

**SCHOOL OF GRADUATE STUDIES AND RESEARCH**

**GHANA INSTITUTE OF JOURNALISM**

**AN EXPLORATORY STUDY OF THE STATE OF DEVELOPMENT  
COMMUNICATION IN PROJECT MANAGEMENT: A CASE STUDY OF THE  
EUROPEAN UNION'S SECURING SUSTAINABLE FISHERIES PROJECT IN  
GHANA.**

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**SEPTEMBER, 2020**

**CANDITDATE'S**

**DECLARATION**

I, Charles Smith, here declare that this long essay is my own work and has not been presented for a degree in any other university, and all materials in this long essay have been duly acknowledged.

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**DECLARATION**

I hereby certify that this long essay was done under my supervision. I thereby approve that the work is adequate in scope and quality for the partial fulfilment of their requirements for the award of a Master of Art in Development Communication.

.....

DR. EBENEZER MALCALM

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.....

DATE

## **DEDICATION**

First and foremost, I wish to dedicate this academic work to the Almighty God, without whom I would not have been able to achieve this.

I also dedicate this work to my mother, Rose Essel and siblings, whose prayers, support and counsel from day one has made this possible.

I also dedicate it to Jennifer Melody Fynn Asiam for her support and making me believe that this journey is possible.

## **ACKNOWLEDGEMENT**

First of all, I wish to express my sincere gratitude to Dr. Ebenezer Malcalm, whose knowledgeable advice, discerning criticisms and persistent encouragement help me to shape this work to its current stage. Your contribution to this work has been outstanding and it will be remiss on my part to forget your immense contribution to this work. I am much grateful to you.

I wish to acknowledge the efforts of Kwame Mensah, Benedicta Dickson Brown and Abass Adams, whose support and advice helped to bring this work to fruition. Many thanks.

The lecturers who for the past one year through this course impacted my life positively, you have been instrumental to this long essay and I am grateful.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Study**

A critical factor in every project design and implementation is communication (Culo & Skendrovic, 2010). Some projects have failed in times past due to miscommunication and communication gaps (James, 2015). In project management, every stakeholder wants to be communicated with in a different way from the beginning through to the project life cycle (Solera, 2009). To create understanding in the minds of people, communication is key. Communication involves an organized and uninterrupted procedure of telling, listening and understanding (Allen, 2009).

Communication is defined as the process of transmitting information to achieve coordinated actions and share information with regards to an organization's goals, efforts and decision making (Barnlund, 2008). When a good communication procedure is not followed by the project manager, it is going to result in several discrepancies and eventually may additionally result in project breakdown that is not suitable for the organization (Frese, 2003).

Development communication backs sustainable transition in the work of development through the involvement of key stakeholders. Development communication can also be considered as a field which helps in building consensus while facilitating sharing of expertise to achieve meaningful improvements in growth plans (World Bank, 2006). Development communication assists in exploring situations, building broader consensus among stakeholders and using communication strategies, and media to encourage progress and improve the effectiveness and sustainability of projects (Owusu, 2015). A project is said to be a cluster of connected work activities planned and implemented under the supervision of a project manager or coordinator within a specific time frame (Project Management Group, 2012). To be easier in understanding the needs and aspirations of people to support them,

there must be the presence of communication (FAO, 2007). In any successful project where project management seemed to be completed, communication is seen as a foremost factor for success (Muller & Turner, 2010). Project communication is very important for success, especially for larger projects; the larger and complicated the projects are, the more important communication is for the final outcome (Olsson & Johansson, 2011). Therefore, the primary objective of this study is to explore the state of development communication in project management, using the European Union's securing sustainable fisheries project in Ghana as a case study.

## **1.2 Problem Statement**

Communication is critical, but often overlooked, component of successful project management (Culo & Skendrovic, 2010). Communication is the foundation of every project management (Gnadt, 2009). Every successful project has communication as its project management soft-skill (Rajkumar, 2010). Project managers are responsible for communications because of its enormous influence on the realization or failure of the project (Nielsen, 2009). Project management and communication go hand in hand (Buehring, 2009). Despite the fact that resources are scarce, and very limited for emerging economies like Ghana, there are several instances of abandoned projects and completed ones not patronized by the supposed beneficiary communities (Twumasi-Ampofo, Osei-Tutu, Decardi-Nelson & Abrokwa Ofori, 2014). Development communication asserts that a project will suffer such face mainly if the initiation and engagement was not properly done or the people actually have different needs than the resulting projects (Solera, 2009). Though a number of studies have been done on stakeholder engagement in project management both locally and elsewhere, the focus has mainly been limited only to engagement with little emphasis on participation in the decision making and implementation (Tufte & Mefalopulos, 2009). Diallo

and Thuillier (2004) examined the relationship between communication and its effect on the progress of international development projects funded in Sub-Saharan Africa by multilateral institutions. That is, merely communicating what is to be done in a community may not suffice as development communication. In the case of public project, the case has been proven to be worse. The question is whether the funding and involvement of donor agencies changes the complexity of the level of development communication or not in project management?

It is view of this that, the study will explore the state of development communication in project management, a case study of the European Union's Securing Sustainable Fisheries project.

### **1.3 Aim**

The aim of this research is to study the state of development communication in project management.

### **1.4 Specific Objectives**

To achieve this aim, the following objectives are formulated;

- I. To assess the knowledge of project managers with regards to development communication with European Union projects
- II. To analyze the communication challenges in managing European Union projects
- III. To examine the role played by European Union Project Management in development communication

### **1.5.1 Research Questions**

- i. What is the knowledge of project managers in development communication within European Union Project?
- ii. What are the communication challenges of project management of European union projects?
- iii. What is the state development communication plays in European Union project management?

### **1.6 Significance of the Study**

There is no development without communication (FAO, 2007), thus, without communication, a project can never understand the needed help to garner public, or community support for development. The results of this study shall contribute towards a better understanding and appreciation of the state of development communication in project management in Ghana. Also, the findings of this study shall inform the need for development communication at every stage of a project management in Ghana, ultimately helping them to achieve project aims and objectives in sustainable manner. Finally, the findings of the research will add to the body of information on the state of development communication in project management.

### **1.7 Limitation of the Study**

The study has some limitations that should be taking into consideration. One of the limitations of the study is the general apathy among Ghanaian culture towards study work to get prospective respondents to provide the necessary data and getting the results at the right time, considering the COVID-19 pandemic is a problem. There is also an issue of insufficient time for the study since the researcher is combining the study with other equally important activities.

## **1.8 Scope of the Study**

This study will focus on the securing sustainable fisheries project by the European Union being implemented in the Central and Volta Regions of Ghana.

## **1.9 Definition of Key Terms**

**Communication:** involves a sender, message and recipient, thus sending information from one person or a group to another.

**Development:** is a process that leads to positive change and growth in either the economic, social, physical, environmental and demographic sections of the society.

**Development Communication:** is basically the use of communication to facilitate social development.

**Project:** is a set of tasks to be performed in order to obtain a particular result.

**Project Management:** is the process of guiding a team's work at a specified time to accomplish targets and meet performance criteria.

**Stakeholder:** is a member of communities without which support the organization will cease to exist without its support.

**Stakeholder Engagement:** is the practice of communicating with project stakeholders and manipulating them to the general advantage of the project and its supporters.

## **1.10 Organization of the Study**

This study is organized into five chapters. The background of the study, the problem statement, aim and specific objectives of study, the research questions, significance of the study, limitation of the study, definition of key terms and scope of the study and organization of the study are discussed in chapter one. Chapter two examines the relevant theories and concepts of the study. This is organized into theoretical and empirical literature and review of conceptual frameworks that have been done in the area. Chapter three looks at the study's

design, target population from which the sample was drawn and the instruments that were used and how they were validated. The findings and results of the analysis will be discussed in chapter four. The final, chapter five will present the summaries, conclusions, recommendations and the contribution that this research makes to the current knowledge available. This chapter will also present future studies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This research aims to explore the state of development communication in project management. This is to find out how development communication is incorporated from the designing, implementation and management of the project. Definitions and concepts will be used to shed more light on the state of development communication in project management.

This chapter is presented in two sections; theoretical framework and empirical framework. Theoretical framework looks at the findings based on existing theories, hypothesis and other concepts. The empirical literature is based on the verification through experiments, experience and observations. The chapter also outlines the conceptual frame work guiding the study as well as some operational definitions.

#### **2.1 THEORETICAL FRAMEWORK**

##### **2.1.1 Participatory Theory**

This theory evolved in 1960s by Brazilian adult educator Paulo Freire when modernization theory could not involve community members in decision making for development (Tuftte & Mefalopulos, 2009; Servaes, 2000). Participatory theory highlights group involvement in development projects, with involvement seen as a mechanism of encouraging individuals to engage in the detection of development deficiencies or the developmental plans (Melkote, 1991). Moreover, Mefalopulos (2008) postulate that in taking issues of power and empowerment into consideration, participatory communication model is the right approach to adopt since it enables people to be part of decision making conserving their own well-being. Communication for development depends on effective appeals for sustainable development include the intended beneficiaries deliberately and effectively at all levels of the development

phase; development is impossible without changes in the attitudes and behaviours of the individuals involved (Servaes, 2008). Communication with intended recipients thus increases people's understanding of their issues, leading to changes in attitude and actions. Participation involves a fairer distribution of political and economic resources, often reducing the benefit of some people (Servaes 2008).

### **2.1.1.2 Participatory Communication**

Participatory communication occurs when people with a common interest jointly construct a message purposely to change unjust social structures and improve their (Mody, 1991). Participatory communication provides all people, including the disregarded, an equal opportunity to challenge outmoded social practices with access to information and communication techniques (Servaes, 2008).

Citizens own understanding of their culture and context and form of expression is the ground of participatory communication (Cornish & Alison, 2009). In development and participatory communication approaches, though people may share different origins, there will be a commitment to empowering each other in bringing about social change (Cornish & Alison, 2009). The abuses and uses of participation are outlined in degrees and forms of participation such as transformative, nominal, representative and instrumental (White 1996).

## **2.2 Diffusion of Innovation Theory**

The diffusion of innovation theory, offers a structure that researchers commonly use in the field of technology (Rogers 2003). The theory argues that the adoption of any invention depends on certain variables, such as relative usability, profit, and complexity. In the acceptance of an innovation, however, other demographic factors such as age, gender,

educational and social background also play a role. People respond differently to and embrace innovation at different levels in every cultural or social sense, so they prefer to adopt technology at different times (Rogers 2003). Diffusion theory has been commonly used across disciplines to help researchers understand the theoretical basis through which new concepts and innovations are converted into popular activities (Moseley 2004). In relation to development communication and project management, diffusion theory focuses on the conditions which increases or decreases the likelihood that a project will be owned or sustained by the community or beneficiaries (Rogers, 2003)

## **2.3 Conceptual Literature**

### **2.3.1 Project Management definition and perspectives**

According to Tonnquist (2008), project management in most companies and organizations is a growing discipline. A project is termed by the Project Management Institute (PMI, 2004) as a “temporary endeavor undertaken to create a unique product or service”. Temporary means the project has a beginning and an end. The duration of the span may vary from short periods to years, but there are no ongoing attempts on projects. Each project generates specific deliverables: goods, services or outcomes. One of the characteristics of a project is its progressive elaboration, which means that steps are developed and continued in increments (PMI, 2004).

### **2.3.2 Project Life Cycle**

A project passes through different stages of development. The life cycle of the projects helps to recognize the gradual shift in the phases of a project and that each process lasts for a short time (Larson & Gray, 2011). Effective communication and client consultation in the various

stages of project life cycles are among the factors critical to success, according to research by Pinto and Slevin (1988).

Larson and Gray in their book on project management the managerial process, classified project life cycle in to four major phases which may further be re- modeled depending on the type of industry involved in the project. In each stages of the life cycle different forms of communication to address various issues are used by project managers, team members and other stakeholders (Larson & Gray, 2011).

The first stage in a project life cycle is the Initiation Phase or Conception. Here, project specifications are set, the purpose of the project is defined, and project members are selected and given responsibilities (Larson & Gray, 2011). During conception, information should be communicated with the stakeholders and project team to avoid ambiguity and address any uncertainty (Stork & Sapienza, 1992). The first thing to be addressed at the beginning of a project is clearing any task or behavior ambiguity since every team member and stakeholder has its own level of understanding of the project. One of the mistakes made by project managers is not making project teams take part at this stage (Stork & Sapienza, 1992). This results in disagreements and misunderstandings of responsibilities on the upcoming phases of the project.

To reduce such problems, team members must take part in setting the project as well as their individual goal for the project success. Any task or behavior ambiguity has to be discussed to avoid future conflicts. In addition to avoiding ambiguity, communication during conception also addresses any uncertainties in the project. To address this gathering and sharing high volume of relevant information is required and the project manager should facilitate this (Stork and Sapienza, 1992). Burke and Barron (2014) suggested project initiation meetings at the commencement phase of a project. The meeting participants should include the project

manager and the team, contractors, suppliers, and other major stakeholders. Both participants will be able to better understand their position in the project at this meeting and be able to play a role in developing the overall project process that gives them a sense of control and dedication to the project. The answer received by representatives of the Project Management Institute showed that in the initiation process of the project, client consultation and acceptance were a crucial success factor (Pinto and Slevin, 1988).

The second stage in a project life cycle is Planning Phase. According to Larson and Gray (2011) concepts covered at the planning stage are: the project requirements, time, cost, quality and beneficiary party of the project. The communication management plan is formulated at the planning phase. This plan helps to clearly identify the appropriate tools, methods and the type of information to communicate among the project stakeholders. The project communication plan, the assets of the organizational process and environmental factors of the company (PMBOK Guide, 2013). The above inputs require tools and techniques in order to get the communication management plan as an output. One of the critical success factors of a project is consultation with stakeholders and two-way interaction during the planning process (Pinto & Slevin, 1998).

The Execution Phase of the project is where most of the work takes place. It is the stage where everything that had been discussed in the formation stage and what had been planned is put in to action. The physical product or service that had been planned comes to reality. Time, cost and quality are used as a control factors in this stage (Larson and Gray, 2011, p. 8). In this stage a routine exchange of information must be in place to address the recurring task and behavioral problems. Among team members emails and posted messages can be considered the appropriate method of communication (Stork & Sapienza, 1992). However, the authors suggested it is inefficient and in appropriate to use emails and memos to

communicate issues that change the goal and objective of the project. It is suggested to use rich media that way team members and stakeholders can discuss the issue face to face and have similar understanding of the issue. Problem solving workshop, decision making meetings and project progress meetings are some form of communication processes used during the execution phase of a project (Burke and Barron 2014). It is important not to forget communicating with the client at this stage (Pinto and Slevin, 1988).

The final step of the project life cycle is the Closure Phase. Some of the tasks performed at this point include supplying the client with project production, redistributing project capital, and reviewing the overall success of the project (Larson and Gray, 2011). The project manager needs to conduct a handover meeting with the client to transfer the project to operation (Burke & Barron, 2014, p. 297). When it comes to communicating with the project teams, the media selection at this stage must be given attention. For issues concerning project tasks such as submitting documentation and deadline changes can be communicated using emails or memos. However, issues of reassigning project team members have to be communicated with care using individual and group face to face communication (Stork and Sapienza, 1992). The finding of Pinto and Slevin (1988) research shows, similar to the prior phases of the project life cycle, during closure it is essential to effectively communicate with the client for the successful transformation of the project to operation.

## **2.4 Development Communication**

Delving into this the term Development Communication will be incomplete without taking a cursory look at the meaning of the key terms, “Development” and “Communication”. Also, a quick recap of the history of development communication, otherwise known as communication for development will be a good prelude, or foundation for this discussion (Bisilki, 2018).

Todaro (1994) also defines development as a multi-dimensional procedure which involves restructuring and reorientation of whole economic and communal systems. These scholarly views on development offer a relative understanding of the meaning of development. As such, development can be defined as a process of improving the living standards of a group of people.

Communication is the process or act of conveying a message via a channel from a source to a recipient and interfering with noise (DeVito, 1986). Communication is the method of transferring common knowledge and information from one person to another (Lunenburg 2010). Communication may also be deduced as a mechanism of knowledge exchange in order to achieve understanding amongst two people. Therefore, the term can therefore be defined as a mechanism through which knowledge is exchanged between two individuals or between a group of individuals, either by face-to-face or through a medium with a meaning assigned by the recipient.

Development communication is the exchange of information aimed at creating consensus on actions that take into account the desires, wants and competences of those concerned (Servaes 2002). Another attempt to define development communication concludes that it is the purposive and strategic use of interpersonal, participatory and mediated channels to support positive change among communities and at the national level (Melkote & Steaves, 2001). Therefore, development communication can simply be understood as a participatory communication activity that focuses on the needs of the people at different levels, taking into account their concerns, acceptance and input toward achieving complete cooperation and support for efforts aimed at improving their lives. No matter how beneficial any practices are, people should not be forced into adopting them, instead encourage the people to participate rather than adopt new practices (Sackey, 2014).

## **2.5 Empirical Review**

### **The case of Ghana**

Development communication and stakeholders' engagement in project management outcomes has received significant attention from researchers in Ghana. This section reviews some of the recent development in the relationship between development communication and project management in Ghana. Owusu, Ocloo & Atanga (2020) researched on development communication and project sustainability: empirical analysis of Ejura Sekyeredumase municipality in Ghana. Using four groups and three intentionally chosen projects, the analysis followed an exploratory case study approach. The results show that development communication encouraged the involvement of communities in development projects and increased their willingness to contribute resources to support projects, such as money, housing, knowledge labour, among others. Projects with effective communication have had outstanding operations and a culture with greater sustainability projects than those without effective communication. Therefore, Development Communication promotes the successful operation and maintenance of development projects, ensuring that the projects expected benefits are achieved over the entire project life. Development communication is also successful in building local capacity for initiating, implementing and taking ownership of local level projects through training and sensitization. The study recommended that communication should take centre stage for the sustainability of rural projects in planning, implementing and tracking them.

With regards to Amoatey and Hayibor (2017), the critical success factors (CSFs) for efficient project stakeholder supervision at the of local government in Ghana were examined. The findings described the top five CSFs as: communicating with and engaging stakeholders; identifying stakeholders adequately; formulating a coherent mission of the project; maintaining and cultivating good relationships; and evaluating disputes between stakeholders

and coalitions. The role of development communication was highlighted and identified as the first step in the empirical of Amoatey and Hayibor. The paper recommends that CSFs as an effective project stakeholder management at the local level.

Ohui (2017) examined the application of Stakeholder Management Strategies in Construction Projects in Ghana. Ohui used a case study design to examine the factors that affect stakeholder management practice used in construction projects as well as the challenges of improper stakeholder management. The sample comprised contractors, consultants and clients of projects and employed regression and the Relative Importance Index (RII) for the analyses. The results found stakeholder participation, communication and transparency as the key factors that major determinants of stakeholder management process in the construction industry of Ghana. The outcome further observed that method of analysing stakeholder concerns, management practices and method employed in engaging stakeholders as the three main stakeholder actions in the building industry of Ghana. Finally, the study concludes that improper stakeholder management increases the chances of project failures. The study therefore suggested steps such as ensuring the flow of information between stakeholders and creating an atmosphere that ensures the participation of stakeholders.

Tengan and Aigbavboa (2017) assessed the extent of involvement of stakeholders and participation in construction project monitoring and evaluation in Ghana. The study used the mixed method approach. The outcome showed that stakeholder participation in project implementation was strong, while stakeholder involvement in the local government monitoring and assessment of public projects was very low at the level of local. They concluded that the project management problems of local government project delivery in Ghana could be blamed for inappropriate development communication in project management, such as poor payment, non-compliance with project requirements, deadlines,

delayed project delivery, customer dissatisfaction, lack of compliance with health and safety and unethical practices in the construction industry.

As a key indicator for the project process in Ghana, Buerthey, Amofa and Atsrim (2016) explored stakeholder management on construction projects. The results suggested that the context, material and technical rationale for the project was inadequately clarified to the stakeholders prior to the implementation of the selected projects. The study traced the source of low development communication on projects to Stakeholders claimed that project implementers were not able to include them during decision-making.

Eyiah-Botwe, Aigbavboa and Thwala (2016) conducted a systematic review of historical development and trends development communication in project management in Ghana. The outcome suggested that procurement challenges, formal documentation of industry practices, stakeholders' role in project failures steered the need to reviews and introduce stakeholder focused reports that advocated for collaboration among stakeholder and project implementers.

In Nyeri County, Kenya, Maina (2018) examined the stakeholder management and project performance of open-air market ventures. The analysis used both descriptive and explanatory research design and concluded that effective developing communication have positive significant positive influence on project performance.

Mohammed (2019) worked on the project communication management procedures at the ADA water project in Ethiopia. The objectives of this study were to examine the practice of project communication management, and establish a potential correlation among project communication and performance in water projects of Amhara Development Association in Ethiopia. Explanatory research design and quantitative approach was adopted. The findings of the study show that the practice of project communication management, communication

method, and communication channel had statistically positive significant influence on project performance.

A descriptive survey study by Linda Berg (2017) suggested that an acceptable choice of communication tools is likely to have major impact on the success of the project as communication tools allow information flow within the project. But also getting good personal interaction with team members, building healthy relationships and keeping with basic principles of simple and healthy communication (i.e. behaviours related to communication practices in emotional and realistic categories).

Al-Nady, B.A-H.A et al (2016) looked at the role of time, communication and cost management in project management performance using multiple regression in Makkah City of Saudi Arabia found that cost management, communication management and time management have significantly positive effect on project management success.

Karolina (2015), a literature-based research suggested that ensuring proper and efficient project communication is not just a matter of planning a communication plan, rather designing, gathering, transmitting, storing project information and establishing responsibilities for project team members and other project stakeholders on real life project management contact activities and related factors.

Printed, oral and electronic communication are the most communication channels to use during the implementation of a project, and written and oral communication are considered to be the most powerful communication methods (Zulch, 2014).

In their research on the importance of top-down communication for organizational success, Leif Brandes & Donja Darai (2014) revealed that top down communication is a profitable way for executives to improve employee output in the presence of uncertainty.

Zulch (2014) conducted a study on communication: the foundation of project management. The purpose of the analysis was to establish whether communication could be a fundamental area of project management, and whether communication could be seen as the area that incorporates and manages the various project management processes and activities. The study findings show that the willingness of project managers to connect has an impact on the cornerstone areas of project management. Communication is necessary in order to effectively communicate the areas of cost, scope and time, and quality, which are the results of the interrelationship between scope, cost and time.

In their study of the program benefits of enhancing project team communication through a contact through a contact center, Bond-Barnard and Steyn (2013) found out that by using contact center to enhance coordination between project team members, their understanding of communication performance, quality of project deliverables, service delivery and customer satisfaction of the program is significantly improved.

Nguyen and Rukavishnikova (2013), a case study made on communication in cross-functional new product development teams with qualitative methodology and approach in an inductive manner, found that several critical factors were defined as team size, communication centralization, early participation, physical proximity, and leadership in building successful communication. Meetings were regarded within the project as a significant and successful communication tool. Recommendations for enhancing internal communication within the project were suggested based on these issues.

A descriptive analysis by Jana et al (2012) on project communication in function, process and project-oriented industrial enterprises in the Slovak Republic, with regard to the organizational structure of projects, found that process-oriented and project-oriented enterprises have stronger communication management across all project life cycles.

Jiang and Pretorius (2011) in their descriptive survey study of cross-cultural communication behaviors in international engineering projects from Chinese and South Africa perspectives showed that communication activity and project management activities such as project communication, negotiation, dispute resolution, contract process and project team building have an essential and powerful relationship.

Numerous studies have emphasized the significance of effective communications for project success (Biggs 1997). It was concluded that the top 30 possible problems leading to poor project success could be categorized under five categories, out of which communication problems are listed as the third category and communications are to some degree included in all five categories (Thomas et al. 1998). In building projects, for instance, time delays and increased costs can be back to poor communication caused by insufficient, inadequate, unreliable, inconsistent, late information or a combination of all of them.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

A summary of the research design and methodology, target population, sample size and sampling techniques is provided in this chapter. In addition, the chapter provides an account of the instruments that were used to collect data and verify the data, reliability of the instrument, data procedures for collecting data and the techniques for analyzing the data.

#### **3.1 Research Design**

The study will use an exploratory and case study design. The case study design allows the researcher to concentrate on a particular entity for a more in-depth analysis of the issue under consideration. This study will focus on the EU's securing sustainable fisheries to address the issue of development communication and project management into details (Creswell, 2011). The researcher must be able to collect data in order to address questions about the current status of the subjects of the study, perceptions and views on events, individuals or procedures (Gay, 2010).

#### **3.2 Research Approach**

The primary objective the study is to explore the state of development communication in project management. When making decisions about the type of research methodology to be used, the aims of a study should be taken into account (Creswell 2011). Therefore, this analysis will use qualitative approach. Qualitative approach is a technique in which knowledge comments are often made by the researcher, mostly based on building point of view or participatory positions or both (Kiplagat, 2014).

### **3.2 Population**

The target population of interest for the study will comprise project staff and stakeholders involved in the implementation of the European Union's Securing sustainable fisheries project being implemented in the Central, Greater Accra and Western regions of Ghana. The regions were selected because they are the beneficiaries of the project being implemented and access of obtaining information from respondents will be easier. The total population of workers involved in this project is thirty-eight (38).

### **3.3 Sample Size and Sample Selection Technique**

Typically, qualitative studies need a smaller sample size than quantitative analyses (Hayes, 2008; Salkind, 2011). The sample size for the analysis will be twenty-four (24). There are five implementing NGO's from which two each respondent will be selected for interview, a representative from the EU and Ministry of Fisheries and Aquaculture Development (MoFAD) will also be interviewed. And four fishermen each shall be selected from the major fishing areas in the three regions for focused group discussions. Based on the guidelines for phenomenological studies made by Creswell (1998) of a size between 5 and 25, this sample size is considered suitable and Morse (1994) suggests at least six. In qualitative research, Glaser and Strauss (1967) propose the principle of saturation for achieving an acceptable sample size. Purposive sampling was considered appropriate for the study since only individuals that have knowledge on the issue under consideration shall be considered. The respondents shall be purposively sampled due on their level of involvement in project initiation and implementation.

### **3.4 Data Collection Instrumentation**

An interview guide and focus group discussion will be the principal tool for the study. The interview is a verbal dialogue aimed at gathering relevant information for research purposes (Bryman, 2008). The interview seeks to ascertain the knowledge of stakeholders on the development communication and how it is being used in the project management to achieve the project aims and objectives. Also, management of the project will be interviewed on how development communication is aiding the project management and some of the challenges being faced. A venue and date shall be fixed and participants shall be given prior notice on the day and date for the focus group discussion. The notice shall explain the purpose of the study and seek the consent of the respondent to partake in the focus group discussion which will be recorded for analysis purposes. Observational tours shall be made to project sites to access community involvements.

### **3.5 Validity of the Instrument**

What is intended to be determined by the validity is the degree of precision of a scale measure (Collis & Hussey, 2009). Forms of validity are construct and content validity. The investigator will use facial validity for the purpose of this analysis. Face validity means using the right approach by asking individuals in the field with the skill and expertise to find out whether the meaning is reflected by the measurement. Based on this, the researcher will adapt the question from current literature, present the instrument to the Ghana Institute of Journalism supervisor, who will review the items measuring the individual constructs to determine whether they are supposed to measure the same constructs in the Volta region and then pre-test them. The tool will be strengthened on the basis of the of the pre-test outcome. In order to demonstrate internal accuracy, instruments used in basic research must have a reliability value of about 0.70 or better in order to be appropriate (Hair et al., 2010).

### **3.6 Data Collection Procedure**

The current study will make use of interview and focus group discussion for the data collection. An introductory letter will be taken from Ghana Institute of Journalism which will be attached to the instrument and sent to the implementing organizations and individuals to notify them of the purpose of the exercise and its relevance to the field of academic work.

After this, the researcher will go to project areas in the selected areas and interview the selected respondents. A venue and date shall be fixed and participants for the focus group discussions will be given prior notice on the day and date for the discussion. The notice shall explain the purpose of the study and seek the consent of the respondent to participate in the focus group discussion which will be recorded for analysis purposes. Observational tours shall be made to project sites to access community involvements. The study will make use of both the primary and secondary sources of data.

### **3.7 Data Analyses**

The study will investigate two main variables. These variables are the development communication and project management. The purpose of the study is to explore the state of development communication in project management. All data gathered from the field will be transcribed, arranged, coded, checked and concluded in order to accomplish this. The thematic approach will also be used to establish themes in the answers and the themes will then be used as the headings to evaluate the response package. Content analysis will be used to analyze the responses under the respective themes. Photos from the observational tours of the project sites shall be added to make case for the responses.

### **3.8 Ethical Consideration**

The study will apply a number of ethical principles with regards to the use of human participants for research purposes. In order to act as a reference for most of the circumstance's psychologists encounter in performing research, certain ethical guidelines have been enshrined by the APA. In order to help them make informed decisions about their involvement, the researcher will seek the consent of the respondents and overall purpose of the research clarified to them. They will also be made aware that their involvement is voluntary and that any information give is kept confidential and will not be displayed to any third party but will only serve the function of the study. It will ensure that the participants' identities are not written down and that management personnel are informed that they will not be made available to the authorities. In conclusion, if they have any questions to make about the study or concern for the privacy of data, the phone number of the researcher will be made available for participants to call. The findings shall be stated with all honesty and truth.

## **CHAPTER FOUR**

### **CONCLUSION**

The main purpose of this shall be to explore the state of development communication in project management using European Union's Sustainable Fisheries project in Ghana. The case study and exploratory research designs shall be combined for the study. A sample of 24 key staff and stakeholders (NGO) directly involved in the initiation and implementation of EUSF projects in Ghana. The study shall be purely qualitative in nature and shall employ the structured interview, focused group discussion and observation for data collection. The adoption of qualitative design shall allow for in-depth analysis of the issues relating to development communication during project initiation and implementations. The thematic content analysis shall be used for the analyses.

The initial empirical review done in the current study found that there has been a number of studies on development communication in project management but the term "stakeholder engagement" has been used instead. The focus has been mainly on stakeholder engagement instead of development communication. It was observed that this is mainly semantic and attributable to the background of the research which were not communication in most cases. The outcome of the desktop review found a mixed outcome though a greater number of the studies both locally and internationally observed positive relationship. In terms, of adoption, more studies identified effective development communication than those that identified lead engagements. Low stakeholders' engagement and participation were identified for public projects than on non-governmental projects. A gap was therefore identified on the state of development communication in a quasi-governmental project such as those implemented by the NGO funded by the EU.

This study shall therefore adapt instruments from the existing studies and used them to access the level of community engagement and participation in EU sustainable fisheries projects in

Ghana. The outcome shall provide valuable information for the Ministry of Fisheries and Aquaculture Development, the European Union and other donor agencies to determine sources of some of the delays and community resistance in projects and activities that were meant to benefit the very people. All ethical standards shall be employed and the research perceives no conflict of interest in the conduct of the research.

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