

CIMG Programme Pathway 4 Professional Advanced Diploma in Marketing

Managing Marketing Project (PADM 403)

DECEMBER 2023

DURATION: 3 HOURS

The examination comprises of two parts:

Part A - a compulsory case study, worth 40 marks

Part B - answer any three questions, worth 60 marks in total

PART A

CASE STUDY - COMPULSORY

SCHOOL FEEDING PROJECT IN GHANA

The Ghana School Feeding Program (GSFP) which started in 2005 is an initiative of the Comprehensive Africa Agricultural Development Program (CAADP) Pillar 3 which seeks to enhance food security and reduce hunger in line with the UN Millennium Development Goals (MDGs) on hunger, poverty, and malnutrition (www.mogcsp.gov.gh, 2023). The Ghana School Feeding Programme which is still pegged at GH¢1 per plate of food for primary pupils and Senior High School students. Ghana's SFP has been operational since 2005 and currently serves over 2.6 million children across 9,000 pre-tertiary institutions.

It provides an essential social safety net for the poor, disadvantaged and vulnerable population, and has steadily been advancing towards universal coverage. As of the 2022 budget, the programme covered nearly 85 percent of all public schools in the country. Government spent some GH¢881million on the Ghana School Feeding Programme (GSFP) in 2022 out of the total budgetary allocation to the Ministry of Gender, Children and Social Protection (MoGCSP), an analysis of the sector's budget has shown.

Schools are selected for GSFP inclusion based on a combination of geographical, educational, and socio-economic factors, such as school enrolment rate—especially for girls—and level of hunger, food insecurity and poverty in the community. The school level analysis reveals that the GSFP is largely targeted at areas experiencing high levels of poverty. When we asked headteachers why their school had been selected for the school feeding programme, their responses mirrored the guidelines—high rates of poverty in surrounding areas (66 percent), followed by low enrolment rates (49 percent), were the most cited reasons for school selection or rather inclusion on the GSFP.

The primary implementation agents for the programme are private caterers, who are awarded contracts to procure, prepare and provide food for students in selected schools. Our survey with caterers revealed three types of recruitment pathways - while almost 44 percent were selected via an application or tender, 43 percent were appointed through political connections, and 9.5 percent were selected based on a recommendation by a relative or friend.

Since its inception, the GSFP has been bedevilled with numerous challenges including poor sanitation, low quality of food served, delays in paying caterers and lack of transparency. These challenges include funding constraints, inadequate infrastructure and equipment, limited access to local food items, and sustainability issues, monitoring and evaluation, the nutritional value of a meal. Funding is one of the major challenges facing Ghana's School Feeding Programme (Ghana web, 2023).

QUESTION 1 - COMPULSORY

Your firm has won a bid to assist the government in addressing the issues bedevilling the smooth running of the programme. As the project team leader, you are to prepare a concept note in which you address the following issues:

Required:

- a. Undertake a thorough evaluation of the programme and indicate the justification of its viability **[10 marks]**
- b. Prepare a communication campaign to create awareness on the need to sustain the programme **[10 marks]**
- c. Undertake a stakeholder analysis and evaluate the level of engagement and how to get stakeholder buy-in for the programme. **[10 marks]**
- d. Using the project triangle, analyse the difficulties that may arise in the implementation of the programme in the future. **[10 marks]**

PART B

ANSWER ANY THREE (3) QUESTIONS ONLY FROM THIS SECTION

Question 2

Ghana Water Company Limited (GWCL) is a utility company, fully owned by the state. The company is responsible for potable water supply to all urban communities in Ghana. GWCL currently operates eighty-eight (88) urban water supply systems throughout the country. GWCL faces critical water quality challenges caused by pollution from effluent discharges and the poor siting of waste management areas.

In the past, the utility was forced to suspend operations at their Nsawam treatment plant (outside of Accra) for several months due to the high cost of treating the turbid raw water. However, in recent times indebtedness of customers is the firm's major challenge. For instance, GWCL is on the heels on consumers who are said to be currently choking the life out of the company due to arrears to the tune of GHS800 million so far this year. The arrears stood at GHS684 million in January 2022, but shot up to GHS800 million after the Public Utilities Regulatory Commission (PURC) granted tariff increase of almost 22% despite the water producer proposing 120% increase (myjoyonline.com, 2023). The company has decided to set up a project team to deal with the issue.

Required:

- a. As the proposed project manager for the team, you have been tasked to put together the team. In a report to the management, indicate the team members and their roles and responsibilities. **[10 marks]**
- b. Present a proposal in which you report on the project initiation phase and the strategy you will adopt. **[5 marks]**
- c. Discuss in your report, your stakeholders, how you will engage them and how you will address their needs to meet your objectives. **[5 marks]**

Question 3

As a programme manager for a team detailed to plan the campaign for stakeholder buy-in for a high-level project currently facing issues of credibility, you have been tasked to report on the project organization chart, the planning process and the resources needed for the project.

Required

- a. Discuss in your report, the two (2) involvement of internal and external stakeholders in your project organization chart **[10 marks]**
- b. Identify and explain any four ways you can effectively manage resources for the project. **[10 marks]**

Question 4

Your organization has won a contract to develop a social media communication management plan for an advertising project. As the project team lead you have been tasked to determine the information needs of the project stakeholders.

Required:

Conduct a communication requirement analysis and outline the content of a communication plan that will be required to communicate with the stakeholders.

[20 marks]

Question 5

Critically discuss **Five (5)** challenges in project procurement in Ghana. **[20 marks]**

Question 6

As a project manager, you are in the process of establishing the total scope of the effort in the project to define the project objectives. For this purpose, you include relevant stakeholders and explore all the aspects of scope, cost, time, risk, quality, etc.

Required:

- a. Discuss the strategies you will adopt to manage the project triangle. **[10 marks]**
- b. Describe some of the constraints that you are likely to face in executing your project in terms of scope, cost, and time. **[5 marks]**
- c. If quality is your biggest goal, how can you use the iron triangle to enhance your requests. **[5 marks]**