem-solving, planning, decision-making, communication, and monitoring and evaluation.

Organizational/Institutional structure is the ability of an organization to adapt to changing internal and external conditions for maximizing its performance. Organizational structure is defined as the ability of an organization to divide labor and assign roles and responsibilities to individuals and groups in the organization, as well as the process by which the organization attempts to coordinate its labor and groups.

According to Lusthaus et al. (2002), inter-organizational linkages involves having regular contact with other institutions, organizations and groups of strategic importance to the organization's work which can result in a healthy exchange of approaches and resources (including knowledge and expertise).

Institutional capacity consistently explains the financial, logistical and human resources potentials of an institution that enable them to improve and sustain the standard of living of people within its jurisdiction. Tony (2000) further explains capacity as "hard" and "soft" elements. The "hard" elements refer to things like personal skills, functions, structures, systems and to factors such as equipment, infrastructure and financial resources. The "soft" elements focus on definable and quantifiable factors. These are often related to incentives, motivational and demand factors, of a material, cultural, or social nature. For personnel, this may mean financial, career and professional incentives, or more widely to questions of attitude. At the organizational level, this can refer to aspects of policy, legitimacy, norms and values, as well as to governance.

According to Potter and Brough (2004), the elements of capacity includes the structure, systems and roles; staff and infrastructure; skills and tools for effective performance. These elements of capacity can exist within a single level (skills of individual members) or can cut across more than one level of capacity (structures or roles of units within an organization as well as different organizations within a wider system). The different levels and elements of capacity are interrelated. This implies that each level can represent a constraint or an opportunity for effective application of capacity at other levels. For instance, structures and roles within an organization are dependent on the available skills, and tools are interrelated with existing infrastructure and systems.

2.8 Regulation of Cocoa Marketing In Ghana

The marketing of cocoa in Ghana is conducted at two (2) levels, internal and external. The internal marketing or domestic level involves the purchasing of cocoa from the farmers at production or purchasing centers. The external marketing or the export level involves the sale of cocoa on the international market.

2.8.1 Historical Perspective

Before 1937, the cocoa trade was in the hands of expatriate merchants who controlled both the domestic and the export marketing of cocoa. However, after 1937, the cocoa farmers became increasingly dissatisfied with the low prices they received for their produce (Beckhman, 1981). The ensuing pressure on the British Government resulted in the establishment of the West African Produce Control Board in 1940. It was mandated to purchase cocoa from the West African colonies under guaranteed price. In order to ensure proper co-ordination of activities involving the cultivation, marketing and export of cocoa, the Ghana Cocoa Marketing Board (GCMB) was established by ordinance number 16 in 1947 (Ghana Cocoa Marketing Board, 1977), it was charged with the responsibility of fixing

and controlling, with the prior approval of the government, the producer prices for cocoa and other produce, organize the evacuation of the produce to the port, appoint licensed buying agents and regulate the marketing and export of cocoa.

The Board was further charged under the Cocoa Industry Regulations (Consolidations) Decree 1968 (NLCD 278) to purchase market and export all cocoa and other agricultural produce (e.g. coffee and sheanuts) produced in Ghana and to ensure their suitability for export. Currently, the functions of the Ghana Cocoa Board have increased to cover the control of all aspects of the cocoa industry from production to purchasing, marketing and export, research, quality control, evacuation and processing (Ghana Cocoa Board, 2000).

2.8.2 Emergence of Licensed Buying Companies (LBCs)

Following the implementation of the Agricultural Sector Adjustment Credit (AGSAC) programme in June 1993, competition was introduced into the domestic marketing of cocoa by allowing individual Licensed Buying Companies (LBCs) to participate in the domestic marketing of cocoa. The external sector (export) of cocoa marketing was however not liberalized.

The Cocoa Marketing Company (Ghana) Limited (CMC), a subsidiary of Cocoa board, exercises the sole right over the sale of cocoa beans. The CMC also exports semi-processed cocoa products to the external market. Consequently, between 1993 and 1997, about twenty-two (22) LBCs include Transroyal Ghana Limited were registered with the COCOBOD to operate alongside the Produce Buying Company (PBC) which by then had the sole monopoly of the marketing of cocoa. The market share for PBC has, as a result, declined from 75% in 1995 to 40% in 2002, as the private LBCs continue to increase their market share (Research Department, COCOBOD).

2.8.3 Licensed Cocoa Buying Companies

COCOBOD in pursuance of Government policy to introduce competition into the internal marketing of cocoa prepared the requisite regulations and guidelines to the conduct of participants in the internal marketing trade. In 1993, some companies were licensed to compete with the then subsidiary of COCOBOD, the Produce Buying Company, in the internal cocoa trade. Since then competitive buying of cocoa from formers has been in operation (CMC, 2010).

The Government over the past four years further implemented strategic programme in the cocoa sector to increase output. These were Diseases and Pest Control, High-Tech and continuous payment of remunerative producer prices.

As a result of the implementation of their programme coupled with better husbandry practices adopted by farmers. Ghana's cocoa output reached record high of 668,787 tones at the end of the 2003 / 4 main season (ibid).Twenty-three (23) LBCs were licensed to purchase cocoa during the 2003 /4 main season which commenced on 24th October 2003 and ended on 3rd June 2004. However, eighteen (18) LBCs participated in the purchasing activities by the end of the season. Total cocoa graded by the Quality Control Division was 662,099 tons representing 99% of declared purchases of 668,787 tones. The composition of the 662,099 tons graded by QCD at the end of the main crop was 75% main crop-size category, 23% light-crop-size category and 25% small beans and other categories.

This development followed a normal main crop pattern but fell slightly below what pertained in the 2002/3 main season where the main crop-bean size was light crop-size 15% and the remaining 1% represented small beans and other categories (ibid). LBCs delivered 657,461 tons of cocoa to Cocoa Marketing Company (CMC) at the three take-over centers,

Kaase, Takoradi and Tema. The flow of delivery however was interrupted as result of the unprecedented volume of cocoa produced. The Kaase take-over center was the first to become full and all deliveries were re-directed to Tema and Takoradi.

By January 2004, deliveries at the take-over centers were suspended and LBCs were asked to hold into their graded stocks in warehouses with capacities of 2,000 tones and above, COCOBOD Management agreed with the LBCs and paid 55% of the amount due on all graded and sealed stocks in the designated warehouses and also waived interest on all graded and sealed cocoa from 22nd January 2004 to 10th May, 2004 (ibid).

There were frequent cases of cocoa rejection at the take-over and up-country centers during the season. At the up country centers, rejections were mainly based on Not Thoroughly Dried (NTD) cocoa and admixtures. At the take-over centers, it was based on Admixtures, Adulteration, Short-weight, infestation, among others. It is worthy to note the there was no case of NTD at any of the takeover centers. This showed that QCD staff in the field actually made good use of the Aqua-buoys procured for them. An aggregate of 12,205 tons of cocoa (195,280 bags) were rejected at the three take-over centers. The prominent discrepancy at Kaasi and Takoradi was the delivery of short-weight bags which accounted for 83% of total rejections. Tema take-over center however witnessed 'weak' as the dominant discrepancy during the season. Weak and burst bags represented 48% of total cocoa rejected. Seven companies increased their market shares with the most prominent being Akuafu Adamfo Marketing Company. It increased in share from 7.56% to 10.70%.

A new entrant, Sompa Kokoo Limited also made an in-road of 0.19 percent. Ten of the LBCs, however, recorded lower market shares. Armajaro Ghana Limited, the highest market

share loser registered 1.34% followed by the produce Buying Company Limited with 1.22% (ibid).

Before the beginning of the season Cocoa board arranged for external credit facility of \$6.50 billion to finance the purchasing of cocoa locally an amount of \$1.658 billion was therefore advanced to thirteen (13) LBCs at an interest of 21 percent per annum. At the end of July 2004, accrued interest amounted to 150.15 billion. The beneficiary LBCs repaid 1,653.68 billion of the principal representing 99.7% seed fund and 149.34 billion representing 99% of the accumulated interest. Ten LBCs fully retired their seed fund and interests at COCOBOD leaving three. The three LBCs indebted to the fund of 4.845 million comprised 3,958 million seed fund and 890.713 million interests.

The affected LBCs were Sunshine Commodities Limited, Farmers Alliance Company Limited and Ogyampah Marketing Company. The following observations were made among others in the course of the season.

- The mode of payment to cocoa farmers was both cash and Akuafu cheques.
- It was noted that all active LBCs adjusted their society weighing scales to cheat cocoa farmers in all the regions even though Ghana Standard Board during its unannounced exercise in some part of Eastern Region arrested a few LBCs.
- Cocoa evacuation to the take-over centers slackened due to the limited warehousing space for the large volume of cocoa purchased. This necessitated the renting of additional warehouses and the waiver of interest on seed fund.
- The take-over weight at the three take-over centers was 64 kilograms or more and anything short of this was declared as short-weight. The approved weigh however was 63.8kg.
- Cocoa from several LBC was graded X5 and confiscated to COCOBOD.

2.9 Quality under Internal Liberalization (Ghana)

Conflicting views have been expressed as regards the trends in quality since the internal liberalization of cocoa marketing in 1993. Minorities have argued that quality has definitely declined; a more scientific study by a major chocolate manufacture suggests that there has been no evidence of a decline in quality. Others have suggested that climatic factors, combined with the increasing use of hybrids, and some changes to drying methods have led to changes in the characteristics to some production.

Buyers are probably examining shipments more carefully because of concerns that quality might have deteriorated. As yet, however there is not substantial evidence available to suggest that quality has deteriorated because of internal marketing of cocoa due to shortage of sacks, tarpaulins and sheds, inadequate quality control by the LBCs Purchasing Clerks and problems in transportation. The report made various recommendations as regard the maintenance of quality including.

- Ensuring that routine disinfestations of all cocoa is carried out by the QCD, to be paid for by the LBCs.
- Training of Purchasing Clerks
- Enforcing the delivery of good quality cocoa with LBCs being penalized for the delivery of poor quality cocoa.
- Monitoring with great care the quality of cocoa, (LMC International Ltd. 1996 page 108).

2.9.1 Cocoa Quality in Ghana

The Quality Control Division (QCD) of Cocoa board monitors quality at the take-over point between the PBC or LBCs and the CMC, and at the time of export. Quality checking is vigorous and residues are not exportable. The monopoly position of CMC ensures both the maintenance of these quality standards and quality reliability. Corruption is not seen as a problem, and since it is known that quality standards will be enforced, there is little incentive for the LBCs to purchase poor quality beans. The result of this determination to produce and market high quality cocoa has been a consistent Ghana premium, both over the London terminal market price and over Ivorian cocoa.

Historically, Ghanaian beans have traded of a premium of 2% and 5% relative to the London terminal market prices, although this has tended to decline over recent period. The quality and reliability of Ghanaian cocoa is liked by consumers, but it is not without costs. There are two components to this cost. The direct costs of the QCD, estimated at about 1% of value and loss of revenue from rejected beans. A recent consultant's report estimated that, in 1994, the total cost of quality control in Ghana was only slightly less than the revenue generated by the premium. Both elements of cost indicated above were large, but revenue loss from rejects was seen as around double the direct costs of quality control.

This suggests that there is little scope for improving the cost effectiveness of Ghanaian quality control increased through efficiency. Delivering this quality is profitable only because quality assurance is labour intensive activity. Even if maintaining high quality is just profitable for the country, it does not follow that other origins will find it profitable to emulate this for three reasons.

- There may be a limited market for high quality cocoa. Over production to high quality beans would simply reduce or eliminate the current quality premium.

- The position of the CMC as monopoly allows Cocoa to directly and consistently control quality levels. This is much more difficult in free market or liberalized structures. Attempts to control quality at the export stage in liberalized systems may result in degradation of average quality to minimum export standard, and also give opportunities for corruption.
- Any attempt to market different grades of cocoa from the same origin is likely to increase transport cost particularly where cocoa is shipped loose in bulk either in containers or bulk carriers, increased shipping cost will offset any quality premium. More generally, it is doubtful whether any quality market systems will ever result in quality levels as high as that maintained by Cocoa board. Monopolization of exporting internalizes the cost of reputation degradation.

In a free market system, individual exporters will need to establish their own reputation for quality and reliability but this may be difficult in a fragmented market where beans are identified by origin more than by exporter. Hence, irrespective of whether marketing boards provide effective stabilization, they do appear to be good at delivering quality, but the market price of quality will not be sufficiently high to make it generally profitable for the private sector to try to achieve the same standards. Liberalization should therefore always be expected to result in some elimination of quality (Gilbert 1996, Pg 31 -32).

2.10 Conceptual Framework

A lot of discussion has been done on monitoring and evaluation-the approaches, theories, capacity types, as well as definitions. It must be emphasized that the effective implementation of monitoring and evaluation criteria is dependent on some factors. Figure 1.1 forms the conceptual framework of the study based on the literature reviewed.

Figure 2.1 forms the conceptual framework of this study.

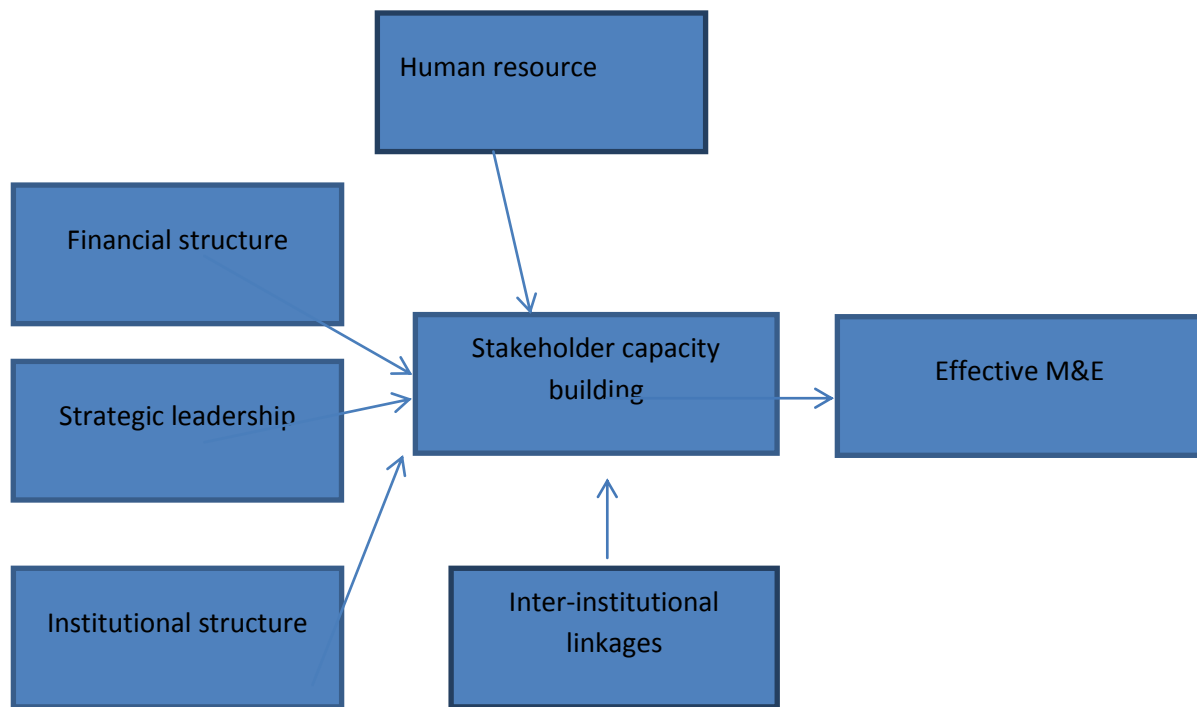


Fig 1.1: Conceptual framework of the study

Source: Adopted: Lusthaus et al. (2002)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Malhotra & Birks (2007) describe a research methodology as the procedural framework within which a research is conducted. The two basic methodological approaches to which different studies might naturally lead themselves are the qualitative and quantitative methods. Whilst qualitative research is more descriptive, quantitative research more often draws inferences based on statistical procedures and often makes use of graphs and figures in its analysis (Ghuri & Gronhaug, 2005). The sources of data for the study were both primary and secondary.

With regards to this study, primary data were collected by the use of a structured questionnaire which were designed and administered to farmers and employees of the company alike.

This is expected to provide information on the general perception of competitive strategies in relation to corporate performance of the company. Scheduled Interviews were another medium through which primary data were obtained. Stakeholders like farmers, management executives and staff of OLAM and was interviewed for input on this study.

In the case of secondary data, materials were hauled out from relevant textbooks, newspapers, reports/articles, journals, bulletins and documents presented by corporate strategists and policy makers and analysts.

3.1 Research Design

A research design is an arrangement of condition for collection and analysis of data in a manner that aims to combine relevance of the research purpose (Settz, 1965). The study employed both qualitative and quantitative research approach. Qualitative design helps to

study the narratives on the effects of monitoring and evaluation on farmer and management themselves. Qualitative design enabled the researcher to make sense of those views by interpreting the meanings the respondents attached to monitoring and evaluation.

The design is suitable in the collection of data about people's opinions and views on effect monitoring and evaluation. In this study, the researcher looked at what cocoa farmers and management say about the effects of monitoring and evaluation on the part of cocoa purchasing companies.

The quantitative approach allowed determination of the distribution of incidents and the inter-relation between independent and dependent variables (Kerlinger, 1986). Independent variables are those attributes that have an effect in the dependent variables. In the context of this study, the independent variable is the number of cocoa farmers while dependent variable is the extent of the effects of monitoring and evaluation on the performance on cocoa purchasing companies.

3.1.3 Study Area/ Area of operation

The farmers are the Company's main customers and produce good quality cocoa which are purchased at prices determined by Government through COCOBOD.

The company operates in all the cocoa growing regions, namely Ashanti, Brong Ahafo, Central, Eastern, Western and Volta. The company operates through Commission Agents stationed in over 5,000 buying centers and designated as the buyer of last resort.

The company, in implementing a three-year Medium Term Corporate Plan has developed strategies to achieve her objectives. These include a well-developed and motivated workforces, prompt and timely release of funds and operational inputs for distribution to the buying centers. The farmers ensure that cocoa produced are properly fermented, dried,

bagged, stored and sent to the societies to preserve the quality. The farmers are also promptly paid to ensure their satisfaction and loyalty.

In spite of the keenness of the competition, the company has an average market share of 33%, turnover for cocoa operations of GH¢430.528 million and a gross profit of GH¢49.982 million during the 2016/17 crop year. It also recorded a net profit before tax of GH¢5.194 million and basic earnings per share increased by 59% from GH¢0.0044 to GH¢0.0108. (ibid) The company in pursuance to achieve the set targets in the Medium Term Corporate Plan to generate more income has revamped the Haulage Department with the acquisition of new articulated and cargo trucks to assist in both Primary and Secondary Level evacuations.

The Primary evacuation which involves the speedy evacuation of cocoa stocks from the buying centers to the Depots is carried out mainly by the company's vehicles. The graded and sealed stocks are speedily evacuated (Secondary) from the Depots to the Ports via road and rail transportation. Currently, the company undertakes 100% and 38% haulage of its Primary and Secondary evacuations respectively.

The company in maintaining the loyalty of her farmers continues to provide guarantees to enable them access credit facilities from banks. The company has also make available to the farmers, essential inputs like fertilizers, spraying machines, insecticides/pesticides to improve their cocoa production. It has also instituted Best Farmers Awards Scheme to reward our committed, loyal and high producers annually. It also provides scholarships to brilliant but needy children of cocoa farmers. Again, the company conscious of her corporate social responsibility continue to assist deprived schools and rural electrification projects, provision of boreholes and others specifically in the cocoa growing areas.

3.2 Population

Fraenkel and Wallen (2000) define population as an arrangement of people or things that a researcher has in mind from which one can obtain information and draw conclusion. In this study, the population will include some junior high school students and teachers. The population of this study was drawn from the management and staff of OLAM Ghana as well as individual farmers dealing with the organization numbering over 2,000. The target population is as follows; OLAM Ghana Managers - 100, OLAM Ghana Non-managerial Staff – 200, Target Farmers – 1700

3.3 Sample and Sampling Technique

Kothari (2004) and Fraenkel and Wallen (2000) define A sample is a smaller group of subjects drawn from the population in which a researcher is interested in gaining information and drawing conclusion (Kothari, 2004; Saunders et al, 2007). On the other hand, sampling refers to the process of selecting the participant of the study as a sample from the population (Wallen, 2000).

A sample size of two hundred (200) respondents out of the entire population of 2000 was selected for the research. For instance, Kent (2007) argues that a sample size of 100 respondents and above are acceptable in quantitative studies. The number was considered adequate and representative enough to give informed answers to the research problem as postulated by Henry, 1990. To ensure that all the various groups in the sampling frame were surveyed, the stratified sampling technique or approach was used at the first stage of the selection exercise. This conforms to the ideas of (Patton, 1990; Saunders et al 2007; Bradshaw & Stratford, 2000) who explain that stratified sampling ensures the selection of

respondents from all the identifiable sub-groups within the sample population because of their varied knowledge or areas of expertise on the research topic or problem.

For purposes of this research five (5) management staff of OLAM Ghana were selected given that they were only a handful and their inputs considered very vital. Thirty (30) OLAM Ghana staff of the non-managerial grade and one hundred and sixty-five (165) farmers was however selected using the simple random sampling technique.

3.4 Sources of Data

Saunders et al, (2007) posit that data are facts, opinions and statistic that have been collected together and recorded for reference or for analysis. Both secondary and primary data was collected for the purpose of this research.

3.4.1 Primary Data Source

Primary data is data that is used for a specific purpose for which it was gathered. For this study, it was obtained by administering questionnaire to respondents with the help of field assistants and colleagues.

3.4.2 Secondary Data Source

Secondary data is data that is used for a purpose other than for which it was originally obtained (Saunders et al, 2007). Secondary data for this research was collected by reviewing journals, financial statements, industry reports, and internal records of Produce Buying Company (PBC).

3.6 Data Collection / Techniques

The study used triangulation data gathering technique. These techniques were questionnaires, interviews and documentary reviews. Questionnaires were given out to both staff and farmers at the selected purchasing centers of PBC (OLAM). A total of two hundred (200) respondents comprising staff and farmers were given questionnaires. The questionnaire was personally administered to the identified staff and farmers. Cohen (2000) pointed out that no single method can act in isolation because it can bias or distort the whole reality that the researcher is investigating. Therefore the idea of triangulation was used to cross-check accuracy of the data collected. The use of multiplicity of techniques serves as a means of cross checking the authenticity of data from single source and therefore can enhance their validity and reliability.

3.5.1 Questionnaire

This research instrument is a compilation of structured questions which were given to respondents for their completion or responses. The questions were close-ended multiple-choice questions giving respondents a choice from a range of answers based on the 5- point Likert-style rating scale. They had choices either to agree or disagree with the statements made within the range. This was to ensure that the choice of answers directly addressed issues at stake and make collation and analysis of the data simple. On the scale 1 is the lowest score and 5 the highest.

3.5.2 Interview

Interview is a common and important method in qualitative research. According to Seidman (1991), interview refers to an exchange of views between two or more people on topic of mutual interest, see the centrality of human interaction for knowledge production and

emphasize on social situation of research data. For in-depth this study, interviews were held with the managerial staff of PBC to solicit answers, opinions and suggestions on the study because of the peculiar knowledge they possess on the subject under study. This involved the use of semi-structured open-ended questions to allow for free but brief expression of relevant ideas, opinions and suggestions that might not have been captured by the closed- ended questions. Each interview lasted for fifteen (15) minutes since the managers have very busy schedules and little time to spare.

3.5.3 Documentary Review

This technique was used to collect information about the economic progress trend of the PBC. Yin (1994) emphasized on value of document in that they can provide more insights into the programme being studied by cross validating and augmenting evidence obtained from other sources.

3.5.4 Procedure for Data Collection

In each selected schools and classes, permission was taken from head/class teachers to randomly select the names of the students that would represent the population of study from the class register. In all, a total of 70 copies of questionnaire were administered to students in the two selected schools. The scores of students were provided in line with students randomly selected to fill the questionnaire. The instruments were distributed with assistant of the members of staff of the schools, who will be trained on questionnaires distribution and test administration. The data collection exercise lasted for 2-3 days. After the completion, the researcher collected back questionnaires for the analysis.

3.6 Data Analysis Techniques

Data analysis involves categorization of information into smaller parts or areas of relevance. It is a step very important when a study has been implemented and results are needed for conclusion. According to Walizer and Wienier, (1978; Silverman, 2001) data analysis is systematic procedure designed to examine and analyze the recorded information. Data analysis is a process that entails editing, coding, classification and tabulation of the collected data. (Kothari, 1990). It involves organizing what the researcher has seen, heard and read so that the sense can be made of what a researcher has learnt (Glesne & Peshkin, 1992).

Since this study involves both quantitative and qualitative data analysis needed separation of these data. Quantitative data especially those concerning the behavior and the opinion of the people were recorded in interview and focus group discussion guides. Quantitative data was categorized and be presented in a tabular form and graphs.

3.7 Ethical Consideration

Ethical standards were observed in the planning and conducting the study. First, the study was conducted with the consent of the subjects after they have been informed about the purpose of the study and due to that it was their choice to participate.

Secondly, the researcher observed the right to privacy of the subjects and confidentiality of the information identifying individual's. Also the researcher was responsible for the security and stored of information which provided personal identities and controlled access to it by un-authorized individual.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents the findings of the research study. Firstly, demographic data is presented on all participants, drawing attention to points of interest within this information. This is followed by an analysis of the data gathered at the location of the study relating to the objectives of the study.

4.1 Characteristics of the Respondents

Table 4.1: Sex of Respondent

Sex	Frequency (N=200)	Percent (%)
Male	120	60
Female	80	40
Total	200	100

Source: Field survey, 2018

The Table 4.1 shows the number of respondents with respect to their sex. It was revealed that majority of respondents 120(60%) were males and the remaining 80(40%) were females. This implies that fairly balanced representative samples of all the known elements of the population were considered. The 40 percent dominance of female, further, emphasizing the assertion that there is a fair gender balance in the internal cocoa marketing industry, with the female coming up strongly as many woman are taking advantage of the ever increasing price of cocoa in Ghana; probably due to the ever-increasing purchasing price of cocoa beans by

the central government even in the face of downward trend in pricing in the international market.

4.2 Respondents Age

Table 4.2: Age of Respondent

Age Range (Years)	Frequency(N= 200)	Percent (%)
18- 25	21	10.5
26 – 33	39	19.5
34-41	63	31.5
42-49	60	30
50-57	17	8.5
58-60	-	-
Total	200	100

Source: Field survey, 2018

The ages of all the respondents are within the range of 19 to 57 years. The age group 34-41 years was the modal age with 31.5 percent representation (consisting 0.5 percent staff and 31 percent farmers); followed by 30 percent for 42 – 49 years (consisting 2 percent staff and 28 percent farmers); 19.5 percent for 26 – 33 years (4 percent staff and 15.5 percent farmers); 10.5 percent for 18 – 25 years (3 percent staff and 7.5 percent farmers); 8.5 percent for 50 – 57 years consisting 3.5 percent staff and 5 percent farmers.

In summary, the study indicates that the workforce was made up of very young, energetic and intelligent individuals who are hunger for success and excellence for OLAM. The study revealed that OLM had much sober and well experienced middle aged employees, although, it has some fraction (3.5%) of the senior citizens who has barely 2 to 3 years to proceed to retirement.

Furthermore, in the case of farmers, the study revealed that as many as 54 percent of the farmers were the young people between 18 - 41 years and 33 percent were old adult between the ages of 42 – 57 years. It is therefore deduced that the youth are not showing much interest in the cultivation of cocoa; probably seeing it as an enterprise for the middle aged and elderly folks.

The above data is picturesquely represented below as Figure 4.2.

4.3 Number of years with OLAM

Table 4.3: Number of years with OLAM

Years /	Frequency	Percentage	Years /	Frequency	Percentage
Farmers (170)			Staff (30)		
1- 4	39	22.9	1- 4	3	10.0
5 – 9	48	28.2	5 – 9	8	26.7
10 – 14	72	42.4	10 – 14	13	43.3
15 - 20	11	6.5	15 - 20	6	20.0
TOTAL	170	100		30	100

Source: Field Survey, 2018

The study showed that majority (48.9 percent and 63.3 percent) had been with OLAM as clients and staff for between 10 and 20 respectively. Again, 54.9 percent of respondents (made up of 28.2 percent farmers and 26.7 percent staff) had been with OLAM for the period 5 – 9years. This stands to reason that on the part of the farmers, OLAM has enjoyed a substantial customer loyalty; while it can also boast of rich working experience so far as the employees are concerned based on the fact that 63.3 percent has been working for OLAM for the past 10 years.

4.4 Respondents' Educational Background.

Table 4.4: Educational Level

Staff	Frequency	Percentage	Farmers	Frequency	Percentage
	(30)			(170)	
University	12	40.0	University	5	2.9
Diploma	8	26.7	Diploma	4	2.4
	10	33.3	Secondary	29	17.1
Professional			Basic	98	57.6
			Illiterate	34	20.0
TOTAL	30	100		170	100

Source: Field Survey, 2018

The study showed that 57.6 percent of farmers and 40 percent of staffs were basic and University Degree holders respectively. The study further revealed that all staff of OLAM are educated and are in the position to undertake prudent, intelligent and coherent decisions on their respective role in the competitive strategies of OLAM in the LBC industry with majority been degree and professional certificate holders. However, it is encouraging to see 2.9 percent farmers to be university graduates engaging in cocoa production as farmers. Also, 20 percent of respondents' farmers were registered as illiterates. The findings of the study indicated that the internal cocoa industry cuts across all shades of people (both educated and uneducated). In summary, the farmers of OLAM are not pushovers but people who know what they want and ensure they get it.

4.5 Responses from Customers

4.5.1 Assessment of Customer Service by farmers

Table 4.5.1 provides details assessment of customer service responses by farmers.

Farmers	Frequency (170)	Percentage
----------------	------------------------	-------------------

response		
Strongly Agree	20	11.8
Agree	33	19.4
Uncertain	31	18.2
Disagree	50	29.4
Strongly Disagree	36	21.2
TOTAL	170	100

Source: Field Survey, 2018

The study indicated the respondents were divided on the notion that OLAM is providing excellent service to its valued customers, the farmers. Cumulatively 50.6 percent disagree (21.2 percent strongly disagree, 29.4 percent disagree) with that assertion while 18.2 percent were undecided and 31.2 percent cumulatively agreed (11.4 percent strongly agree, 19.4 percent agree) with that assertion.

On the issue of understanding the needs of farmers, 10 percent strongly disagreed, 46 percent disagreed, and 36 percent were undecided and only 8 percent agreed. This could be summarized that generally, farmers of OLAM were dissatisfied with the quality of service delivery.

On the other hand, as many as 40 percent agreed and 56 percent strongly agreed to the notion of OLAM displaying a much wider range of services for its valued customers and 46 percent were undecided, 42 percent cumulatively agreeing to the assertion of personalizing services; its social responsibility to the community were held in high esteem by 62 percent representation of affirmation.

4.6 Competitive Strategy Pursued by OLAM

The study showed that OLAM does not have a Strategic Planning Department, rather a Corporate Planning Committee which is constituted every three years, as stipulated in an interview with an executive of the current corporate planning committee. In a focus group discussion with the corporate planning committee, the chairman reiterated that *"the current corporate planning committee is a nine member none of which is a professional planner"*

It further came out in the course of the interview that there are other sub-committees, most prominent amongst them in the area of strategic planning and competitive advantage Plan Implementation Committee whose objective is to ensure the success of the medium-term plan of OLAM. A member of the Corporate Planning Committee quoted *"You this subcommittee is to ensure various regions /departments convert the plan into series of specific activities with timetables and targets"*. The chairman added that the subcommittee assists *"to re-strategize plans of actions necessary to achieve corporate objectives"*. The study revealed that though OLAM had not constituted strategic planning department, frantic effort had been made to ensure that departmental programmes and annual budgets are directed at achieving the planned objectives.

In the quest to ascertain the image and reputation of OLAM as a major pillar of assessment of the extent of competitive strategies of LBCs as compared with other players in the industry, majority of the respondents (90%) strongly agree that OLAM's positive image and reputation is as a result effective planning over the years.

In summary, all the assertions used to assess the extent of OLAM's image and reputation on the company's competitive strategies exhibited that OLAM image and reputation is on the upsurge so far as the industry is concerned.

4.6.1 Impact of competitive strategy on performance of OLAM

The impact of the prudent formulation and implementation of strategic planning on the performance of OLAM is based on the analysis of financial reports made available to the researcher as enumerated below:

- Financial records as per OLAM over the years showed a steady increase of the market share from 30 percent in 2014/15 crop season to approximately 37 percent in 2016/17 crop season.
- • The reports indicate that the occurrences of cocoa shortages have reduced from 0.53 percent of total purchases in 2014/15 to about 0.25 percent in the 2016/17 season.
- The incidence of discrepant cocoa delivered at ports has reduced from 12 percent of total delivery in 2007/08 to 5 five in 2009/10 season.
- The company has been able to evacuate about 93 percent of its purchases at the primary level as at 2014/15 from as low as 50 percent previously.
- Profit margin has moved positively from 6.87 percent in 2014/15 to 18.57 percent in 2016/17.
- Debt/Equity Ratio has improved considerably from 103.6 percent in 2014/15 to 43.62 percent in 2016/17.
- A consistent dividend payout ratio has been maintained at 34 percent annually from 2014/15 to 2016/17.

The foregoing analysis addresses the research objective of determining the impact of OLAM strategy on performance and answers the research question ‘what strategies are perceived to give OLAM a competitive edge?’

4.7 Challenges to Sustainability of Competitive Strategy

In the quest to address the issue of sustainability of OLAM competitive strategies and answers the research question of whether the current strategies are capable of surviving the competition in the cocoa industry, the study revealed the following challenges facing OLAM in particular and LBCs in general.

Firstly, it was revealed that there is irregular flow of recycling funds. The company is faced with the problem of irregular flow of re-cycling funds mainly caused by Perennial congestions at the ports and Delays in processing Cocoa Taken Over Receipts (CTORs). An executive of OLAM reiterated that usually financing gaps in cocoa purchases arise out of *"inability of banks to provide adequate guarantees for initial CocoBod Seed Fund"* and *"Lack of liquidity during the season to promptly pay LBCs Cocoa Taken over Receipts (CTORs) to generate funds for re-cycling"*.

Secondly, Lack of working capital was identified as a challenge. Huge working capital is needed and lower expected profitability has prevented the company from building enough working capital for its operations. Marketing executive of Olam said "in fact very huge capital is needed to during the cocoa buying season. Again, high finance costs was a major challenge the study identified high cost of borrowing to finance cocoa purchases is incurred due to inadequate seed funds from Cocobod and low recycling rates, huge sums of money will have to be borrowed from local commercial banks at exorbitant interest rates. Finance charges represent about 30 percent of the total operational costs of the company.

In addition, there is generally poor public relations at national, regional and district levels since OLAM does not have corporate Public Relations Officer or department. The Company is unable to prevent shortages emanating from front-line staff like Marketing Clerks and Depot Clerks.

OLAM is encountering inadequate strategies to forestall the recurrence of inherent administrative and operational lapses and bottlenecks. Furthermore, an executive of the implementation committee reiterate that as a result of the intense competition in the industry, farmers and marketing clerks do not adhere to proper handling of cocoa before delivery to the ports for onward exports. Logistical challenges such as lack of sieves, tarpaulins to properly condition the cocoa before evacuation to the ports are the major ones that need attention. Inability to properly disinfect cocoa sheds and depots contributes to high incidence of infestation resulting in high incidence of cocoa destruction of produce, thus the premium quality is compromised.

Finally, Monitoring was identified as a major challenge faced by OLAM. The Company lacks vehicle to facilitate monitoring of the operations at the district level by the staff concerning cocoa purchases at the various societies. Ineffective monitoring system at the operational level is a contributing factor to shortages and embezzlements of funds by marketing clerks.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents a summary of the major findings, conclusions and recommendations based on the findings of the study. In addition, the chapter focuses on direction for future research and limitations of the research.

5.1 Summary of the Study

The study sought to investigate three main objectives. The main objective of the study is to identify the strategies adopted by LBCs to gain competitive advantage in the cocoa industry with particular reference to OLAM Ghana Company; and specifically, to analyze the current competitive strategies being pursued by the LBCs, determining the impact of competitive strategies on the performance of LBCs and examining the sustainability of LBCs competitive strategies in the cocoa industry. Three research questions emerged in response.

Areas addressed in the literature review covered areas such as the economy of cocoa in Ghana, concept of competitive strategies, competitive advantage, and concept of monitoring and valuation and how it has been used to impact on performance.

While organization strategy is seen as important subject for management to gains a competitive advantage over its rivals in any given environment, it was brought to light that monitoring and evaluation influence all decisions made by management.

A mixed method research approach was used to investigate the research problem. The results obtained from the date analysis suggest all the respondents are within the age range of 19 to 57 years; showing a workforce made up of majority young, energetic and intelligent individuals who are hunger for success and excellence for OLAM and a much sober and well experienced middle aged employees who are in the minority. Most of the farmers, according

to the study are well advanced in age. Again, majority of both staff and farmers had been with company as employee and clients for over 20 years. All staff of OLAM are educated and are in the position to undertake prudent, intelligent and coherent decisions on their respective role in the competitive strategies of OLAM in the LBC industry, although, it is encouraging to see a fraction of farmers being university graduates irrespective of significant number of illiterates in their fold. All these contribute positively to the sustainability of the company's competitive strategy.

It was nevertheless significant to find out that, the company's positive image and reputation is the result of planning over the years. The study indicated that OLAM has not yet computerized all its operations except for salaries / wages and staff database. The regional offices have computers which are mainly used for clerical duties such as typing of reports, and the district operations do not have computers. Apart from the head office no IT staff has been employed for the regions since there are not any system administrative duties at the regions except the secretary and typing duties. District operational reports/returns are forwarded to the regional offices personally on weekly basis by the district officers through the regional offices via courier, particularly, EMS, every week and thence to the National Head office.

Moreover, the findings show that OLAM does not have a Strategic Planning Department but rather a Corporate Planning Committee which is constituted every three years. OLAM has adopted the cost leadership strategy in order to deliver service and products at their lowest cost, relative to competitors.

Competitive strategy planning has impacted positively on the performance of OLAM. There is a steady increase of the market share from 30 percent in 2014/15 crop season to approximately 35.8 percent in 2016/17 crop season.

OLAM is faced challenges such as irregular flow of recycling funds that tend to threaten the sustainability of its competitive strategy. The financing gaps in cocoa purchases arise out of inability of banks to provide adequate guarantees for initial CocoBod Seed Fund and ineffective monitoring system at the operational level is a contributing factor to shortages and embezzlements of funds by marketing clerks. Based on the analysis of results, conclusions and recommendations were made.

5.2 Conclusions

It could be concluded from the research that there is a fair gender balance in the internal cocoa marketing industry, with the female specie coming up strongly as many woman are taking advantage of the ever increasing price of cocoa in Ghana; probably due to the ever-increasing purchasing price of cocoa beans by the central government even in the face of downward trend in pricing in the international market.

OLAM has enjoyed a substantial customer loyalty; while it can also boast of rich working experience so far as the employees are concerned. The internal cocoa marketing industry cuts across all shades of people (both educated and uneducated); even the farmers of OLAM are not pushovers but people who know what they want and ensure they get it. There was dissatisfaction on the part of farmers, which thus prompted them using a second and in some instances a third LBC for services. OLAM competitive strategies exhibited that the company's image and reputation is on the upsurge as far as the industry is concerned. The current state whereby computerization has not been extended to the activities of OLAM except for certain aspects of its Human Resource Management has had negative rippling effects on the company's performance causing undue delays in sending and receiving report/returns; information delayed always keeps all stakeholders in suspense; missing of important reports/returns in transit; distortion of information in the dissemination of

reports/returns; and manual operations causes increase in volume of work at the regional and district levels. In the internal cocoa marketing industry where commission to LBCs is predominantly one of the surest ways to improve profitability is cost reduction or cost control. OLAM's overheads are high and this requires higher volumes in order to break even.

OLAM's choice of cost leadership according to a member of the implementation committee was informed by the consistent focus on driving costs lower relative to competitors.

In order to achieve and sustain the cost leadership strategy management of OLAM developed and set standard costs for each product or service delivery; embarked upon continuous review of operational procedures to eliminate non value added activities; prepare control reports including analysis of variances for management attention; project appraisals; and prepare divisional performance reports.

The impact of the prudent formulation and implementation of strategic planning on the performance of OLAM showed that the incidence of discrepant cocoa delivered at ports has reduced from 12 percent of total delivery in 2014/15 to 5 five in 2016/17 season; the company has been able to evacuate about 93 percent of its purchases at the primary level as at 2014/15 from as low as 50 percent previously; profit margin has moved positively from 6.87 percent in 2014/15 to 18.57 percent in 2016/17; and Debt/Equity Ratio has improved considerably from 103.6 percent in 2007/08 to 43.62 percent in 2016/17.

In support of the findings, this study seeks to raise new conceptual questions while focusing attention on a missing category of strategy, the monitoring and evaluation as a competitive strategy for LBCs.

5.3 Recommendations

In view of the findings of the research the following recommendations are made.

First, OLAM should look for off-shore loans or grants to finance the purchase of cocoa from the farmers. This would in the long run eliminate the perennial lack of working capital needed to lower the expected profitability. Again, it would solve the problem of high finance cost from commercial banks.

Secondly, this study recommend that a public relations department should be established with officers at all the regions. This would be the first step of bringing its services to the door-step of the farmer; and also have the opportunity to further sell the company to the farmer.

Thirdly, this study furthermore recommends that, Management should set up a Corporate Strategy Department which is constituted of professional strategists for an effective and efficient service delivery, instead of depending on the implementation committee for everything strategic at OLAM. Forth, the entire company should be networked to avoid the high cost of sending reports/returns to the regions and to the head office via courier services or in person. This system wastes precious man hours which could be used effectively if the company adopts an intranet and the internet also to even track its transportations of cocoa beans and exports by shipments at the ports. Every operation of the company should be automated for efficiency.

Fifth, adequate monitoring and evaluation strategies should be put in place with adequate resources for effective monitoring. The proposed Corporate Planning Department should be responsible for the monitoring and evaluation of the system.

Finally, farmers' incentive scheme including setting aside some funds to assist loyal farmers in time of need is recommended. In all these, if the employee is not well motivated and challenged to deliver optimum results, the company would not be too different from the other LBCs.

Management should adopt a Strategic Human Resource Management which would facilitate adequate employee satisfaction.

5.4 Limitations of the Study and Future Research Directions

The study is limited to small sample size of one particular LBC and did not cover others to reflect the entire industry response to issues worth investigating on competitive strategies, and therefore the findings cannot necessarily be generalised. It is therefore, recommended that future research should be conducted using larger and varied respondent to allow for effective generalisation of the findings.

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APPENDIX 1

QUESTIONNAIRE TO STAFF

I am a student at the Christian Service University College, pursuing Master of Science Degree in Monitoring in Evaluation. I am currently undertaking study on the topic: Monitoring and Evaluation as a competitive strategy of Licensed Cocoa Buying Companies in Ghana. (A Case Study of OLAM Ghana Ltd. You are assured that any information you provide is solely meant for the research and nothing else. Your response to the questions will be kept confidential.

Thank You.

SECTION A: Please complete this section by ticking the applicable box

1. What is your Gender: Male [] Female []

2. Indicate your age

18– 25years []

26 – 33 []

34 – 41 []

42 – 49 []

50 – 57 []

58 – 60 []

3. How many years have you been with the company?

1 – 5years []

6 – 10 []

11 – 15 []

16 – 20 []

21 – 25 []

4. State your current position held at OLAM Ghana Ltd.

.....
.....

5. What is your educational level?

Tertiary []

Secondary []

Basic []

Others, specify.....

SECTION B: IMAGE OR REPUTATION; 5- Strongly Agree, 4- Agree, 3- Neutral, 2- Disagree, 1- Strongly Disagree

1. OLAM Ghana Ltd. is one of the leading good corporate citizens in Ghana.

1). [] 2). [] 3). [] 4). [] 5). []

2. OLAM Ghana Ltd. is acknowledged as the all-round best LBC.

1). [] 2). [] 3). [] 4). [] 5). []

3. OLAM Ghana Ltd. positive image is the result of planning over the years.

1). [] 2). [] 3). [] 4). [] 5). []

4. OLAM Ghana Ltd. offices are noted for their attractiveness and pleasant environment.

1). [] 2). [] 3). [] 4). [] 5). []

6. OLAM Ghana Ltd. is recognized as the industry's pacesetter in production innovation.

1). [] 2). [] 3). [] 4). [] 5). []

SECTION C: - COMPETITIVE STRATEGIES

1) Does OLAM Ghana Ltd. has a Corporate Planning Department? Yes [] No []

2) Does the Department have professional planning staff? Yes [] No []

3) Is the Corporate Planner a member of the OLAM Ghana Ltd. Executive Management Committee?

Yes [] No []

4) How many Strategic Plans have OLAM Ghana Ltd. implemented?

Please tick. 1 [] 2 [] 3 [] 4 [] 5 []

5) Which generic strategy is being implemented by OLAM Ghana Ltd.?

Provide reasons for the choice strategy.....

.....
.....

6) How often does OLAM Ghana Ltd. review its competitive strategies?

Weekly [] Monthly [] Quarterly [] Half Yearly [] Annually []

7) a) How has OLAM Ghana Ltd. competitive advantage planning impacted on its performance?

Very positively [] positively [] Neutral [] negatively [] Very Negatively []

b) Please explain

.....

8). what are the major difficulties OLAM Ghana Ltd. has encountered in the implementation of its competitive strategies?

.....
.....

9) In your own view how do you improve strategic competitive advantage planning practice at OLAM Ghana Ltd.?

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

SECTION D: IMPACT OF MONITORING AND EVALUATION ON THE PERFORMANCE OF OLAM GHANA LTD.

1) Do OLAM Ltd. Ghana has monitoring and evaluation team in place? Yes [] No []

If yes state the reasons that informed this decision?

.....
.....

2) Has OLAM Ghana Ltd. computerized all its operations in all its offices countrywide over the period?

Yes [] No []

If yes state the reasons that informed this decision?

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

If No provide reasons/constraints being faced by the company

.....
.....

3) How has the operation of monitoring and evaluation affected the interests of various stakeholders of the company over the period; farmers, shareholders, employees, government and the public?

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

4) What is your recommendation for the future improvement of monitoring and in the company?

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

SECTION E: CHALLENGES OF MONITORING AND EVALUATION

1. What are the major difficulties OLAM Ghana Ltd. has encountered in the implementation of its Monitoring and Evaluation policies?

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

2. Suggest ways that would best improve the monitoring and evaluation of OLAM Ghana Ltd. in the Cocoa Industry.

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

APPENDIX 11

INTERVIEW GUIDE TO MANAGEMENT

STRUCTURED INTERVIEW GUIDE TO MANAGEMENT

1. In geographic terms how wide is the market for the products of OLAM? Are farmers' branches or location dependent? What is the willingness of farmers to use distant branches?
2. Have there been any important regulatory changes that have fuelled competition?
3. How does competition affect the operations of OLAM?
4. Please indicate how OLAM has responded to competition over the years.
5. What generic strategy is OLAM using?
6. How effective has the named strategy been to management?
7. Do OLAM Ltd. Ghana has monitoring and evaluation team in place?
8. If yes state the reasons that informed this decision?
9. How has the operation of monitoring and evaluation affected the interests of various stakeholders of the company over the period; farmers, shareholders, employees, government and the public?
10. What are the major difficulties OLAM Ghana Ltd. has encountered in the implementation of its Monitoring and Evaluation policies?
11. Suggest ways that would best improve the monitoring and evaluation of OLAM Ghana Ltd. in the Cocoa Industry.

APPENDIX III

QUESTIONNAIRE TO CUSTOMERS / FARMERS

You have been selected to respond to this questionnaire for the study of “Evaluation of competitive strategies of LBCs in the cocoa industry: (A Case Study Of OLAM Ghana Ltd.)”. You are assured that any information you provide is solely meant for the research and nothing else. Your response to the questions will be kept confidential.

Thank You.

Please choose the option that applies to you by placing a tick in the bracket of your choice.

Please give only ONE answer.

SECTION A: BIO DATA AND COCOA HISTORY

1. What is your Gender: Male [] Female []

2. Indicate your age

18– 25years [] 26 – 33 [] 34 – 41 [] 42 – 49 [] 50 – 57 [] 58 – 60 []

3. How many years have you been with the company?

1 – 5years [] 6 – 10 [] 11 – 15 [] 16 – 20 [] 21 – 25 []

4. Apart from OLAM which LBC do you subscribe to: - 1.Olam [] 2.Akuafo

Adamfo [] 3.Transroyal [] Others.....

5. Which of the following best describes your level of education?

1) University and above []

2) Diploma []

3) Professional Training []

4) Secondary Education []

5) Middle School/ Basic Education []

6) None []