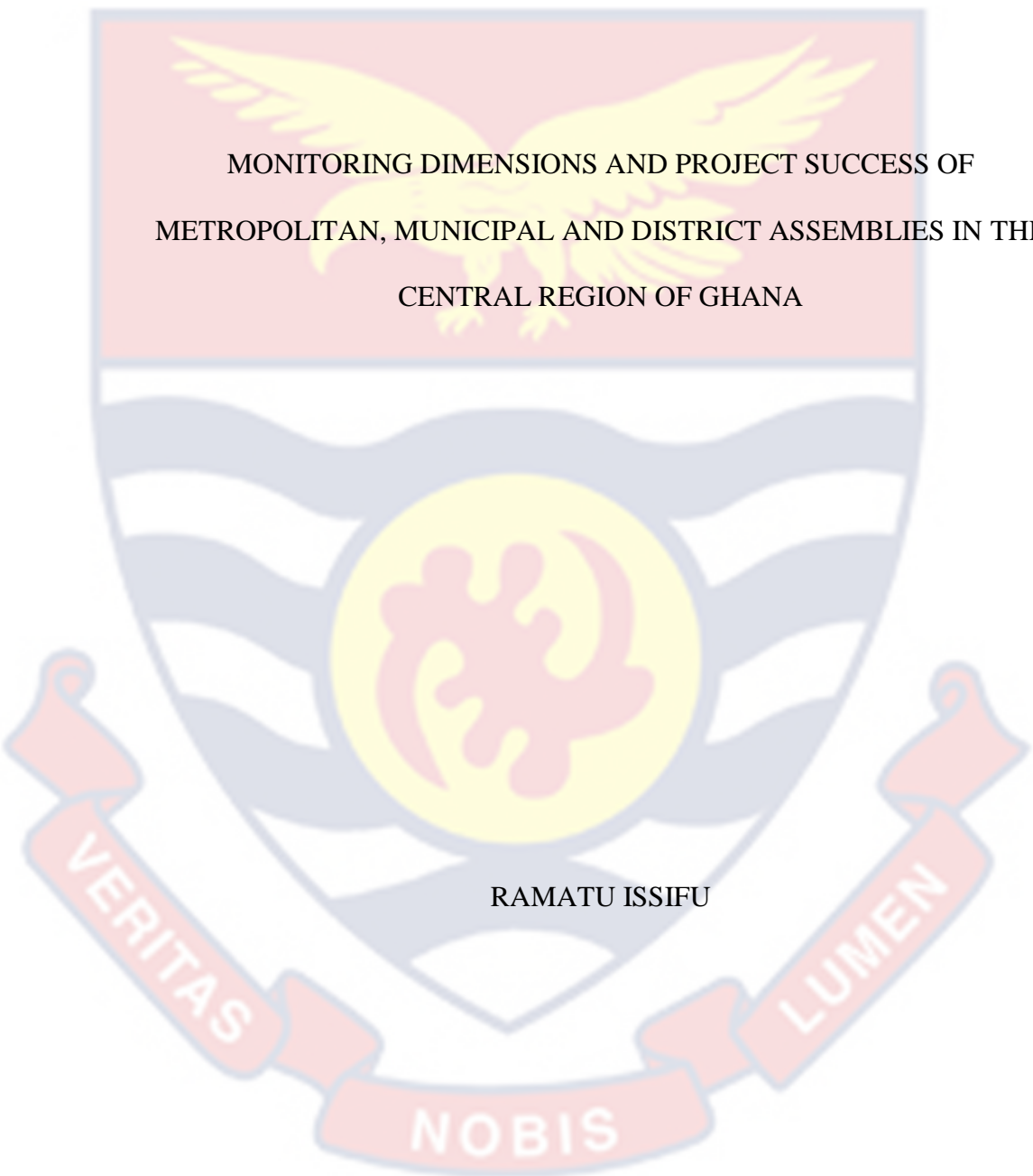


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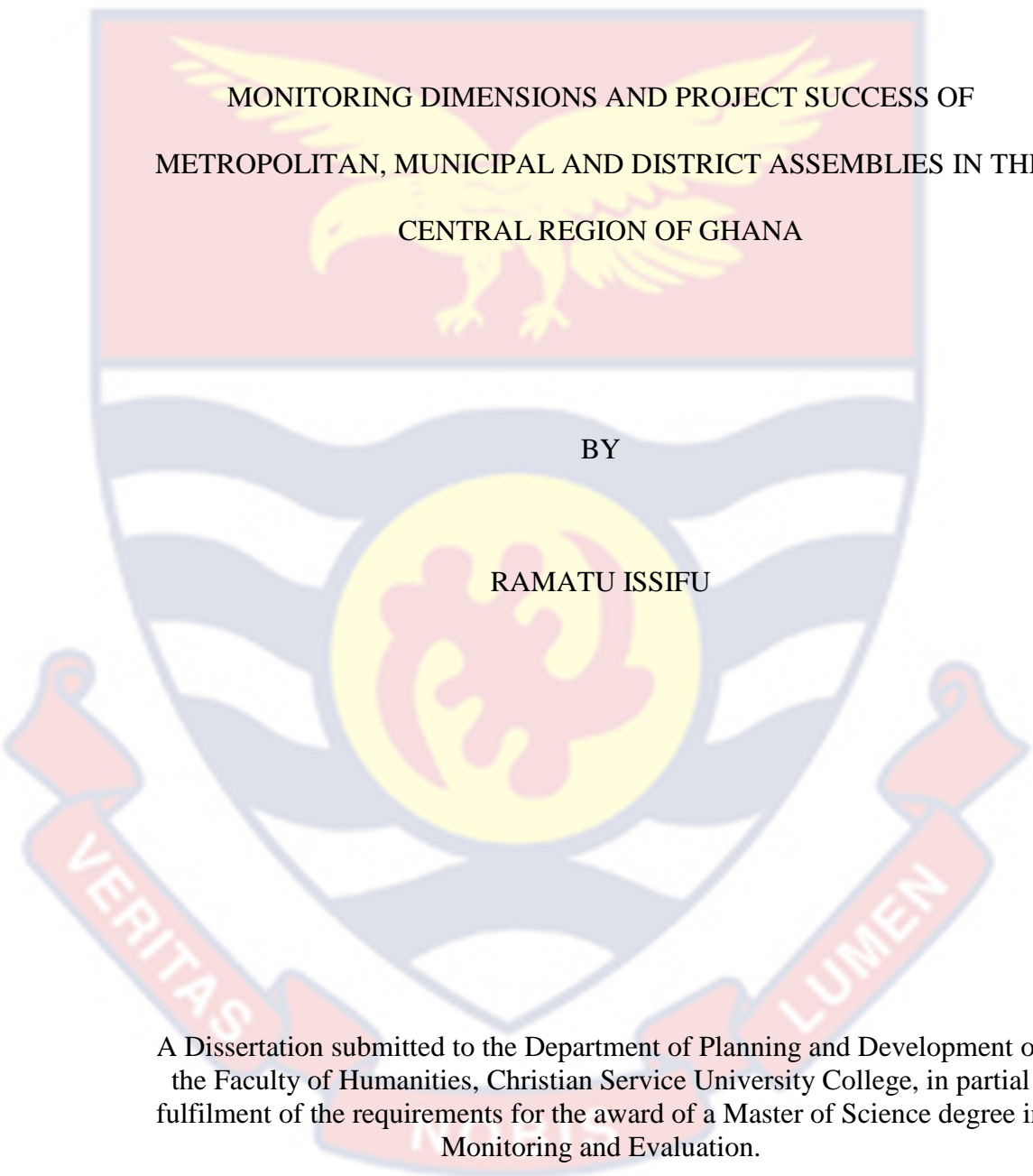


MONITORING DIMENSIONS AND PROJECT SUCCESS OF
METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLIES IN THE
CENTRAL REGION OF GHANA

RAMATU ISSIFU

2023

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BY

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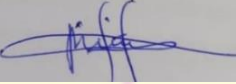
A Dissertation submitted to the Department of Planning and Development of the Faculty of Humanities, Christian Service University College, in partial fulfilment of the requirements for the award of a Master of Science degree in Monitoring and Evaluation.

AUGUST 2023

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 elsewhere.

Candidate Signature  Date:

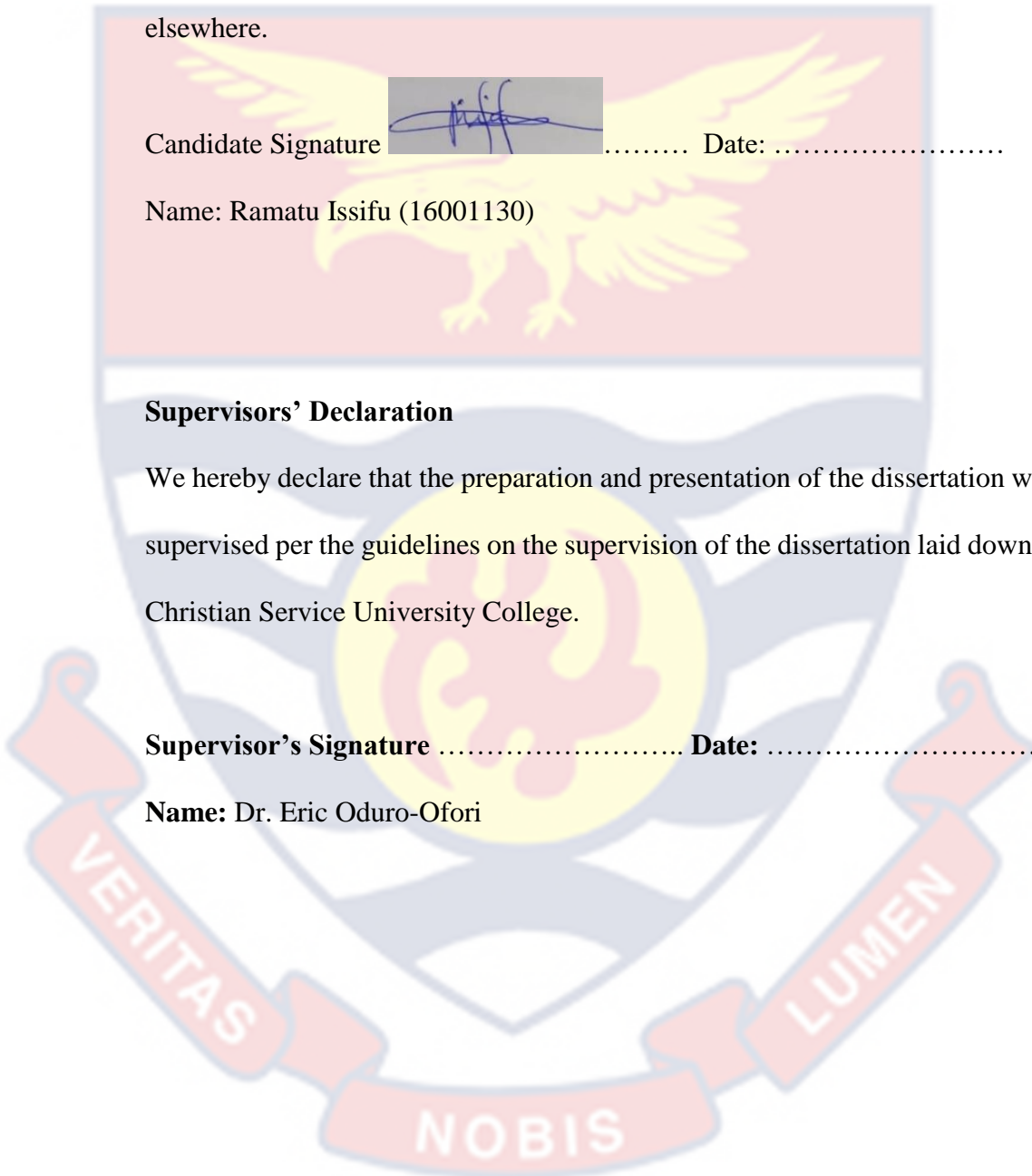
Name: Ramatu Issifu (16001130)

Supervisors' Declaration

We hereby declare that the preparation and presentation of the dissertation were supervised per the guidelines on the supervision of the dissertation laid down by Christian Service University College.

Supervisor's Signature Date:

Name: Dr. Eric Oduro-Ofori



ABSTRACT

The study sought to assess the effect of monitoring dimension on project success within the Metropolitan, Municipal, and District Assemblies in Ghana. Specifically, the study assessed the effect of three main monitoring dimensions namely; situational, compliance and process monitoring. It further determined whether MMDAs follows the key steps outlined in the national M&E manual. It employed a both qualitative and quantitative approach using an explanatory and narrative design. Planning officers, internal auditors, heads of Works department, finance officer, budget officer, and heads of welfare departments within these MMDAs were interviewed and given questionnaires. The responses analysed using descriptive and inferential statistics, structural equation modelling and narrative analysis. The study found that Situational, compliance and process monitoring dimensions had a positive significant effect on project success. Also was also discovered that in carrying out all their monitoring activities, MMDAs follows all the guidelines as outlined in the national monitoring and evaluation manual. The study recommends that management should emphasize on putting measures in place in order to ensure the improvement of their monitoring dimensions. Also, it further recommends that bodies in charge of developing the manual should continuously update the manual to reflect new and current changes in order to help MMDAs have an improved guideline for their monitoring activities.

KEYWORDS

Monitoring Dimension

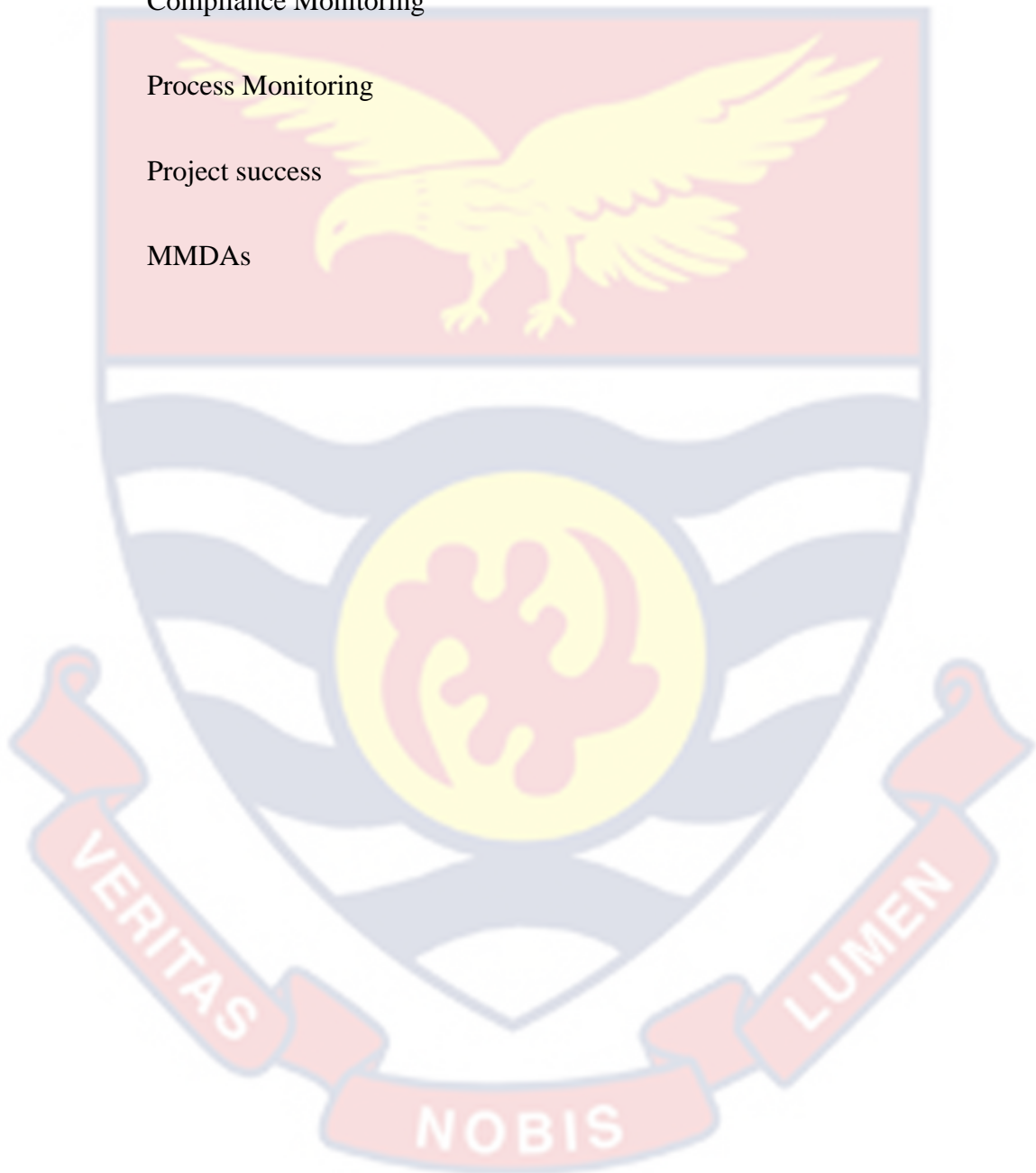
Situational Monitoring

Compliance Monitoring

Process Monitoring

Project success

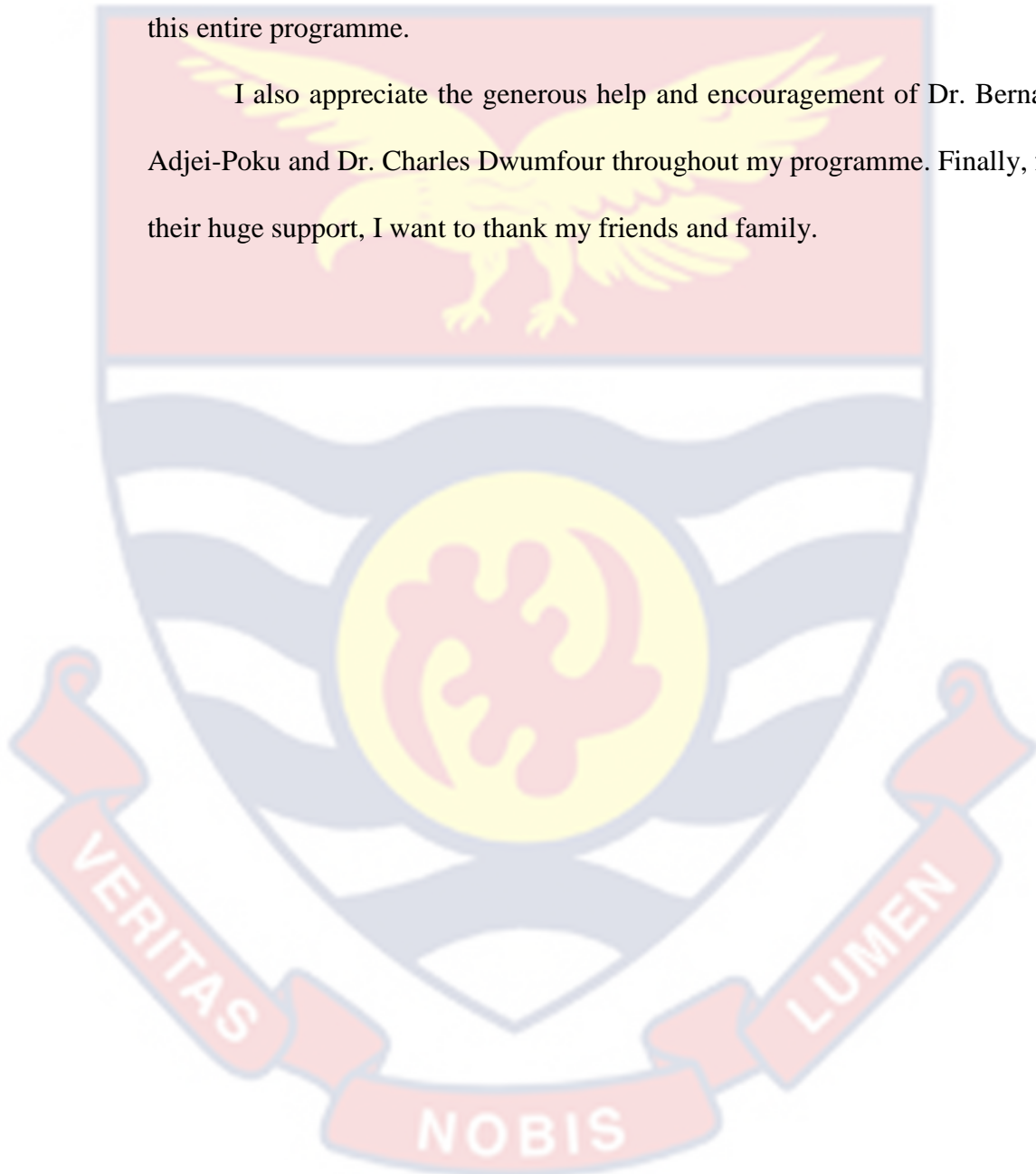
MMDAs



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DEDICATION

To my Parent: Mr Apam Issifu Akomisah and Mrs. Safuratu Salifu



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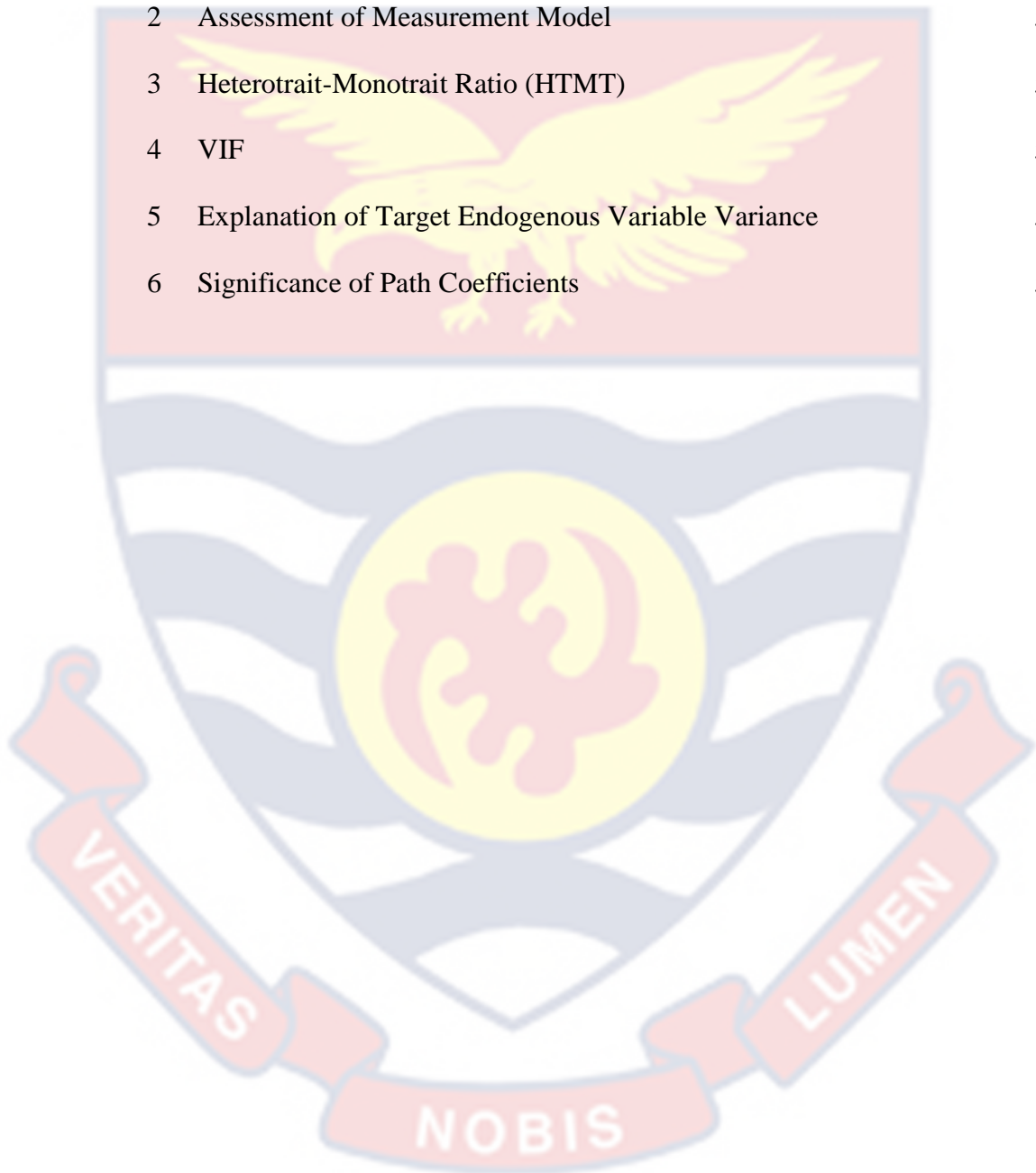
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CHAPTER ONE

INTRODUCTION

In recent years, effective monitoring systems have grown significantly in relevance especially in the context of governmental organisations and the delivery of public services. This is especially true for Ghana's Metropolitan, Municipal, and District Assemblies (MMDAs), which are important for local government and development projects. MMDAs are accountable for the effective and efficient use of resources and, ultimately, the success of these initiatives as they are the major local government entities in charge of planning and carrying out development projects. The success of MMDAs projects depends on a number of factors, including having adequate monitoring systems in place to track progress, spot bottlenecks, and ensure prompt corrective actions. Nevertheless, despite the acknowledged importance of monitoring dimensions for project success, a lot of MMDAs failed projects have over the years been attributed to improper monitoring activities. This study therefore aims to explore the relationship between monitoring dimensions and project success, highlighting the significance of addressing this issue to improve monitoring practices and ensure project success within the MMDAs in Ghana.

Background to the Study

In today's fast-paced and changing business world, project success is critical for organisations to remain competitive and achieve their goals effectively. Successful projects may contribute considerably to an organization's success in a variety of ways (Mir & Pinnington, 2014). They may result in higher revenue, increased market share, improved customer satisfaction, and a stronger reputation. According to a Project Management Institute (PMI) study, high-

performing organisations attribute 89% of project success to good project management practices (PMI, 2018). The performance and general success of an organisation can be significantly impacted by unsuccessful interventions. It may result in monetary losses, resource waste, missed opportunities, reputational harm, and dwindling client confidence. The effects of project failures on organisations throughout the world have been emphasised in several studies. According to a 2018 analysis by the Project Management Institute (PMI), for every \$1 billion invested in projects, organisations globally squander \$97 million as a result of subpar project performance. This highlights the financial cost that failed interventions may have on businesses stressing the need to ensure all projects are successful.

Successful projects are critical to Metropolitan, Municipal, and District Assemblies (MMDAs) due to the important role they play in driving growth, increasing public services, and improving residents' overall quality of life. In many countries, MMDAs are local government entities in charge of administering and controlling certain geographic regions. Ghana's Metropolitan, Municipal, and District Assemblies (MMDAs) are essential to local growth and government. These decentralised organisations are in charge of carrying out different programmes and initiatives for community improvement within their own domains. One major advantage of successful projects to the MMDAs is the ability to stimulate regional economic growth. Projects that are well-planned and implemented may attract private investment, provide job opportunities, and promote local companies. This, in turn, increases the MMDAs' income streams through greater tax collections and levies, allowing them to invest more in infrastructure and social programmes for their people (World Bank, 2017).

Another important component of successful intervention is their capacity to solve critical social and environmental issues that communities confront. For instance, well-executed housing project can assist alleviate housing shortages and enhance people' living circumstances (Urban Land Institute, 2020). Similarly, waste management and environmental conservation efforts may contribute to cleaner and healthier surroundings, eventually improving residents' well-being (United Nations Environment Programme, 2019). Furthermore, successful interventions are frequently used as accelerators for regional growth and urban planning. They serve as examples and reference points for future efforts, and they promote an innovative and accountable culture inside local government. This, in turn, increases public faith in the MMDAs' capacity to deliver on commitments and manage public resources efficiently (OECD, 2015).

Furthermore, successful project implementation assists MMDAs in acquiring external financing and awards. Development partners, international organisations, and donors are more inclined to invest in areas that have a track record of successfully delivering programmes and attaining targeted objectives (UNDP, 2018). Access to such finance is critical for large-scale initiatives that may exceed the financial capabilities of the local government alone. Monitoring practises are essential for ensuring efficient and successful project management. Enhancing governance, resource allocation, and sustainable development in Ghana can be aided by understanding the major monitoring dimensions that influence project performance in MMDAs. The goal of Ghana's local governance system is to advance grassroots development and democratic participation. At the local level, MMDAs act as the hub for planning local development, mobilising resources, and providing services. It is crucial to make

sure that projects are carried out with openness, accountability, and adherence to the established timetables and budgets because these assemblies have been given the authority to use public monies and resources (World Bank, 2017).

Monitoring refers to an ongoing assessment, recording, and observation of project operations and advancement. It is comparing actual project performance to predetermined benchmarks, objectives, or key performance indicators (KPIs) in order to spot variances and potential problems (PMI, 2017). As a project management tool, monitoring enables stakeholders to take timely corrective action, allocate resources effectively, and make informed choices. Monitoring has become an essential instrument for assuring worldwide project success. Its extensive use in a variety of sectors demonstrates its efficacy in improving project outcomes. Organisations and governments all across the world have embraced monitoring as a critical component of project management. Monitoring is critical in project management because it ensures that projects stay on schedule, objectives are accomplished, and provide successful outcomes. Monitoring technologies such as Building Information Modelling (BIM), for example, have been widely used in the construction sector to track building progress, minimise delays, and efficiently control costs (Mokhtar et al., 2019).

Monitoring is also important in the healthcare industry for tracking medical research projects, clinical trials, and public health programmes. It ensures that projects comply with stringent regulatory requirements, ethical standards, and yield accurate and dependable outcomes (World Health Organisation, 2017). Also, in the technology industry, agile project management approaches have grown in favour, with monitoring and continual feedback being

key to the iterative development process. This method allows for fast project modifications and enhancements, resulting in improved results (Schwaber & Sutherland, 2017). The success of a project is greatly influenced by the efficient use of monitoring practises. Regular monitoring enables project managers to proactively address possible hazards and bottlenecks early on, before they worsen. The possibility of fulfilling project milestones and deadlines rises because of this proactive strategy (Pinto & Trailer, 2016). Additionally, monitoring encourages openness and responsibility among stakeholders and the project team. It provides a collaborative atmosphere that improves problem-solving and encourages a shared feeling of responsibility by giving real-time insight into project progress (Kerzner & Saladis, 2017).

Monitoring plays a crucial role in ensuring the success of a project, encompassing various types such as beneficiary, results, compliance, situational, process, financial, and organizational monitoring. Beneficiary monitoring involves gathering feedback from project beneficiaries to assess the effectiveness of project outcomes and identify areas for improvement (Bamberger, 2012). Results monitoring focuses on tracking the advancement of project goals and objectives to allow for prompt remedial action (Mackay, 2017). By ensuring conformity to project standards and norms, compliance monitoring reduces risks and increases responsibility (Bovens, 2010). Real-time data gathering is used in situational monitoring to react quickly to changing project settings (Kusek & Rist, 2004). Process monitoring keeps tabs on project operations and spots delays for quicker implementation (Holden, 2019). Resources for projects are protected through financial monitoring, preserving their financial sustainability (World Bank, 2005). Last but not least,

organisational monitoring promotes organisational learning and assesses the efficacy and efficiency of project management (OECD, 2002).

Project stakeholders may improve project performance, make data-driven choices, and produce positive project results by using various monitoring outcomes (Kerzner, 2017). This study therefore aims to advance our understanding of MMDAs and their effectiveness in Ghana by examining the monitoring dimensions and their connection to project success.

Statement of the Problem

The development and efficient operation of Metropolitan, Municipal, and District Assemblies (MMDAs) are directly related to the implementation of projects. These initiatives enhance the community's infrastructure, public services, and general standard of living. Successful intervention raise the public's faith in local governance, promote openness, and strengthen the MMDAs' reputation (Addo, 2018). Additionally, they draw potential contributors and investors, promoting social advancement and economic prosperity in the areas they serve. Successful projects also demonstrate the MMDAs' capacity to carry out their duties effectively, which eventually results in the empowerment of regional communities and the sustained progress of the area (Gyamfi & Amoako, 2020).

However, it is worth mentioning that certain variables have caused MMDA projects to face delays, cost overruns, and even outright project failures throughout the years (Damoah, 2015). Existing research has linked the failure to difficulties or variables such as insufficient finance, a lack of technical knowledge, and poor project management (Damoah & Akwei, 2017). Among these issues, Smith (2021), asserted that the primary reason why projects fail is

a lack of monitoring. He further indicated that good monitoring is critical in spotting possible difficulties and deviations from the planned path, enabling prompt remedial steps, and assuring project success.

Despite the recognised importance of monitoring dimensions for project performance, there is a scarcity of research on MMDAs in Ghana. While research on project performance in general have been conducted, few have looked at the monitoring dimensions that contribute to or impede project success in the context of MMDAs. For instance studies such as Gupta, Sharma and Kumar (2018) focused on manufacturing sector in India; Brown, Jackson and Williams (2017) concentrated on health sector IT project in Sweden. Also, studies conducted in Ghana have focused on monitoring as a composite variable. For instances, studies such as Kissi et al. (2019) and Tengan and Aigbavboa (2017) looked at M&E in the construction industry of Ghana.

Evidence from these studies showed both geographical and contextual gap in the existing literature. This is because most of these studies even though conducted in Ghana focused on the construction industry rather than governmental entities. Others also concentrated in different countries, thereby making it inappropriate to adopt their recommendation within the scope of this study as it may be misleading. In addition to these gap, it is worth noting that, all these studies investigated monitoring as a composite word, therefore making it necessary to investigate the various dimension of monitoring to draw an objective conclusion on the impact each dimension have on project success. As a result, the purpose of this study is to fill this vacuum in the literature by providing significant insights regarding the various monitoring practises and their influence on project performance within Ghana's MMDAs.

It is imperative for MMDAs to recognise the relevance of adopting and implementing all the various dimensions of monitoring to ensure the success of their project. Monitoring has several dimensions, however this study would focus on three of them namely; Situational monitoring, compliance monitoring and process monitoring. With these dimensions the study will analyse the role they play in ensuring project success.

Purpose of the Study

The purpose of the study was to examine the effect of monitoring dimension on project success within the Metropolitan, Municipal, and District Assemblies in Ghana.

Research Objectives

The objectives are to:

1. assess the effect of situational monitoring on project success at the MMDAs in the Central region of Ghana.
2. assess the effect of compliance monitoring on project success at the MMDAs in the Central region of Ghana.
3. examine the effect of process monitoring on project success at the MMDAs in the Central region of Ghana.
4. Identify the steps MMDAs follow in carrying out their monitoring activities

Research Hypotheses

The study's hypotheses that:

H₁: situational monitoring has a significant effect on MMDAs project success in the Central region of Ghana.

H₂: compliance monitoring has a significant effect on MMDAs project success in the Central region of Ghana.

H₃: process monitoring has a significant effect on MMDAs project success in the Central region of Ghana.

Research Question

The following question was formulated to answer objective four

1. What are the steps MMDAs follow in carrying out their monitoring activities

Significance of the Study

This study aims to advance our understanding of MMDAs and their effectiveness in Ghana by examining the monitoring parameters and their connection to project success. Policymakers, development professionals, and local government representatives may use the study's practical implications to better understand the critical monitoring factors that might enhance project outcomes and promote sustainable development at the local level. First of all, it will close the information gap that exists about the monitoring dimensions that contribute to project success in MMDAs in Ghana. Second, the findings will provide guidance on the best methods for observing and assessing development initiatives to policymakers, local authorities, and development professionals.

Last but not least, the research findings will add to the larger conversation on effective governance and sustainable development in Ghana and maybe other developing nations with comparable decentralised governance systems. This research will further offer helpful insights to assist evidence-based decision-making and nurture good project management at the local level by looking at the monitoring aspects and project performance of Metropolitan,

Municipal, and District Assemblies in Ghana. The research findings may help to strengthen local government, enhance service delivery, and improve community wellbeing in Ghana.

Delimitations of the Study

The study will focus particular on some Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana. It won't include monitoring practises and project outcomes in other categories of administrative entities, other MMDAs in other part of the country or in other nations. The study recognise that monitoring practises and project results of MMDAs can be influenced by geographical, social, and cultural elements, however, given the scope of the research, it might not be possible to examine all aspects of culture and society in detail. The study's primary considerations for monitoring procedures and project outcomes will be the viewpoints and experiences of MMDAs, it might not thoroughly examine the perspectives of other interested parties, such beneficiaries, contractors, or NGOs.

Limitations

Within MMDAs, it might be difficult to get pertinent and reliable data on monitoring dimensions and project success. Some MMDAs might not keep thorough or consistent records, which makes it challenging to get reliable data for the study. Inaccuracies and contradictions in the data might further undermine the study's validity. It could be difficult to get access to MMDAs and cooperation from their staff. Some MMDAs could be reluctant to divulge information because they worry about accountability, openness, or bad publicity. The investigation should be sensitive to issues about secrecy and privacy as certain MMDAs may handle sensitive data. This may restrict the

amount of information that researchers may access or report. The researcher lacked the necessary financial or material means, hence the larger sample size required for this study could not be attained.

Definition of Key Terms

Monitoring: Monitoring is the systematic and continual observation, assessment, and recording of actions, processes, or systems in order to collect important data and information for analysis and decision-making.

Situational monitoring: Situational monitoring, often referred to as context monitoring or real-time monitoring, is the practise of persistently observing, obtaining, and analysing data regarding a particular environment or circumstance in which a project is being carried out.

Process Monitoring: Process monitoring is the systematic observation, measurement, and assessment of several elements of a certain process to guarantee its effective and efficient operation.

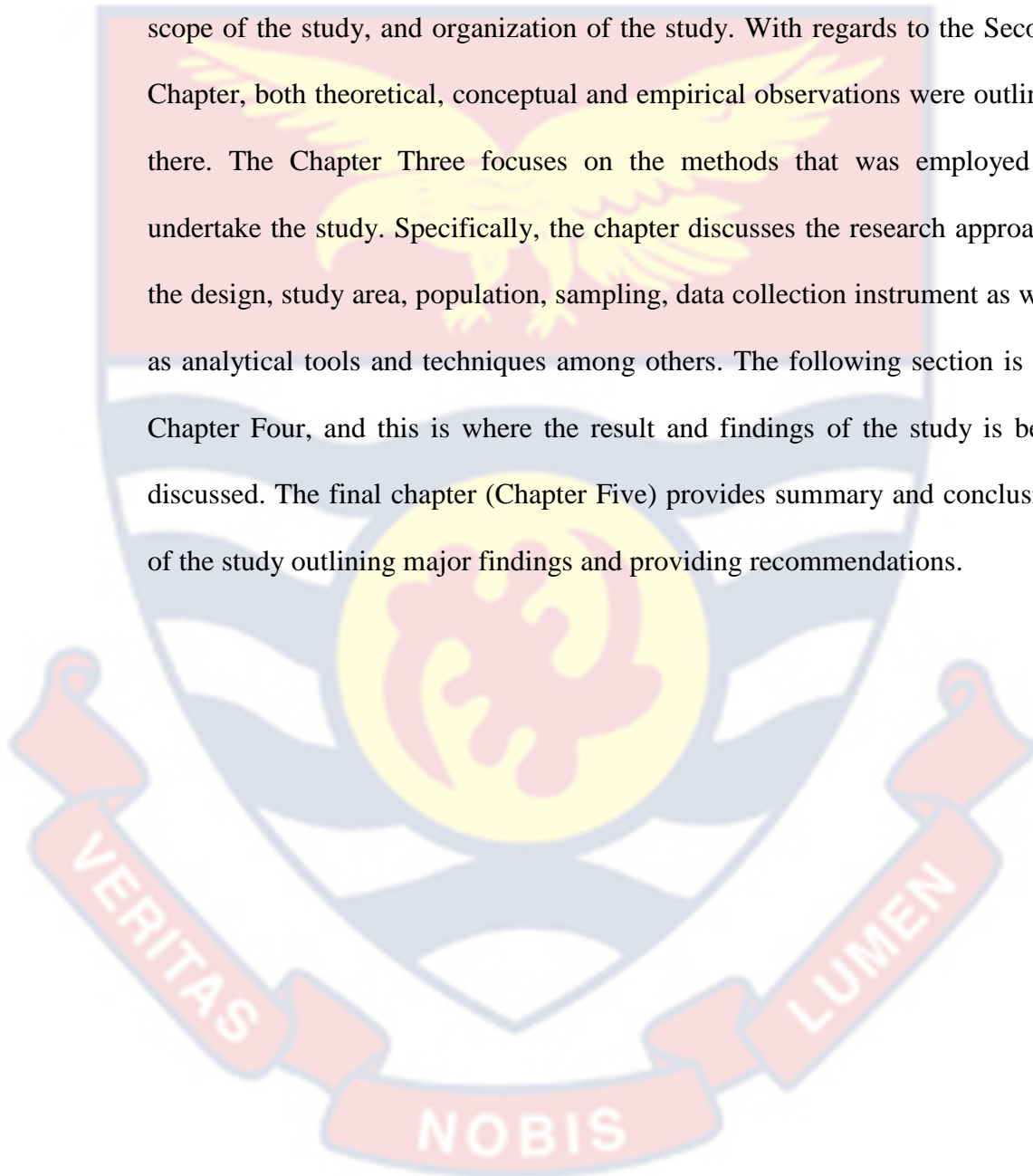
Compliance monitoring: The systematic surveillance and evaluation of an organization's compliance with pertinent laws, rules, policies, and industry standards is known as compliance monitoring.

Project: A project is a short-term, one-time endeavour to develop a certain product, service, or outcome. Projects are typically undertaken to answer a specific need, solve an issue, or capitalise on an opportunity.

Project success: The completion of certain objectives and goals within the set limits of time, money, scope, quality, and other relevant aspects is referred to as project success.

Organization of the Study

The study is made up of five (5) chapters. The introduction part which is the First Chapter consist of the background, statement of the problem, the study's purpose, research objectives and hypothesis, significance of the study, scope of the study, and organization of the study. With regards to the Second Chapter, both theoretical, conceptual and empirical observations were outlined there. The Chapter Three focuses on the methods that was employed to undertake the study. Specifically, the chapter discusses the research approach, the design, study area, population, sampling, data collection instrument as well as analytical tools and techniques among others. The following section is the Chapter Four, and this is where the result and findings of the study is been discussed. The final chapter (Chapter Five) provides summary and conclusion of the study outlining major findings and providing recommendations.





CHAPTER TWO

LITERATURE REVIEW

Introduction

This section focuses on reviewing exiting literature to buttress the study goal. The section discusses theories in relation to monitoring and project success in order to provide a theoretical ground for the study. It also discusses all concepts under study to get a more in-depth and understanding of these concepts. The chapter further examines existing literature in the context of this study to help draw gaps to serve as a basis for the study. The reviews also helped to provide support for the study's findings and vice versa.

Theoretical Review

Monitoring and project success are two concepts that is been explained by several theories and frameworks. These theories explains the philosophical viewpoint underlining these concepts and addresses the relevancies of their use in the management world. This study adopted theories that explains the need to undertake the selected monitoring dimension as an intervention to help solve problem and achieve project success. As a result, the study employed theories from various disciplines to help address each of the dimensions under consideration. The Situational Awareness Theory, Rational Choice Theory, and

Control Theory was therefore used as the overarching theories for this current study. These theories are discussed below.

Situational Awareness Theory

Researchers and practitioners in the sectors of aviation and the military were the ones who first established the Situational Awareness Theory (Ghimire, Luis-Ferreira, Nodehi & Jardim-Goncalves, 2017). Ghimire et al. (2017) further stressed that the cognitive and attentional factors behind good pilot performance and decision-making were of interest to researchers. Situational awareness has become better understood throughout time and is now used in a variety of industries, including project management, healthcare, emergency response, and more (Baysal, Holmes & Godfrey, 2013). The theory describes a person's or a team's capacity to recognise, grasp, and foresee the crucial components of their surroundings, which results in a deeper comprehension of the total issue. It enable project managers and teams to make informed decisions, foresee possible obstacles, and effectively handle changing conditions, this awareness ultimately contributes to the success of the project (Lappalainen, Seppänen, Peltokorpi & Singh, 2021).

Situational awareness in the context of project management is being aware of the objectives, parameters, schedule, resources, and potential dangers of the project. It also includes being aware of the roles, capabilities, and limitations of the project team. Project managers may maintain an overall perspective of the project's status and progress by routinely tracking and assessing these aspects (Lappalainen et al., 2021). Risk management is one method situational awareness promotes project success. Project managers can create mitigation methods by proactively identifying and analysing possible

risks, preventing unanticipated setbacks from derailing the project. Situational awareness also helps with resource allocation since project managers may reallocate resources as needed to meet changing project needs.

Furthermore, situational awareness promotes successful team communication and collaboration. When team members are informed of the general state of the project as well as their own duties, they may coordinate more effectively, avoiding redundancies and disagreements. This improved communication can result in better productivity and a stronger feeling of cooperation, both of which are critical to project success. Tuan, Chai, and Teo (2020) discovered that project managers with high levels of situational awareness were more likely to deliver successful projects within the set limitations in a research on the use of Situational Awareness Theory in project management. The study emphasised the significance of constant monitoring, information sharing, and adaptive decision-making, all of which are key components of situational awareness in project management (Banbury & Tremblay, 2017).

As a result, situational Awareness Theory may be concluded to play a critical role in project performance by helping project managers and teams to proactively adapt to problems, effectively manage risks, optimise resource allocation, and improve communication and cooperation. Using this idea as a guiding concept can result in improved project results and higher overall project performance for MMDAs in the designated regions.

Rational Choice Theory

Rational Choice Theory is a well-known social science theory that investigates decision-making processes in a variety of scenarios, including

compliance monitoring (Hechter & Kanazawa, 1997). According to the idea, individuals make rational decisions by weighing the costs and rewards of many possibilities in order to maximise their self-interest. Rational Choice Theory, when applied to compliance monitoring in the context of project management, implies that employees working in a project would act in a way that fits with their perceived self-interests and incentives (Scott, 2000). The systematic process of overseeing and enforcing conformity to rules, laws, and project requirements is referred to as compliance monitoring (Boudon, 2003). It is critical to project success because it ensures that project actions and deliverables are consistent with the set standards and objectives (Green, 2002). Project managers may detect and handle possible issues early on, limit risks, and preserve overall project integrity by monitoring compliance (Boudon, 2003).

Rational Choice Theory explains how people's motives and incentives impact their compliant behaviour. It may be used in the context of project teams to understand how team members decide whether to follow project standards or participate in non-compliant behaviour. These behaviours may include cutting shortcuts, ignoring particular responsibilities, or even hiding problems in order to attain short-term rewards or avoid perceived bad repercussions. Rational Choice Theory may be used by project managers to create effective compliance monitoring systems (Goode, 1997). They may create an atmosphere in which compliance becomes the reasonable and desirable choice for team members by recognising the role of incentives and motives. Based on the rational choice theory, project managers can adopt the following strategies to ensure compliance in the workplace (Oppenheimer, 2008).

- *Clear Communication*: Ensuring that project instructions, procedures, and expectations are properly conveyed to all team members will help to improve compliance. Individuals are more likely to make logical decisions in favour of compliance when they comprehend the possible benefits of complying to project standards and the negative repercussions of non-compliance.
- *Positive Incentives*: Implementing a reward system that recognises and encourages compliant behaviours will help to further incentivize team members to follow project standards. Recognition, job progression possibilities, or additional amenities are examples of non-monetary rewards.
- *Consistent Monitoring*: Regular and consistent monitoring of project operations aids in the early detection of deviations from the established criteria. When team members are aware that they are being watched, they are more likely to stay on track and make reasonable decisions in favour of compliance.
- *Transparent Accountability*: Creating transparent accountability processes helps team members maintain a feeling of responsibility. Knowing that their activities will be monitored and evaluated might deter non-compliant behaviour and support sensible compliance decisions.

It can be concluded that, Rational Choice Theory provides useful insights into the decision-making processes that underpin compliance behaviours inside project teams. Project managers may build successful compliance monitoring systems by understanding the motives and incentives that drive human choices. When effectively implemented, these tactics help to achieve project success in

the MMDAs by encouraging adherence to specified parameters and reducing possible risks.

Control Theory

Control theory is an important subject in engineering and management, especially in process monitoring. Control theory in this sense refers to the systematic approach to controlling and optimising processes in order to obtain desired results and preserve stability (Venkatesh, Rai & Maruping, 2018). Monitoring a process is viewing and measuring numerous factors and variables inside a system to verify that it functions efficiently and fulfils specified performance objectives. Control theory concepts in process monitoring may help organisations achieve project success by improving quality, increasing efficiency, and lowering risks. Feedback control is a major component of control theory in which real-time data from the process is continually compared to the intended set points (Venkatesh et al., 2018).

These comparisons are used to make the required modifications to maintain the process within the acceptable operating range. This closed-loop feedback system guarantees that any deviations from anticipated outcomes are noticed and remedied as soon as possible, reducing the effect of potential faults or variances. Furthermore, control theory helps organisations to improve their operations continuously (Wiener, Mähring, Remus, Saunders & Cram, 2019). Managers can detect inefficiencies, bottlenecks, and places for improvement by tracking the performance of a process over time. Process monitoring feedback enables data-driven decision-making, resulting in process improvements and overall project success (Wiener et al., 2019)

Control theory-supported process monitoring improves the capacity to predict and prevent possible problems. Organisations can find patterns and trends in previous process data that may foreshadow future difficulties. Anomalies that are detected early can allow for proactive action, avoiding costly disruptions and delays in project execution (Liu, Borman & Gao, 2014). Furthermore, in dynamic project situations, control theory provides a foundation for flexibility and agility. As conditions change, control theory assists in real-time process adjustments to maintain optimal performance. This versatility is especially useful in large projects with many interrelated activities and dependencies (Liu, Chen, Chan & Lie, 2008). In conclusion, control theory applied to process monitoring is a vital instrument for attaining project success within the specified MMDAs by assuring operational efficiency, decreasing mistakes, enabling continuous improvement, and improving adaptability to changing conditions.

Conceptual Review

The main concepts or variables for the study would be reviewed at this section.

Overview of Monitoring Practices

Monitoring procedures are essential to the efficient completion of projects in a variety of fields. In order to anticipate possible problems and make sure the project stays on track, effective monitoring requires routinely viewing and evaluating project activities, progress, and outcomes. Project managers may more quickly identify changes from the original plan, evaluate risks, and take proactive steps to reduce them by employing extensive monitoring procedures. This increases the probability that the project will be successful. Project stakeholders may keep updated about the project's status and make wise

decisions by conducting regular monitoring. It assists in locating resource shortages and bottlenecks, enabling prompt revisions to the project schedule and resource allocation. As a result, monitoring procedures promote improved teamwork and communication, increasing the effectiveness of the project as a whole.

Continuous monitoring also makes it possible for stakeholders to be responsive to changing environmental and business circumstances while keeping alignment with the project's objectives. Additionally, monitoring procedures help to maintain the standard of deliverables during the course of the project. Early defect or issue identification enables prompt action, reducing the possibility of expensive rework and guaranteeing that project outputs satisfy the necessary standards. Project managers may also see trends and patterns by tracking key performance indicators (KPIs) and other pertinent metrics, enabling data-driven decision-making for enhanced project performance. In conclusion, efficient monitoring procedures are essential for a project's success. They enable stakeholders and project managers to be proactive, receptive, and change-adaptive, increasing project results and providing value to clients and stakeholders.

Projects may avoid possible pitfalls and stay on pace for a successful completion by closely monitoring progress, risks, and quality. There are several dimension of monitoring, however three of them namely; situational monitoring, compliance monitoring and process monitoring were the focus of this study. These concepts are discussed below.

Situational (Context) Monitoring

The systematic and continual process of observing, measuring, and assessing the internal and external aspects that might affect a project's development and results is referred to as context monitoring. This monitoring entails evaluating different elements of the project's environment, including its economic, social, political, technological, and ecological dimensions (Shaffer & Pegalis, 1998). Project managers can spot possible risks, opportunities, and problems that can appear during project execution by closely monitoring certain contextual variables. They may adjust their methods and come to educated conclusions through ongoing monitoring and analysis to guarantee the project's success and alignment with its objectives (Kim & Chung, 2015).

The effectiveness of a project may be strongly impacted by effective context monitoring in a number of ways. First of all, it gives project managers the ability to anticipate impediments or alterations in the external environment that can influence the project's schedule, budget, or scope. They may reduce risks and avoid expensive delays by doing this (Kim & Chung, 2015). Second, it enables project teams to take advantage of new possibilities that can improve the project's performance or produce ground-breaking solutions. Thirdly, having an awareness of the context enables project managers to customise their communication and engagement techniques to address the unique requirements and worries of distinct stakeholders (Kim & Chung, 2015).

Last but not least, context monitoring helps the project team develop a culture of flexibility and agility, enabling them to respond appropriately to unanticipated occurrences and keep their attention on the project's goals (Shaffer & Pegalis, 1998).

Compliance Monitoring

A critical step in project management is compliance monitoring, which makes sure that internal policies, standards, and laws are followed throughout the course of the project. It entails ongoing evaluation, documentation, and confirmation of project operations to make sure they comply with statutory, regulatory, and organisational standards (Ly, Maggi, Montali, Rinderle-Ma & Van Der Aalst, 2015). Project managers may decrease risks, evade expensive fines, and uphold moral standards by proactively checking compliance (Hopkins, 2007). This increases the likelihood that the project will succeed. The success of a project can be strongly influenced by compliance monitoring in a number of ways. First of all, because everyone involved is aware of the precise rules and principles that must be followed, it improves openness and responsibility among the project team and stakeholders. This lessens the possibility of unauthorised acts or project plan deviations and promotes a culture of responsible decision-making (Ly et al., 2015).

Second, compliance monitoring aids in the early detection of possible problems and inconsistencies, enabling prompt remedial measures and changes that can save bigger difficulties from developing later on in the project. Monitoring compliance also fosters stakeholder confidence and trust in the project's governance and integrity (Ly, Maggi, Montali, Rinderle-Ma & van der Aalst, 2013). When a project exhibits a dedication to compliance, external parties like regulatory agencies, clients, or investors are more inclined to support it, lowering scepticism and raising the possibility of obtaining extra funds or resources. Additionally, adhering to compliance standards can enhance the

project's reputation, resulting in enhanced interactions with stakeholders and future commercial prospects (Ly et al., 2013).

In conclusion, compliance monitoring is an essential component of project management that is crucial to the success of the project. Compliance monitoring reduces risks and makes sure the project is carried out without a hitch by preserving legal and regulatory requirements, improving openness and accountability, and winning the trust of stakeholders. To increase the likelihood that their project will succeed, project managers should give priority to implementing efficient compliance monitoring procedures (Ly et al., 2013).

Process Monitoring

The actions taken as part of a development intervention are the main focus of process monitoring. Its purpose is to evaluate the effectiveness with which such initiatives are being carried out. It also addresses how resources are used (Yin, Ding, Xie & Luo, 2014). Process monitoring is intended to give the data required for ongoing planning and assessment of the work, evaluation of the success or failure of projects and programmes, identification and resolution of issues and obstacles, and exploitation of possibilities as they present themselves (Alcala & Qin, 2009). For a project to be successful, it is critical to monitor its resources and operations. Project managers can spot possible problems and alterations to the projected timeframe and budget by continuously monitoring the project's development and resource allocation. The project may be kept on track to achieve its goals thanks to this proactive strategy, which enables prompt interventions and required changes (Kerzner, 2013).

By regularly evaluating the project's performance, it is possible to identify hazards and bottlenecks early on and take remedial action before they

become serious issues (Qin, 2012). In order to ensure that resources are optimised and used effectively throughout the project lifespan, effective monitoring helps project stakeholders to make knowledgeable decisions based on real-time data (Kerzner, 2013). It encourages good communication between various stakeholders and develops openness and responsibility among team members. Monitoring also aids in pinpointing possible areas for process improvement, allowing teams to hone their strategies and increase output and quality in general.

The importance of keeping an eye on project resources and activities may be seen in the decreased risk of expensive delays and missed deadlines. Project managers can prevent scope creep and keep the project on track with its stated goals and objectives by monitoring progress in relation to the original plan (Kerzner, 2013). Furthermore, because stakeholders can see how the project is performing and depend on evidence-based information, monitoring helps to boost their trust in the initiative. In conclusion, MMDAs keeping an eye on a project's resources and activities is an essential part of project management and is crucial to its success. It equips project managers and stakeholders with the knowledge they need to make wise decisions, deal with problems before they become big ones, and stay in line with project goals throughout the project's lifespan (Kerzner, 2013).

Process Success

The accomplishment of project objectives and goals within the established parameters of scope, time, money, quality, and resources is referred to as project success. It entails achieving the project's goals while also exceeding stakeholders' expectations and advancing the organisation as a whole. Project

success, according to Belout and Gauvreau (2004), is a complex idea that includes both objective and subjective metrics. Meeting project deadlines, remaining within budget, and delivering the planned deliverables are examples of objective measurements. The happiness of project stakeholders, perceived value, and overall project performance are examples of subjective measurements. According to research by Pinto and Slevin (1987), the success of a project is not exclusively judged by standard performance indicators, but also by how well it matches with the organization's strategic goals and how well it satisfies the demands of its target audience.

By offering insightful information, feedback, and control over project operations, monitoring plays a critical role in assuring project success. Effective monitoring, in accordance with Kerzner (2017), helps project managers to spot possible problems and deviations from the project plan early on, enabling them to take immediate remedial action. Regular monitoring aids in keeping projects on schedule, spotting hazards, and ensuring that project goals are successfully attained. In order to allocate resources pro-actively and prevent delays, ongoing project monitoring helps identify bottlenecks or places where resources may be inadequate. Additionally, it assists in monitoring project performance against predetermined criteria, ensuring that the project remains aligned with the strategic goals and objectives of the organisation.

Monitoring offers a forum for discussing possible obstacles and solutions as well as sharing progress updates with other project stakeholders, which encourages efficient communication and cooperation (Kerzner, 2017). In order to manage expectations and foster trust among team members and other stakeholders, communication is essential. Monitoring also gives vital

information for project assessment and learnings. Project managers may make better decisions for next projects by analysing project performance data to find trends and areas for development (Kloppenborg et al., 2019). As a result of early issue discovery and resolution, proactive resource management, alignment with strategic objectives, improved communication, and data-driven project assessment, monitoring greatly contributes to project success.

Steps in the national M&E manual for carrying out monitoring activities

The national monitoring and evaluation manual states that monitoring is a continuous and repetitive process hence activities involves in monitoring depends greatly on the scope of the project. However, the manual outlines fourteen (14) key steps that are key in every effective monitoring plan. Like any other manual all government entities are required to follow these guidelines when undertaking their monitoring activities. The fourteen key steps includes;

Preparing for monitoring: Preparing for monitoring entails laying the groundwork for the whole process, which includes identifying the monitoring objectives, scope, and stakeholders.

Identify and prioritise monitoring indicators: Building or picking indicators entails selecting certain metrics or measurements that are in line with the monitoring objectives and ranking them according to the relevance and importance of each.

Establish baseline and target: To successfully measure progress, baselines and objectives must be established for each indicator, along with the starting point and expected results.

Assign responsibilities: Establishing accountable staff categories makes ensuring that specific people or teams are allocated to gather data for each indication.

Develop Schedule for the monitoring activity: *By creating a monitoring timetable, you can specify how frequently data will be gathered and reported, as well as a timeline for doing so, resulting in timely and reliable monitoring operations.*

Improve on the M&E information system: The infrastructure for data capture, storage, analysis, retrieval, and display must be built or improved in order to speed the monitoring process as part of developing or improving the M&E information system.

Develop your monitoring instruments: The creation of additional monitoring tools, such as questionnaires, is crucial for obtaining precise data using methods that are organised and catered to the monitoring goals.

Conduct the monitoring activities: Executing the intended data gathering techniques, such as field visits, supervision, inspection, reviewing administrative records, performing fast assessments, or perusing progress and audit reports, constitutes conducting monitoring activities.

Analyse the data collected from the monitoring exercise: In order to find trends, patterns, and insights pertinent to the objectives and indicators, the monitoring data must be processed and interpreted.

Write a report: Writing monitoring reports provides stakeholders with a thorough overview of the monitoring outcomes by summarising the findings, trends, and insights from the data analysis.

Make recommendation: In order to address concerns that have been found or increase programme effectiveness, recommendations entail making suggestions for actions or modifications based on monitoring findings.

Execute the recommendation: By putting the recommended measures into practise, suggestions are addressed and possibilities for improvement are seized.

Identify new indicator if necessary: To capture new elements or modifications in the programme or project, it can be required to develop new indicators based on recommendations

Modify the monitoring system if necessary: In order to adapt the monitoring system to shifting conditions, goals, or data requirements, modifications to the M&E structure and procedures must be made

Empirical Review

This section gave a summary of pertinent articles that addressed the objectives of the study. The assessment's main focus was on the monitoring component; it examined situational, compliance, and process monitoring as well as how each contributed to project success. By contrasting and comparing the results of earlier studies, this was done in order to evaluate them.

Situational Monitoring and Project Success

Situation monitoring, sometimes referred to as scanning or context monitoring, focuses on keeping an eye on the surrounding environment in which a project is been carried out (Ji & Yang, 2002). This is sometimes accomplished by identifying and gathering indicators pertaining to things like the local political climate, economic shifts, and the actions of other development players. Sometimes, scenario monitoring is as simple as keeping an eye out for anything that could have an impact on a project or programme and having an open mind

(Van Zuuren & Wolfs,1991). Situational monitoring, according to Lappalainen, Seppänen, Peltokorpi and Singh (2021), entails the systematic and ongoing evaluation of several parameters, including ecosystem health, biodiversity, and the quality of the air and water. Project managers can take prompt corrective action by proactively identifying any negative changes or hazards that may occur during project execution by continuously monitoring the environment (Ji & Yang, 2002).

Environmental deterioration and potential confrontations with stakeholders and regulatory agencies can both be avoided with regards to this proactive strategy. Additionally, monitoring encourages accountability and transparency throughout the course of the project since the data gathered may be used to assess and prove the project's compliance with environmental standards and laws (Taiwo, Olujimi, Bamgbose & Arowolo, 2012). As a result, stakeholders may see the project's dedication to sustainable practises, increasing public confidence and support. We can work towards a healthy balance between development and environmental preservation by including the environment in all aspects of project design and execution. This will ensure a healthier and more sustainable future for everyone.

It is crucial to monitor the environment where a project is being carried out because it assures its success and sustainability while minimising any potential adverse effects on the environment. Numerous studies have looked into how environmental monitoring affects project performance. A study by Bredillet (2008) stated that it is crucial to monitor the environment where a project is being carried out because it assures its success and sustainability while minimising any potential adverse effects on the environment. Smith et al. (2018)

did a thorough examination of building projects and discovered that those that had effective environmental monitoring methods had fewer delays, lower costs, and higher stakeholder satisfaction. Similar findings were found in a research conducted in the energy industry by Johnson and Lee (2019), which showed that projects with strong environmental monitoring practises had greater levels of sustainability and had better overall results in terms of achieving environmental targets. These results highlight how important environmental monitoring is as a key element in improving project outcomes and reducing negative environmental consequences.

Compliance Monitoring and Project Success

There has been a lot of interest in the project management literature on studies on how Compliance Monitoring affects project success. The term "compliance monitoring" is the methodical process of making sure that during a project's lifespan, it complies with defined rules, standards, and guidelines. Numerous studies have looked at how compliance monitoring affects project results, emphasising how crucial it is for effective project delivery. For instance, Tabish and Jha (2012) did a thorough study on the connection between project success and compliance monitoring in the construction business. According to the study, efficient compliance monitoring and enforcement greatly enhanced project performance, including on-time completion, cost containment, and quality assurance. The study also highlighted the importance of compliance monitoring in reducing possible risks and avoiding expensive mistakes during project execution.

Similar to this, Scoleze Ferrer, Galvão and de Carvalho (2020) longitudinal study looked into the impact of compliance monitoring on IT

projects. The research found that project success criteria including customer happiness, stakeholder involvement, and goal completion positively linked with strict monitoring and adherence to regulatory standards. The study also emphasised how crucial it is to incorporate compliance monitoring as a key component of project governance in order to improve overall project performance. In conclusion, research to date repeatedly shows that Compliance Monitoring is essential for ensuring standards are followed, reducing risks, and supporting efficient project governance. These studies emphasise how important it is to have strict compliance monitoring procedures in project management procedures in order to improve project outcomes.

Process Monitoring and Project Success

In project management, process monitoring is the systematic observation and evaluation of a project's activities, progress, and performance indicators to guarantee adherence to defined procedures and spot possible problems. Numerous studies have looked into how process monitoring affects project success. Ruii et al.'s (2019) research on process monitoring's effects on software development projects is noteworthy. A thorough review of project data from various software development teams by the researchers revealed that projects with efficient process monitoring methods had greater success rates in terms of meeting deadlines, remaining within budgets, and producing results that were satisfactory. The study emphasised how timely modifications to project processes and ongoing project monitoring enhanced project outcomes.

In another research endeavor, Janssen et al. (2020) looked at the impact of process monitoring on building projects. The authors found that comprehensive process monitoring practises led to lower rework, better resource

allocation, and better risk management in projects of all sizes and complexity in their longitudinal study of construction. Together, these elements boosted the likelihood that projects would succeed in reaching their goals and stakeholders' expectations. In addition, Smith et al.'s (2018) analysis of project management practises in the healthcare industry discovered that process monitoring was crucial to the efficient execution of healthcare projects. The study showed that process monitoring, especially in healthcare settings, improved patient outcomes, enhanced healthcare delivery efficiency, and improved resource utilisation.

The study by Ruii et al. (2019), Janssen et al. (2020), and Smith et al. (2018) emphasises the beneficial impact of process monitoring on project performance across a variety of industries, including software development, construction, and healthcare. These studies stress how crucial it is to put in place efficient process monitoring procedures in order to improve project performance and achieve desired results.

Steps in carrying out monitoring activities by MMDAs

An essential part of efficient public administration and governance is monitoring. Adherence to monitoring standards is crucial for Metropolitan, Municipal, and District Assemblies (MMDAs) to guarantee the effective execution of projects, programmes, and policies. For effective governance, accountability, and the attainment of development goals, adherence to monitoring requirements by Municipal and Metropolitan Assemblies (MMDAs) is crucial. Within MMDAs, adherence to monitoring requirements fosters accountability and openness. It makes sure that government organisations are accountable for their deeds and choices, especially when it comes to allocating

and making use of public resources. Transparent monitoring and evaluation procedures, according to Kerzner, (2022), give a clear trail of how public monies are used and if they correspond with the desired results. Adherence to guidelines helps MMDAs to make informed judgements. Monitoring and evaluation processes produce data and information that may guide changes to programmes and policies.

Lepri, Staiano, Sangokoya, Letouzé and Oliver (2017) emphasises the importance of this data-driven approach to decision-making, noting that tracking results enables decision-makers to assess the efficacy of initiatives and more effectively allocate resources. This emphasis the relevance of MMDAs adhering to guidelines. Several scholarly publications and research projects have examined whether MMDAs follow the principles outlined in M&E manuals. According to the World Bank (2017), MMDAs use M&E manuals, which usually include procedures for data collection, reporting, and analysis, as well as performance assessment requirements. Similarly, according to UNDP (2019), M&E manuals are critical documents that give rules and procedures for reviewing and enhancing the effectiveness of MMDA monitoring efforts.

Conceptual Framework

A conceptual framework is a group of ideas that describes how the study variables are related (Mugenda & Mugenda, 2003). The framework, as is depicted in Figure 1, was created expressly to illuminate how the independent and dependent variables in the research interrelate.

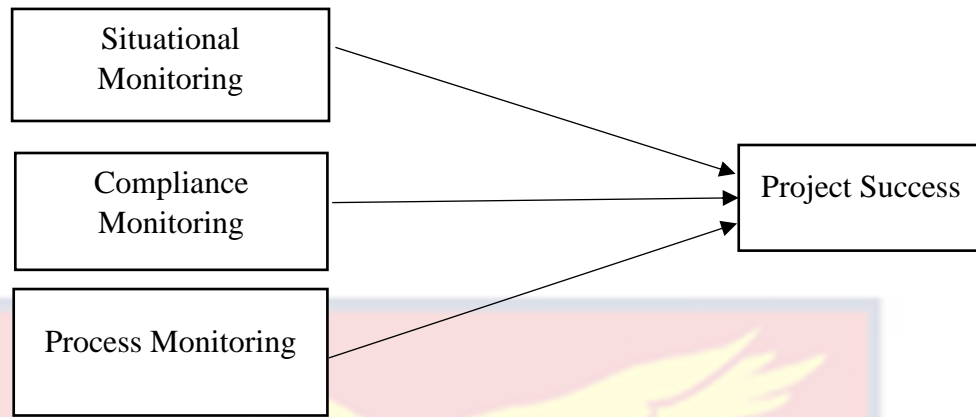


Figure 1: Conceptual Framework

From Figure 1, project success is dependent on monitoring dimensions represented by situational monitoring, compliance monitoring and process monitoring, social and economic capability. As such, any change, either positive or negative, in either situational monitoring, compliance monitoring or process monitoring is likely to cause a change in project success within some selected MMDAs in Ghana. The framework was supported by reviews such as (Hopkins, 2007; Shaffer & Pegalis, 1998; Belout & Gauvreau, 2004).

Chapter Summary

The chapter went over all of the relevant literature in order to provide explanations and justifications for the study's findings. The Situational Awareness Theory, Rational Choice Theory, and Control Theory was explicitly discussed in this chapter. It also included a conceptual discussion, empirical reviews, and the study's conceptual framework. The study's research methods will be discussed in the following chapter.

CHAPTER THREE

RESEARCH METHODS

Introduction

This section provides detailed description of all the methods, procedures, tools and techniques that was utilised to undertake the study. Specifically, the study discussed the approach, design, study area, population, sampling procedure, data collection instrument, data collection procedure, analytical tools. Issues of reliability and validity as well as ethical standards are also given considerable recognition.

Research Approach

The term "research approach" describes the methodical plan and strategy used by researchers to look into a certain phenomena or respond to a particular research topic. It acts as a manual for conducting a study, instructing researchers on how to gather, examine, and analyse data. There are several research methodologies, such as mixed-methods, qualitative, and quantitative. The quantitative method focuses on numerical data, which is then analysed using statistical techniques (Smith & Johnson, 2018). Contrarily, the qualitative approach, which frequently uses techniques like interviews or observations, emphasises understanding the context and meaning underlying individuals' experiences (Brown, 2020). To fully comprehend the research topic, the mixed-methodologies strategy incorporates both quantitative and qualitative methods (Jones et al., 2019).

Each strategy has advantages and disadvantages, so researchers must carefully select the best one based on their study topic and objectives. Researchers may assure the rigour and validity of their results and advance

knowledge in their respective domains by following a well defined research methodology. The first part of this study seeks to establish cause and effect relationship amongst the variables under consideration. Based on this the study adopted the quantitative approach in order to help achieve the objective of the study. According to Creswell & Creswell (2017), the quantitative method enables the use of both descriptive tools and inferential statistics in summarising important study issues. Therefore, this approach was used in this study to address the study's hypothesis. Also, a qualitative approach was used to address the last objective of the study. It can therefore be concluded that, the study adopted both quantitative and qualitative approach.

Research Design

Any scientific inquiry must have a research design since it provides the guidelines for carrying out the study. In order to answer the research topic or hypothesis, it entails the methodical planning and detailing of the methodology, processes, and data gathering techniques. The validity and reliability of the study's findings are significantly influenced by the research design that was used. Different research methodologies, including experimental, correlational, case study, and survey methods, are available. Each is suited to certain research objectives and problems (Maxwell, 2013). Researchers must carefully choose the best design for their study that supports its goals and guarantees proper data gathering and analysis. Scholars can improve the overall quality of their study and come to more firm findings by following a well-structured research plan (Creswell, 2014).

A well-defined study design also makes it easier to replicate studies, enabling subsequent researchers to confirm the findings and expand on earlier

discoveries (Trochim, 2006). In this approach, research design contributes significantly to the advancement of scientific understanding across a range of fields. The study's research methodology heavily influences the research design that is selected (Yin, 2009). This study requires both quantitative and qualitative designs to address the objectives. The explanatory design was used to address the first three objectives since it is quantitative in nature. By improving understanding of a topic and offering better, clearer conclusions, the explanation design assists in the generalisation of findings (Creswell, 2014). It is effective in delivering information on a specific situation.

The explanatory design, in accordance with Saunders, Lewis, and Thornhill (2011), allows researchers more control over their investigative procedures. Explanatory design may employ structured surveys to gather information from respondents dispersed throughout a defined region. As a result, the architecture is suitable for collecting data from MMDAs throughout the country's chosen regions. This approach also makes use of statistical techniques to examine cause and effect relationships between and among variables, which calls for a substantial amount of numerical data (Wahyuni, 2012; Beins & McCarty, 2017). On the other hand, an exploratory design was used to help address the qualitative aspect of the study. This design was appropriate for the objective four because it helped the researcher explore for information from respondents on the steps MMDAs follow when implementing their monitoring activities. It can be concluded that both explanatory and exploratory designs were employed to help address the study's objectives.

Study Area

The study was carried out within MMDAs in the central region of Ghana. Ghana's central region is a historically and culturally rich region located along the country's southern coast. It holds significant importance as the former administrative capital during the colonial era. There are total of twenty two (22) MMDAs in the central region of Ghana. These MMDAs are made up of one metropolitan, seven municipals and fourteen districts. Metropolitan, Municipal, and District Assemblies (MMDAs) in Ghana play an important part in the country's decentralisation and local governance structure. They are vital administrative units in charge of providing public services, fostering growth, and meeting the special requirements of their individual communities.

These MMDAs have been significant in pushing local development projects in Ghana's Central Region. For example, the Cape Coast Metropolitan Assembly has been involved in a number of initiatives aimed at enhancing the city's infrastructure, education, and healthcare (Cape Coast Metropolitan Assembly, n.d.). Similar to this, the Awutu Senya East Municipal Assembly has prioritised programmes to promote citizens' livelihoods and agricultural growth (Awutu Senya East Municipal Assembly, n.d.). These instances highlight the importance of MMDAs in Ghana's Central Region and throughout the country as catalysts for regional development and efficient government.

Population

In research, the term population refers to the complete collection of people, things, or events that have a similar trait and are of interest to the researcher. It depicts the bigger group of people to whom the researcher seeks to generalise their results. In quantitative research, the population is the group

about which the researcher wishes to make conclusions, but in qualitative research, the population includes the persons or entities from which the researcher collects data in order to comprehend a certain phenomenon. The aim of the study was to examine the effect that monitoring dimensions have on project success within the central region of Ghana. The study therefore focused on key personnel's directly involved in the monitoring and evaluation of projects within the MMDAs to seek their opinions on how they think monitoring dimension could impact on project success in their respective assemblies.

The study intends to select seven (7) staff in each of the MMDAs within the region. There are twenty-two (22) MMDAs in the central region, indicating that a total of one hundred and fifty-four (154) respondents will be used as the study's population. The seven people were chosen in order to have a representation of all key members directly involved in the monitoring and evaluation activities. Specifically, the study will target planning officers, internal auditors, heads of works department, finance officer, budget officer, and heads of welfare departments within these MMDAs. These participants were chosen for the study because they are deemed to be informed and in a better position to provide insights on how monitoring dimensions might affect project performance within the specified MMDAs.

Sample size and sampling procedure

The sample size and sampling technique are important aspects of research design because they have a direct influence on the validity and generalisation of study findings. The sample size of a study refers to the number of people or observations included in the study, whereas the sampling technique describes how these individuals or observations are chosen from a broader

population. Obtaining accurate and relevant findings requires properly calculating sample size and utilising a suitable sampling process. Instead of the full target population, sampling allows the researcher to investigate a relatively small number of units and receive a representation of the entire target population (Creswell, 2014). By evaluating the characteristics of a sample, one may make certain extrapolations about the traits of the population from which it was drawn.

Because of the population's size, it was possible to collect statistics on the whole population. As a result, the study used the census technique, in which every member of a defined population is chosen for data collection (Zickmund, 2000; Minasny & McBratney, 2006). This census approach included all 154 individuals of the target population. This approach has a better level of reliability and accuracy, and it is appropriate for heterogeneous units in a population. Simply put, all 154 key personnel involved in M&E activities took part in the data gathering exercise.

For the qualitative aspect of the study, the researcher used one respondent to seek his view in order to address the qualitative aspect of the study. In selecting which respondent to be interviewed, the convenience sampling technique was used. Convenience sampling is a non-probability sampling method commonly used in qualitative research studies. It entails choosing study respondents who are available or easily accessible to the researcher. This method is frequently used because of its simplicity and usefulness, particularly when researchers have little time, money, or access to a particular population this method is employed (Tracy, 2019).

Data Collection Instrument

The structured questionnaire and an unstructured interview were used as the main data collecting tool to get information from respondents. According to Saunders, Lewis, and Thornhill (2012), a structured questionnaire is appropriate for a quantitative study since it asks participants to answer the same set of questions in a preset order. This is because it makes it easier to get respondents' honest replies, which makes it possible to do a quantitative study. The questionnaire was therefore structured in four (4) sections with Section A soliciting for information on respondent's demographic characteristics in relation to sex, age and educational level, among others.

Sections B-E contained questions geared towards obtaining data to achieve the study's objectives. Items under these sections were put on a 5-point rating scale with 1 representing least agreement and 5 representing highest agreement. Specifically, Section B contained items in relation to the first research objective on the effect situational monitoring have on project success. Section C also contained items in relation to the second research objective on the effect compliance monitoring have on project success. Section D contained items in relation to the third research objective on the effect of process monitoring have on project outcome within the MMDAs. And finally, section E on the other hand contained questions on project success. Appendix B also contains questions on the interview guide. This guide enabled the researcher to address the qualitative aspect of the study.

Validity and Reliability

In order to ensure reliability and validity, Several methods were employed to verify and develop the instrument (questionnaire). Validity relates

to the degree to which the test items assess what they plan to do (Saunders & Lewis, 2012). Face validity, for example, was handled by having peers with strong research backgrounds read the surveys carefully in order to find and correct errors. In bid to achieve content validity, the instrument was further thoroughly scrutinised by an expert (supervisor) for final corrections, if any, before using it.

Makasi, Govender, and Munyoro (2014) define reliability as the degree of long-term consistency of outcomes. They claimed that a research instrument is regarded as reliable if the findings of a study can be replicated using a comparable approach. Reliability may be defined as the constancy of a score through time (Sekaran & Bougie, 2016). It, therefore, measures the extent to which the data collection instrument can be trusted and relied upon. Reliability of this study's research instrument was achieved by conducting a reliability test using composite reliability (CR). The value of the CR determines the extent to which a study's research instrument is reliable (Saunders *et al.*, 2015). Specifically, a reliability test with CR of (0.7) or more is classified as acceptable. It is to note that, the value of these tests was displayed in Chapter four of this study.

Data Collection Procedure

Before administering the data collecting instrument to respondents in any research, certain protocols must be followed. permission letter signed by the Head of Department of the Department of Planning and development, Christian Service University College, was obtained and attached to the questionnaire. This was done to avoid raising concerns among respondents regarding the validity of the entire data gathering process. After receiving approval from the proper

authorities, the questionnaires were subsequently delivered at random to the respondents. Trained assistants were also used to help administer the questionnaire to all other parts of the region.

Due to the hectic schedules of the workers at these assemblies, a period of ten (10) working days was allotted for data collection to achieve maximum and timely response rate. Respondents were free to complete the surveys at their leisure. The data were then collected from the respondents on a daily basis. Out of the 154 questionnaires distributed to the respondents, 142 of them were retrieved from them. This obtained a response rate of 92.2 percent (92%). Finally the researcher conducted the interview herself by engaging the respondent through a telephone call.

Data Processing and Analysis

Data processing and analysis are critical components of research because they allow for the extraction of useful insights from raw data. These procedures entail systematically arranging, transforming, and interpreting acquired data in order to extract patterns, trends, and conclusions. The data collected in the field was first modified to check for consistency and inconsistencies in the replies. It was then coded, with integers representing words, and processed with IBM SPSS Statistics (V.26) and Smart PLS 3. The processed data was then analysed using both descriptive (frequencies, percentages) and inferential (correlation and regression) statistical tools. The data were analysed using mainly tables that showed the descriptive and inferential statistics of the relevant variables. These tools were prompted by the research objectives and for instance, Pearson's Coefficient of Correlation was adopted to identify the relationship between monitoring dimensions and project success within these MMDAs.

However, the response from the interview guide was analysed using narrations. The researcher narrated the various steps the MMDAs follow when carrying out the monitoring activities and compared with what exist in the M&E manual.

Ethical Consideration

Every study has significant ethical concerns that must be addressed (Patten & Newhart, 2017). The right to privacy, anonymity and the security of information are some of the major ethical problems that are normally taken into account. In terms of voluntary participation, none of the respondents were coerced into participating in the data gathering exercise. This was accomplished by alerting responders that they may engage in the exercise willingly, rather than being forced to do so. In addition, respondents' right to privacy was protected by enabling them to complete the questionnaire on their own while leaving unresolved questions for additional explanations through their own convenient media.

Anonymity was also maintained by not allowing respondents to provide their names, phone numbers, or other sensitive personal information on the questionnaire. Respondents were told that none of their demographic information will be made public. Furthermore, respondents were assured that all information submitted would be kept secret and that none of it would be utilised for reasons other than this study. In light of this, the study satisfied all ethical rules/considerations.

Chapter Summary

This chapter discussed the methods utilised to achieve the research's goal. Specifically, the chapter addressed key elements of the research methods

mentioned in the study in terms of research methodology, population, sampling technique, data collection instrument, procedures, validity and reliability, processing and analysis of data. The quantitative method and descriptive nature were precisely adopted by the study because of its purpose. In a bid to achieve its aim, the next chapter presented the findings and discussion of the study's data.



CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

The study's goal was to assess how monitoring dimension affect project success of MMDAs in the central region of Ghana. The study specifically, examined the effect of situational, compliance and process monitoring on MMDAs project success. It further assessed the process that these MMDAs take when undertaking their monitoring activities. The results obtained from the respondents are discussed in this section. A total number of 142 fully responded questionnaires were used for the analysing in this chapter.

Socio-Demographic Characteristics of Respondents

The specific characteristics of the respondents were fully examined. The various background characteristics that were used to measure the respondents demographic data included; sex, age, education and job position. These information were used to describe the respondents to demonstrate that sample was drawn from the right respondents. Frequency and percentages (%) were used to measure the respondents' demographic data in a descriptive manner because of their suitability in measuring categorical data. Results for their demographic characteristics are showed in Table 1 below.

Table 1: Demographic Information of Respondents

Variable	Category	Frequency	Percent
Sex	Male	99	69.7
	Female	43	30.3
Total		142	100.0

Age	18-30	42	29.6
	31-40	52	36.6
	41-50	42	29.6
	>50	6	4.2
Total		142	100.0
Level of Education	Certificate	2	1.4
	Diploma	28	19.7
	Bachelor	100	70.4
	Postgraduate	12	8.5
Total		142	100.0
Job Position	Planning Officers	72	50.7
	Head of Works	19	13.4
	Budget Officers	5	3.5
	Auditor	16	11.3
	Finance Officer	15	10.6
	Welfare	13	9.2
	Others	2	1.4
Total		142	100.0

Source: Field survey, (2023).

Table 1 above revealed that the number of males who responded to the questionnaire were 99 representing 69.7 of the participants and the number of females who responded to the questionnaire were 43 representing 30.3% of the participants. The findings on the sex demographic characteristics of the respondents show that majority of the respondents were males. This indicates that people that are mostly involved in the monitoring activities of these MMDAs are males.

Also, out of the total sample population who answered the questionnaires, 42 of them were between the ages of 18 to 30, accounting for 29.6%, and 52 were in the ages of 31 to 40, accounting for 36.6 percent, 42 of them were between the ages of 41-50 representing 29.6% and 6 of them

were over 50 and above years of age representing 4.2%. The findings on the age demographic characteristics of the respondents showed that majority of them were in the age category of 31 to 40 years old, as seen in the table 2.

Also, out of the total sample population who answered the questionnaires, it was revealed that 2 of them representing 1.4% had certificate as their qualification, 28 of them representing 19.7% had a diploma certificate. 100 of them representing 70.4% had a bachelor's degree and the remaining 12 representing 8.5% had a postgraduate degree. The findings on the respondent's level of qualification showed that majority have obtained their first degree. It also shows that the respondents were knowledgeable enough in answering the questions.

Finally, the specific job position of the respondents were also assessed. It was revealed that 72 representing 50.7 % of them were Planning Officers, 19 of them representing 13.4% were Head of Works in their various departments, 5 of them representing 3.5% were budget officers, 16 of them representing 11.3% were Auditor, 15 representing 10.6% work as finance officers, 13 representing 9.2% are welfare and community development officers whereas the remaining 1.4% thus 2 of the respondents works in other areas other than those listed. This shows that within these MMDAs planning officers are the major people involved in the assemblies monitoring activities. It further provides evidence that all groups of people involves the monitoring activities were consulted to obtain their opinion on the monitoring activities in there assemblies.

Assessment and Specification of Model

The study sought to examine the role that monitoring dimension plays in ensuring the success of project within MMDAs in the central region of Ghana. Three (3) hypotheses were developed and analysed using SEM with the aim of answering the main purpose of the research. Prior to the actual hypotheses testing, the qualities of the PLS-SEM were first assessed using item loadings, indicator reliability (IR), convergent validity (CV), construct reliability (CR), multicollinearity (i.e., inner VIF) and discriminant validity (i.e., HTMT). Hair et al. (2019) and Henseler (2017) stressed that the model qualities are assessed and reported to make meaning out of the structural model results. They also guarantee that the model fits the desired requirements, and therefore that its findings may be used to impact policies and practises in any company.

The software output produced a model with one endogenous variable and three exogenous variables. Project success which had seven (7) indicators was the study's endogenous variable and the exogenous variables were made up of situational monitoring with seven (7) indicators, compliance monitoring with seven indicators (7) as well as process monitoring with another seven (7) indicators. Figure two below shows the initial output of the model with the various variables and their indicators.

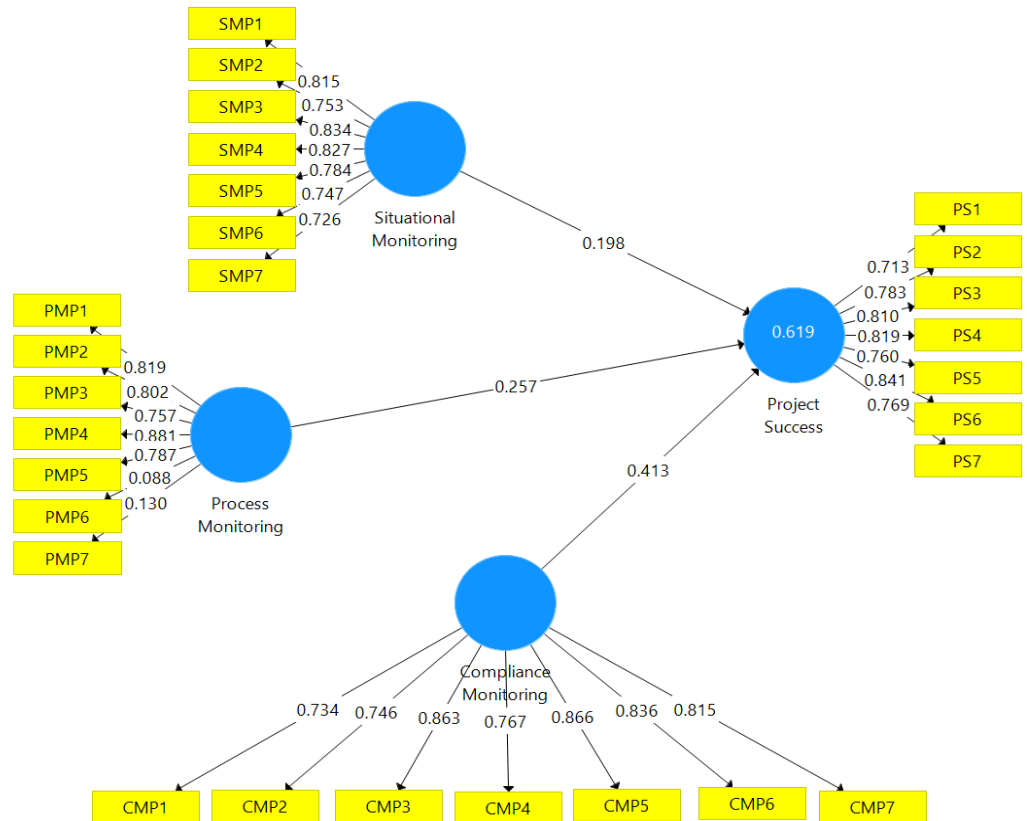


Figure 2: Model extracted from PLS Algorithm

Source: Author's own construct

From Figure 2 it is observed that the both exogenous constructs and endogenous construct all had seven indicators each. More precisely, Situational Monitoring Practices (SMP) comprised SMP1, SMP2, SMP3, SMP4, SMP5, SMP6, SMP7; Compliance Monitoring Practices (CMP) was made up of CMP1, CMP2, CMP3, CMP4, CMP5, CMP6, CMP7; Process Monitoring Practices (PMP) comprised of PMP1, PMP2, PMP3, PMP4, PMP5, PMP6, PMP7; and finally, project success (PS) comprised of PS1, PS2, PS3, PS4, PS5, PS6, PS7. These constructs together with their indicators were used to draw the three paths using arrows to signify relationships between the exogenous and endogenous variables (see Figure 2).

From Figure 2, the arrows moving from the independent variables and pointed at the dependent variable show that SMP, PMP, CMP and PS could have

significant individual relationships, SMP and PS could have significant individual relationships, PMP and PS could have significant individual relationships and CMP and PS could also have significant relationship. Simply put, the path arrows suggested the following correlations: SMP and PS; PMP and PS; and finally, CMP and PS. This model was then assessed by evaluating the constructs' indicator values. The assessment was done to ensure that each indicator provides a quality measure of its assigned construct. The rule suggests that, each indicator's loading should be > 0.70 to signify a quality measure of its construct (Hair et al., 2021; Henseler et al., 2009). Thus, item loadings of each construct < 0.70 should be removed from the model because they were assumed to be likely to affect the quality of their assigned constructs.

According to Hair et al. (2019), deleted item loadings do not offer appropriate measurements of the given constructs. As a result, leaving them in may worsen the model's results. As a consequence, all item loadings less than 0.7 in the original model were correctly excluded, demonstrating that not all of the items obtained from previous studies were valid measurements of their respective categories in the context of this research. Figure 3 presented the final model structure after all indicator loadings < 0.70 were removed as suggested by Hair et al. (2017) and Henseler et al. (2009).

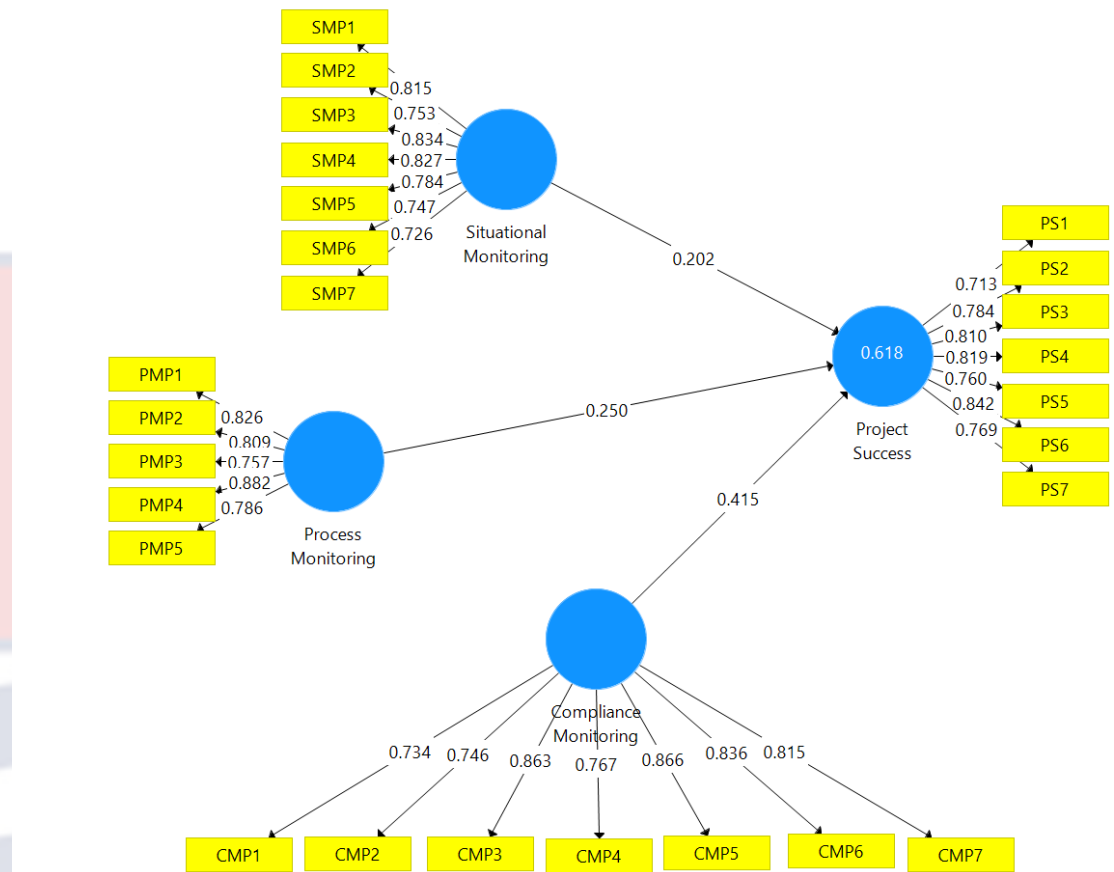


Figure 3: Final Model Structure extracted from PLS Algorithm

Source: Author's own construct (2023)

Figure 3 showed that all of the construct-specific indicators had item loadings greater than 0.70 and that all indicators that fell below the suggested threshold were excluded. This was done to ensure that all of the construct indicators used in this study were accurate and reliable measures. More specifically, in terms SMP, CMP and PS, none of their indicators were removed because they all meet the required threshold by Hair et al. (2019). However, for PMP, PMP6 and PMP7 were removed. Therefore, this final model structure (thus Figure 3) was used for further analysing and testing of hypothesis.

Assessment of Measurement Model

Table 2 presented the quality assessment of the measurement model using composite reliability (CR) and average variance extracted (AVE) scores

were used to assess the convergent validity (CV) of the instruments. Also, discriminant validity and multicollinearity which was based on inner VIF values were all assessed and discussed in this section.

Table 2: Assessment of Measurement Model

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Compliance Monitoring	0.910	0.921	0.928	0.649
Process Monitoring	0.871	0.878	0.907	0.661
Project Success	0.896	0.898	0.919	0.618
Situational Monitoring	0.896	0.904	0.918	0.616

(CA, rho_A and CR) – Internal consistency reliability; (AVE) – Convergent validity

Source: Field survey, (2023)

To assess a model's internal consistency reliability, Dijkstra and Henseler's (2015) rho_A, Jöreskog's (1971) composite reliability, and Cronbach and Meehl's (1955) Cronbach Alpha can all be used. Table 2 displays the results of these scores which all of them meet the threshold. However, to establish the internal consistency reliability, this study relied on the composite reliability. Contrary to Cronbach's Alpha, composite reliability does not require that all indicators loadings within the population be equal. This follows the working principle of the PLS-SEM algorithm, which prioritises the indicators in the model estimation on the basis of their reliability. When using composite reliability, values of 0.60 to 0.70 are considered satisfactory in exploratory research, whereas values of 0.70 to 0.90 are deemed satisfactory in more advanced stages of research (Nunnally, 1994). From Table 2, composite

reliability for the outer model ranged from 0.907 – 0.928, indicating that the structures' internal consistency was ensured.

The convergent validity (CV) thus the outer model validity of the regression model was also assessed using the AVE scores. Convergent validity was evaluated to determine the extent to which the different measurements or indicators of the same construct (variable) are consistent and produce findings that are comparable. In other words, it assesses whether different ways of gauging the same construct are convergent and offering convergent proof of the construct's validity. This was achieved by using the average variance extracted (AVE). The study complied with the rule that all AVE values should be > 0.50 for CV to occur (Bagozzi & Yi, 1988). The table showed that all of the AVE scores were greater than 0.50, with the lowest value (SMP) being 0.616 and the highest being 0.661 (PMP). Simply put, the model met the quality criterion hence the convergent validity was accurate.

Another validity issue that was assessed is the discriminate validity (DV), as proposed by Henseler et al., (2015). In a model, DV looks for potential collinearity problems (Hair et al., 2017). According to Hair et al. (2017), DVs with significant degrees of discriminant validity typically don't have collinearity. Three main methods for examining DV in a PLS-SEM model have been presented in earlier research (Fornell & Larcker, 1981; Hair et al., 2019; Henseler et al., 2015). These approaches included Fornell and Larcker (1981), cross loadings and Heterotrait-Monotrait (HTMT) ratio. However, this study employed the HTMT approach as showed in Tabl 3 below. The HTMT is defined as the (geometric) average correlations of the objects measuring the same construct divided by the average correlation value of the items across all

constructs. In contrast to Fornell and Larcker and cross loadings approach, HTMT has the ability to quickly identify the absence of DV in fundamental research.

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	Compliance Monitoring	Process Monitoring	Project Success	Situational Monitoring
Compliance Monitoring		0.799		
Process Monitoring	0.797		0.765	
Project Success	0.823	0.790		0.744
Situational Monitoring				

Source: Field survey, (2023)

The rule of thumb for assessing HTMT is that the correlation values between the constructs should be < 0.90 (Wetzels, Odekerken-Schroder & Vab Open, 2009). Simply put, discriminant validity is achieved if the HTMT scores are < 0.90 . It could, therefore, be deduced from Table 3 that all the HTMT values for the constructs are < 0.90 with the highest value of 0.823 in the relationship between SPM and CMP. This result suggests that the constructs are clearly different from each other.

Structural Model Assessment

After assessing the measurement model for quality purposes, Hair et al. (2019) indicated that there is the need to assess the structural model to help address issues of multi-collinearity and also establish possible relationships between the variables to aid in testing the hypothesis. Assessing the structural

modelling includes assessing the multi-collinearity (VIF), co-efficient of determination (R^2), Effect size (f^2) and predictive relevance (Q^2). This is proceeded with an assessment of the significance and size of the path co-efficient for the hypothesized relationships.

The inner VIF scores were used to assess for potential multicollinearity and the results are presented in Table 4. It aids in minimizing prevalent technique bias in the research. According to Hair et al., (2021), multicollinearity is assessed to determine whether the route parameters are bias-free. Additionally, it makes sure that any major areas of potential collinearity between the exogenous factors are greatly reduced. To verify for multicollinearity, all inner VIF numbers must be less than 10 (Pallant & Manuel, 2007). Pallant (2020) claim that multicollinearity appears when the VIF values are greater than 10, and that this could have an impact on the model's performance. All of the VIF values were well below 10, which indicated the lack of multicollinearity. More precisely, all VIF values ranged from 2.307 to 2.619 indicating that no multicollinearity exist among the constructs.

Table 4: VIF

	VIF
CMP	2.617
PMP	2.307
SMP	2.619
PS	

Source: Field survey, (2023)

Explanation of Target Endogenous Variable Variance

With the absence of multicollinearity, this section describes the model's predictive accuracy by reporting the coefficient of determination (R^2) score. It

also reported other key estimations such as, “predictive relevance (Q^2) based on the Stone-Giesser’s test and effect size (f^2)” (Hair et al., 2019). The output of these result was displayed in Table 5 and discussed. These was done to assessed whether the constructs are quality measures of the model and as such, the model’s output could be relied upon to draw factual relationships and conclusions.

Table 5: Explanation of Target Endogenous Variable Variance

L.V	R^2	R^2 Adjusted	F^2	Q^2
CMP			0.173	0.334
PMP			0.071	0.357
SMP			0.041	0.365
PS	0.618	0.614		

“Note: L.V. = latent variable, R^2 = R squared, f^2 = effect size, Q^2 = predictive relevance”

Source: Author’s own construct (2023)

First reported was the predictive relevance score using the R^2 value. According to Hair et al. (2017), the R^2 represents the sum of the predictors (PMP, SMP and CMP) contributions to the dependent construct (PS). Simply put, R^2 suggests the change in PS that is linearly accounted for by combining the three independent variables (PMP, CMP and SMP). According to Henseler et al. (2009), R^2 values 0.25, 0.50 and 0.75 represent respectively weak, moderate and strong contributions of the predictor constructs to the endogenous construct.

From Table 5, the R^2 value was 0.618; meaning that when the three independent variables (PMP, CMP and SMP) are combined, they linearly account for about 61.8 percent of change in the project success (PS). Simply put, for any change MMDAs project success, PMP, CMP and SMP combine to linearly account for about 61.8 percent of such change. However, because R^2 values increase with the number of predictors, adjusted R^2 is recommended since

it accounts for model complexity and helps compare models. Table 5 presents R^2 adj. values of 0.614 for project outcome. Thus, PMP, CMP and SMP explained 61.4% of project success variances.

Table 5 also reported the effect size (f^2) of each independent construct by adopting Cohen's (1988) impact criterion. Cohen (1988) suggested that values of 0.02 signify small, 0.15 signify medium and 0.35 indicates large effect size (f^2) respectively. From Table 5, SMP had a lowest f^2 value of 0.041; followed by PMP with 0.071 with CMP having the highest effect size of 0.173. These results suggest that when the three independent variables (PMP, CMP and SMP) are individually implemented, CMP would have the largest effect on the project success of these MMDAs within the central region, followed by PMP and SMP respectively.

Finally, the model's predictive relevance based on Stone-Geisser's (Q^2) test (Hair et al., 2014) was reported. Q^2 is analysed by removing a portion of the data matrix, analyse the model and predict the removed part based on the estimations (Roldán & Sanchez-Franco, 2012). Chin (2010) suggested that Q^2 is achieved if it is > 0 for the construct. Henseler et al. (2009) proposed that, $0.02 \leq Q^2 < 0.15$ shows weak effect, $0.15 \leq Q^2 < 0.35$ indicates moderate effect and $Q^2 > 0.35$ signifies strong effect. One can therefore conclude that all the Q^2 values were > 0 indicating that the predictors can relevantly predict the endogenous variable in the model. Based on the criteria, it can be concluded that CMP had a moderate effect. However, both SMP and PMP had strong predicting relevance with SMP having the highest Q^2 of 0.365; followed by PMP (0.357). This means that although SMP had a smallest and weak effect size, it is a better predictor of project success when compared with CMP and PMP. Thus even

though CMP had a medium effect on project success, its relevance is moderate on project success as compare to SMP.

Significance of Path Coefficients

After ensuring that both measurement and structural model have been assessed accurately, the study proceeded to test for the hypothesised relationships. This was accomplished by analysing the data with 5000 bootstraps, as proposed by Hair et al. (2017). Table 6 presented the results with five columns representing structural paths, path coefficients (β), t-stats, p-values and decision rule of each hypothesis.

Table 6: Significance of Path Coefficients

	(β)	T Statistics (O/STDEV)	P Values	Decision Rule
CMP -> PS	0.415	6.074	0.000	Supported
PMP -> PS	0.250	5.356	0.000	Supported
SMP -> PS	0.202	2.985	0.003	Supported

Note: * = $t > 1.96$; $p < 0.05$

Source: Authors own construct (2023)

The study's hypothesis was tested by reporting the t-stats values indicated by Hair et al. (2021), Ringle et al. (2012), and Roldán et al. (2012). According to the rule, in order to demonstrate that the stated hypothesis is significant, the t-stat should be > 1.96 (i.e., $p < 0.05$) (Hair et al., 2014; Henseler et al., 2014). Simply put, a t-stat > 1.96 is synonymous with p value < 0.05 ; therefore all the directional hypothesis (as shown in table 6) was supported. The hypotheses outcomes were reported and discussed in the following sections.

Situational Monitoring Practice and Project Success

The first objective of the study sought to examine the effect of situational monitoring on project success of MMDAs in the central region of Ghana. In view of this, the study hypothesized that situational monitoring practice (SMP) had a significant effect on project success (PS). The study result revealed a t-test value of 2.985 and a p-value of 0.003. Given this result, the t-test of 2.985 was greater than 1.96 threshold and a 0.003 p-value is also lesser than 0.05, hence meeting the criteria by (Hair et al., 2014; Henseler et al., 2014). The study's hypothesis was therefore supported. With a β value of 0.202 (as showed in Table 6), indicates that the relationship between situational monitoring practices and project success is positively significant. Thus SMP can directly predict a change in PS. This also implies that any unit change in situational monitoring would lead to a significant positive unit change in project success by 20.2 percent. Also, per the β value, it can be deduced that the effect of situational monitoring on project success is moderate.

These results are in line with a number of studies whose results outlines a strong positive relationship between situation monitoring and project success. For instance, studies such as Bredillet (2008) who stated that, it is crucial to monitor the environment where a project is being carried out because it assures its success and sustainability while minimising any potential adverse effects on the environment. Also, Johnson and Lee (2019), also showed that projects with strong environmental monitoring practises had greater levels of sustainability and had better overall results in terms of achieving environmental targets.

Compliance monitoring Practice on Project Success

The second objective of the study hypothesised that compliance monitoring have a significant effect on project success. Given the results obtained for the t-test and p-value in Table 6, it can be concluded that compliance monitoring have a significant effect on project success. This is because the study's result revealed a t-stats of 6.074 and p-value of 0.000. Given this result, the t-test of 6.074 was greater than 1.96 threshold and a 0.000 p-value is also lesser than 0.05, hence meeting the criteria by (Hair et al., 2014; Henseler et al., 2014). The study's hypothesis was therefore supported. Also With a β value of 0.415, indicates that the relationship between compliance monitoring practice and project success is positively significant and that CMP has a moderate effect on PS. This indicates that, any change that occur in compliance monitoring will result in a direct change in project success. More specifically, a unit change in compliance monitoring practices will results in 41.5 percent change in project success.

This finding is in line with the works of Tabish and Jha (2012) after conducting a thorough study on the relationship between project success and compliance monitoring in the construction business, revealed that efficient compliance monitoring and enforcement greatly enhances project performance, including on-time completion, cost containment, and quality assurance.

Process monitoring Practice and Project Success

The third research hypothesis was also tested and its output was reported in Table 6. The hypothesis was that process monitoring practice (PMP) had a significant effect on project success (PS). The t-stat was 5.356 ($p=0.000<0.05$) with β of 0.250. These results mean that the hypothesis was supported; thus,

PMP has a significant positive effect on PS. This implies that any unit change in PMP is likely to cause a significant unit change in PS by 25.0 percent. This outcome suggests that the effect of PMP on PS was significant, positive and moderate. Simply put that if MMDAs within the central region is able to implement an effective compliance monitoring practices, they are likely to influence the success of their project activities.

This result is in line with studies such as Ruiu et al.'s (2019) who revealed that projects with efficient process monitoring methods had greater success rates in terms of meeting deadlines, remaining within budgets, and producing results that were satisfactory. Also, Janssen et al. (2020) found that comprehensive process monitoring practises led to lower rework, better resource allocation, and better risk management in projects of all sizes and complexity in their longitudinal study of construction.

Steps MMDAs follow in carrying out their monitoring activities

This section presents the response from the interview on the steps the assembly adopts in carrying out their monitoring activities. This was done to investigate whether the MMDAs follow the guide outlined in the national monitoring and evaluation manual. MMDAs are government entities' that are required by law to follow rules and procedures set down to regulate their activities and process. It is deem that, all MMDAs in the central region is been guided by the same manual. Therefore, the study identified one key respondent in one of the MMDAs to find out if their monitoring activities are done based on what is stipulated in the guideline. This was achieved by asking questions that the researcher developed based on the guideline spelt in the manual. The

various questions and responses obtained from the respondent are discussed below.

The respondent was first asked what key steps are involved when making preparation to carry out monitoring activities on the assembly projects. He stated that *“We adopt a methodical approach when preparing for monitoring. We begin by outlining our monitoring activities' parameters and objectives. Take, for instance, our most recent classroom construction project. Our goal was to build more classrooms to accommodate the expanding student population in one of our districts. To make sure that everyone involved in the project had a clear knowledge of its scope, we talked to stakeholders including school authorities and project architects. In addition, we assigned the project's required resources, including cash, skilled labour, and building supplies to support the project.”*

Also the researcher asked how the assembly decide and prioritise monitoring metrics that are most important for their programmes and services. The respondent stated that *“Deciding and selecting indicators to guide our monitoring activities is crucial and involves taking into consideration factors such as relevance and impacts. We prioritise indications that are in line with the project objective. So if is a classroom building that we are going to monitor, then we will prioritise indicators like "number of classrooms built" and "adherence to construction progress timeline." These indicators are key because they track how well we're doing at realising our objective of building more classrooms to accommodate the growing student body.”*

Again, the respondent was asked to elaborate and provide a scenario on the process the assembly uses to set baselines and target for its monitoring indicators. He responded that *“Actually, setting baselines and targets*

are key aspect of achieving successful monitoring and evaluation outcome. Let's take the case where the assembly wishes to keep track on environmental sustainability activities. We set the baseline by evaluating current environmental practises, such as waste management or energy use. Let's say our goal may be to cut the amount of waste generated by 20% within a year. These baselines and targets will enable us to monitor progress and establish attainable objectives. Alternatively, if it is a classroom project, lets say the school currently has 20 classroom that becomes our starting point or baseline. Then we set a target that we need additional 10 classrooms over the course of the next 12 months to accommodate more students. This is what we now work towards”

The researcher further asked what criteria is used by the assembly to determine which departments or employees are in charge of gathering information for each monitoring indicator. He stated that *“The allocation of responsibility within our assembly is based on knowledge and relevance. For instance if we wish to keep measure the effectiveness of the various services the municipal provides, then the departments in charge of those services, will be assigned to be in charge of data gathering for those services. For instance, gathering information on indications of road repairs or maintenance would be under the purview of the public works department. This strategy ensures that, regardless of the project, individuals who are expert in the field are in charge of data collecting.”*

He was asked to explain how the assembly creates a timeline for monitoring activities. He indicated that *“Creating a monitoring timeline entails taking into account the nature of the projects we're monitoring. If we wish to*

track the progress of several infrastructure projects, or let's say a classroom construction project. We may set monthly monitoring intervals for such projects in order to systematically check construction progress, budget utilisation, and quality control adherence."

How the assembly has improved its monitoring information system and the effect it has had on the efficiency of their monitoring efforts was asked. The respondent stated that, *"Our initiatives to improve the Monitoring and Evaluation information system are applicable to many projects, including the classrooms building project. To make data collection, storage, and analysis more efficient, we've invested in digital tools and systems. For instance, we set up project management software that enables real-time tracking of budget expenditures, quality control inspections, and building milestones. The quality of the data and our capacity to respond quickly to any concerns that may develop throughout the project have both considerably improved thanks to this digital approach."*

He was further asked if there are any monitoring tools that the assembly develops to collect data during monitoring and he stated that, *"Certainly, apart from our project-specific data collecting methods, we normally create standardised questionnaires to get stakeholder input on many areas of our projects. For instance, as part of our effort to build classrooms, we created surveys to get feedback from parents, tutors, and students on how satisfied they were with the new facilities and the construction process. These surveys enabled us to gauge the overall influence of the initiative on the stakeholders and the information was also used to establish improvement measures to enhance the project."*

The researcher asked what kind of monitoring the assembly undertakes. He responded that *“Field visits to project locations, service delivery oversight, facility inspections, periodic examinations of administrative records, and evaluations using fast appraisal techniques are all part of our monitoring operations. These actions offer a thorough assessment of programme performance.”*

Again he was asked how the data gathered during monitoring activities is analysed by the assembly, and he indicated that, *“We use software and tools for data analysis to look at trends, patterns, and anomalies. To make the data available and usable for decision-makers, our analysts provide reports and visualisations.”*

The steps involved in producing monitoring reports for the assembly was answered as *“Our M&E staff often compiles monitoring reports that highlight major discoveries, they report on the progress against the target, as well as problem areas. These reports are distributed to the appropriate committees and departments for reviews, assessment and decision-making.”*

On how the assembly come up with and share recommendations for improvement after analysing monitoring data, he stated that, *“Normally, we come out with our recommendations based on the data analysis and interactions with pertinent stakeholders. We rank the suggestions in order of importance and viability before submitting them for consideration to the relevant committees and decision-makers.”*

Also his response to the process for putting the suggestions gleaned from monitoring activities into action was that:

“A well-organized action plan is required for implementation. A completion schedule is defined, and recommendations are allocated to certain departments or accountable parties. Regular checks on progress are conducted, and any implementation roadblocks are swiftly removed.”

His response for how the assembly choose and incorporate new indicators into its monitoring system was that,

“We engage in a collaborative approach with programme managers, M&E specialists, and stakeholders to determine the pertinent measurement criteria whenever new indicators are needed. When new indicators are agreed on, they are integrated into our monitoring system and linked with our aims and objectives.”

The response to the circumstances under which the assembly contemplate on changing its monitoring system was that, *“We consider altering the monitoring system when substantial changes occur in our programmes, services, or a change in external events impacts our goals. Such changes might entail reconsidering indicators, data gathering methodologies, or reporting formats. These modifications are discussed, recorded, and authorised as part of a formal review process that includes important stakeholders and decision-makers.”*

Discussion of Interview Findings

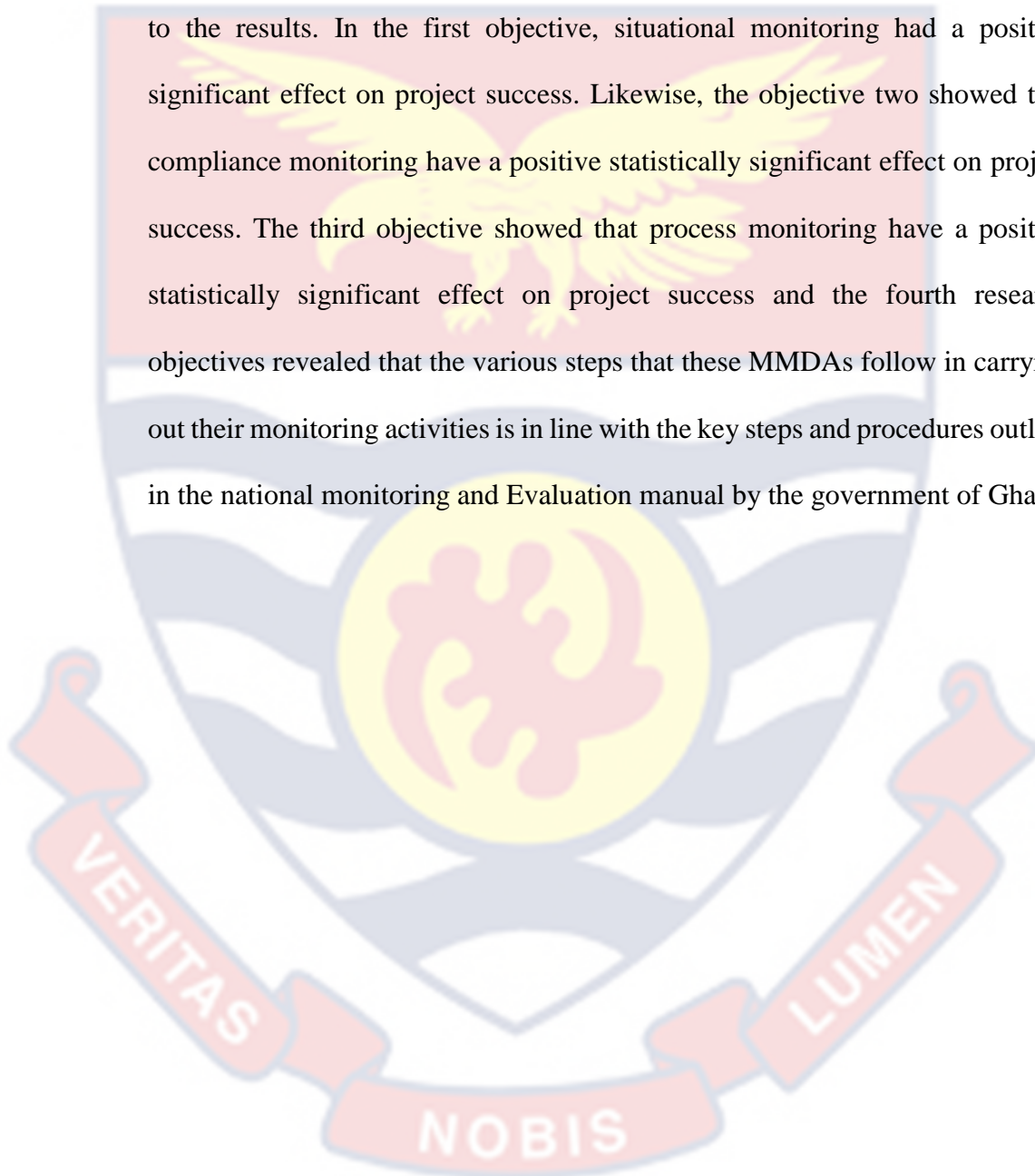
This objective sought to determine whether MMDAs follow the guideline as stipulated in the national monitoring and evaluation manual. The researcher in an attempt to make an effective comparison, formulated fourteen (14) unstructured interview questions each based on one key step in the M&E manual. The responders, who play a key role in the monitoring and evaluation processes within his assembly, was carefully chosen to offer insightful information about their practises and adherence to the guidelines. Based on the response obtained from the respondents, it was clear that, in carrying out all their monitoring activities, MMDAs rigorously and consistently follow all the guidelines as outlined in the manual. This findings highlights MMDAs' dedication and attention in ensuring that their monitoring operations are in accordance with the set standards, instructions and best practises provided in the manual.

It also represents a proactive approach to governance and programme management with the goal of developing effective and transparent monitoring and evaluation procedures. Furthermore, the fact that MMDAs have opted to align their practises with recognised norms demonstrates that they are committed to attaining their goals effectively. Adherence to these criteria not only improves data dependability, but also adds to informed decision-making, accountability, and the overall success of their programmes and initiatives. The findings of this study are substantially consistent with the findings of previous studies. According to the World Bank (2017), MMDAs use M&E manuals, which usually include procedures for data collection, reporting, and analysis, as well as performance assessment requirements. Similarly, according to UNDP

(2019), M&E manuals are critical documents that give rules and procedures for reviewing and enhancing the effectiveness of MMDA monitoring efforts.

Chapter Summary

This part of the paper provided the findings and discussions as pertaining to the results. In the first objective, situational monitoring had a positive significant effect on project success. Likewise, the objective two showed that compliance monitoring have a positive statistically significant effect on project success. The third objective showed that process monitoring have a positive statistically significant effect on project success and the fourth research objectives revealed that the various steps that these MMDAs follow in carrying out their monitoring activities is in line with the key steps and procedures outline in the national monitoring and Evaluation manual by the government of Ghana.



CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter summarizes the findings of the various objectives of the study, as well as conclusions and policy consideration recommendations, as well as recommendations for future research.

Summary

The purpose of the study was to examine the effect of monitoring dimension on project success within the Metropolitan, Municipal, and District Assemblies in Ghana. The specific objectives of the study is to:

1. assess the effect of situational monitoring on project success at the MMDAs in the Central region of Ghana.
2. assess the effect of compliance monitoring on project success at the MMDAs in the Central region of Ghana.
3. examine the effect of process monitoring on project success at the MMDAs in the Central region of Ghana.
4. identify the steps MMDAs follow in carrying out their monitoring activities

To achieve the research objectives one to three, the study used a survey questionnaire and three hypotheses. The study adopted the positivist philosophy thus relying solely on the quantitative method using the explanatory research design. Structured questionnaire were developed from data gathered from previous studies review on monitoring dimensions. One hundred and forty two (142) valid responses were used for data processing using the basic random sampling process. Using IBM SPSS Statistics (version 23) and SmartPLS

(version 3) tools, the data was then processed. Both descriptive as well as inferential statistics were utilized. The socio-demographic data of the respondents was evaluated using frequencies and percentages. Hypothesis testing was carried out using the partial least squares structural equation modeling method. The significance test was based on the premise that the t-statistics should be greater than 1.96, with a p-value of less than 0.05. The key results of the analysis concerning the research objectives were finally discussed in this section. Narratives were also used to address the qualitative aspect of the study.

The first research objective aimed at examining the effect of situational monitoring on project success. The study found a positive significant effect on project success. Indicating that an improvement in situational monitoring practice will cause a significant change in project success of MMDAs.

Also, the second research objective focused on analysing the effect of compliance monitoring on project success. The study found a positive significant effect on project success. Indicating that an improvement in compliance monitoring will cause a significant change in project success of MMDAs.

Again, the third research objective focused on analysing the effect of process monitoring on project success. The study found a positive significant effect on in project success. Indicating that an improvement in process monitoring practice will cause a significant change in in project success of MMDAs.

The forth research objective focused on assessing the monitoring process these MMDAs follow when undertaking their monitoring activities.

The result from the interview showed that MMDAs follows this guideline when conducting their monitoring activities.

Conclusions

The purpose of the study was to examine the effect of monitoring dimension on project success within the Metropolitan, Municipal, and District Assemblies in Ghana. The following conclusions were drawn based on the primary findings of the study.

Regarding the first objective, the study discovered a favourable, considerable impact of situational monitoring on project success. The practical implications of these results is that management of MMDAs and other government institutions in the central area must concentrate on strengthening their situational or contextual monitoring practise if they are to increase the success of their projects. This conclusion has been reinforced by previously published research in the field, which shows that a large improvement project would succeed if situational monitoring were improved.

For the second objective, compliance monitoring practice have a positive significant effect on project success. This result indicates that management of MMDAs within the central region should focus much on their compliance monitoring practices in order to improve on their project success. By ensuring that all rules and regulations associated with a particular project are complied with these MMDAs will increase the chance of successfully implementing their project. The study also offered empirical evidence to support this claim that an improvement in compliance monitoring is likely to improve the project success.

Also, with regards to the third objective, process monitoring was found to have a significant effect on project success. The practical implication of this finding is that management should focus much on improving the monitoring of their project process and materials in order to improve on the overall project success. This finding has been supported by existing related literature by indicating that improvement in process monitoring would help achieve higher project success.

In relation to the final objective, it was found based on the interview that, MMDAs in the central region follow the key steps that has been outlined in the M&E manual. The management should therefore

Recommendations

The following recommendations are based on the study results and conclusions made hereby. The study recommended that, management should emphasize on putting measures in place in order to ensure the improvement of their situational monitoring practice. Situational practices such as continuous monitoring of changes in the environment, monitoring of stakeholders change in taste and preference, closely observing potential risk and risk triggers among others should be considered and given full focus.

The study further recommends that, for every project, all forms of analysing and due diligence should be carried out to help identify each and every rule that is associated with every aspect of the project. All project activities comes up with their own rules and regulation. MMDAs should ensure that for every project that their assembly undertakes, a list of all the laws governing it including specifications are laid down. Management should ensure that permit

are obtained for every project and clients or beneficiaries specification and quality standard are also followed.

The study also recommended that management of MMDAs project should put in place measures to ensure that each process and activity involve in the project are specified and followed accordingly. Materials purchase should follow a laid down rule to ensure that the right quantity and quality are acquired for the project activities.

The study finally recommends that developers of the M&E manual should have measures in place in order to keep updating the manual to reflect new and current changes. This will help MMDAs to have an improved guideline for their monitoring activities.

Suggestions for Further Research

The study focused on examining the effect of monitoring dimension on project success within the Metropolitan, Municipal, and District Assemblies in Ghana. Further research may therefore cover other part of the country with the use of a qualitative data solely to collect the data. This will enhance existing knowledge and help generalise results. Also, other studies can focus on other monitoring dimensions. The study was also confined to only MMDAs, further studies can focus on other sectors in other part of the country.

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APPENDICE A

Christian Service University College

Faculty of humanities

Department of Planning and Development

QUESTIONNAIRE

Dear Sir/Madam

I am a master student from the Department of Planning and Development at Christian Service University College. I am carrying out my Dissertation work on the topic; **“Monitoring Dimensions and Project Success of Metropolitan, Municipal and District Assemblies: Evidence from the Central Region of Ghana”**, in pursuance of a Master’s of Science in Monitoring and Evaluation degree. This exercise will be entirely for academic reasons, thus it will be supervised by all relevant research ethics standards. Your input is extremely valuable to the research. Every piece of information you provide will be kept strictly secret. Thank you for agreeing to take part in the study.

Section A. Demographic Information

1. Sex

Male Female

2. Age:

18- 30 years 31-40 years 41-50 years Over 50 years

3. Educational Qualification

Certificate Diploma Bachelor Degree Postgraduate

4. Indicate your Position:

Planning Officers Head of Works Budget Officer Auditor Finance Officer Welfare and Community Development Officer

Others, specify []

SECTION B: SITUATIONAL MONITORING PRACTICES

The statements pertain to situational monitoring practices. Please indicate your level of agreement by ticking [√] within a scale of 1(Least Agreement) to 5 (highest Agreement) as it may be applicable to you.

No	Statements	1	2	3	4	5
SMP1	Environmental monitoring help identify changes that might require adjustments to the project plan, scope, or resources					
SMP2	Regular environmental monitoring allows us to identify potential risks early and take appropriate actions to mitigate them.					
SMP3	Regular environmental monitoring help us to reallocate budgets, manpower, and other resources to align with changing conditions.					
SMP4	Monitoring the environment helps us to keep track of any changes in what stakeholders want or need from the project and allows us to effectively communicate and manage such changes.					
SMP5	Regular environmental monitoring allows for successful communication within the project team and with stakeholders.					
SMP6	Monitoring changes in the environment on a regular basis opens up new opportunities for the project.					
SMP7	Environmental monitoring offers real-time data that allows us to make data-driven decisions based on actual environmental conditions rather than assumptions.					

SECTION C: COMPLIANCE MONITORING PRACTICES

The statements pertain to compliance monitoring practices. Please indicate your level of agreement by ticking [√] within a scale of 1(Least Agreement) to 5 (highest Agreement) as it may be applicable to you.

No	Statements	1	2	3	4	5
CMP1	Compliance monitoring guarantees that the project complies with the regulations in place, avoiding legal obligations and potential fines.					
CMP2	Compliance monitoring assists in meeting the expectations and obligations made to stakeholders, hence increasing trust and credibility.					
CMP3	Compliance monitoring assures that the project's design, materials, procedures, and outputs satisfy quality requirements.					
CMP4	Compliance monitoring adds to a project's overall success by ensuring that it works within ethical and legal constraints.					
CMP5	Compliance monitoring help adheres with regulations and standards which enhance the assembly's reputation					
CMP6	Compliance monitoring fosters transparency in project operations, assisting in holding project managers and teams responsible for their actions.					
CMP7	Compliance monitoring helps secure the long-term viability of both the project and the organization.					

SECTION D: PROCESS MONITORING PRACTICES

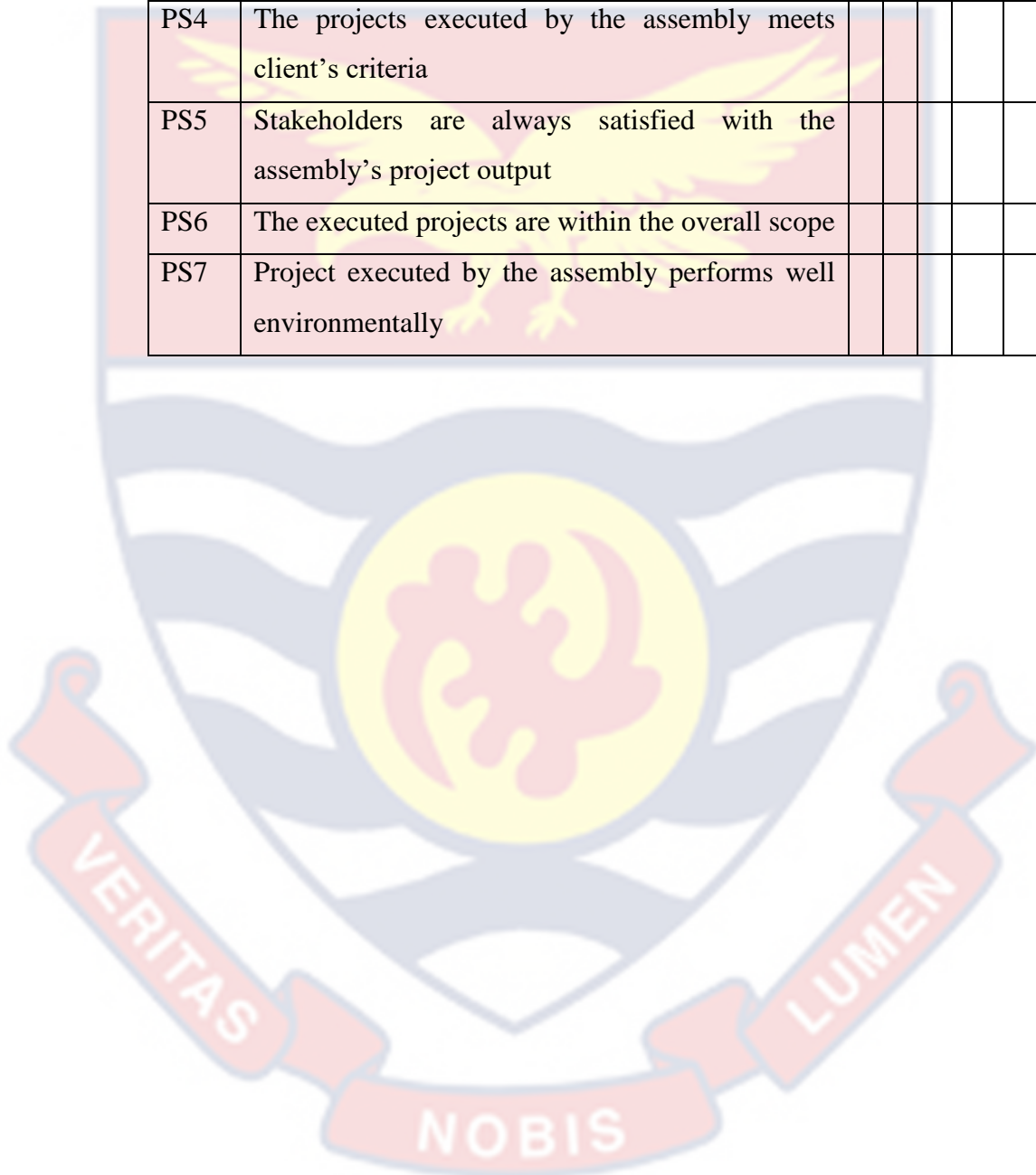
The statements pertain to process monitoring practices. Please indicate your level of agreement by ticking [√] within a scale of 1(Least Agreement) to 5 (highest Agreement) as it may be applicable to you.

No	Statements	1	2	3	4	5
	Public Project Success					
PMP1	Monitoring resources aids in the early detection of any shortages or overages in the project.					
PMP2	Monitoring materials, methods, and resources helps project managers to ensure that the project is being carried out in accordance with the quality criteria that were set.					
PMP3	Proper monitoring of resources and materials helps in managing the project budget effectively.					
PMP4	Keeping an eye on materials, procedures, and resources aids in identifying potential risks or issues before they escalate					
PMP5	Monitoring materials and procedures ensures that the project stays on schedule.					
PMP6	Regular monitoring of materials and procedures helps in delivering a final product or service that meets or exceeds client expectations.					
PMP7	Monitoring materials, procedures, and resources during project execution is essential for maintaining control over various aspects of the project.					

SECTION E: PROJECT SUCCESS

On a scale of 1 – 5, Please indicate your level of agreement with the following project success. *With 1 – Least Agreement and 5 – Highest Agreement*

No	Statement	1	2	3	4	5
PS1	The assembly execute its project within budget					
PS2	The assembly execute its project within time					
PS3	The executed project by the assembly conforms to quality standard					
PS4	The projects executed by the assembly meets client's criteria					
PS5	Stakeholders are always satisfied with the assembly's project output					
PS6	The executed projects are within the overall scope					
PS7	Project executed by the assembly performs well environmentally					



APPENDIX B

INTERVIEW GUIDE

My name is Ramatu Issifu, I am in my final year and am conducting research on monitoring dimension and project success of MMDAs in the central region. With your experience as a planning officers in your assembly, I would appreciate it if you would give me your views in respect of the various steps that the assembly employs when conducting monitoring activities.

Your views will be kept confidential in the writing of my research and will solely be used for the purpose of this research. Your identity will be kept anonymous. Also, there are right or wrong answers in this discussion. Therefore I am interested in knowing what you think so please feel free to be frank and share your point of view

1. What are the key steps involved when making preparation to carry out monitoring activities on the assembly projects?
2. How does the assembly decide and prioritise which monitoring metrics that are most important for its programmes and services?
3. Could you elaborate and provide a scenario on the process the assembly uses to set baselines and target for its monitoring indicators?
4. What criteria is used by the assembly to determine which departments or employees are in charge of gathering information for each monitoring indicator?
5. Could you explain how the assembly creates a timeline for monitoring activities?
6. How has the assembly improved or expanded its monitoring and evaluation information system? What effect has this had on the efficiency of your monitoring efforts in any of your projects, if any?

7. Is there any monitoring tools that the assembly develops to collect data during monitoring?
8. What other sorts of monitoring activities does the assembly frequently undertake, in addition to the data collection?
9. How is the data gathered during monitoring activities is analysed by the assembly?
10. What steps are involved in producing monitoring reports for the assembly?
11. How does the assembly come up with and share proposals or recommendations for improvement after analysing monitoring data?
12. Could you describe the assembly's process for putting the suggestions gleaned from monitoring activities into action?
13. How does the assembly choose and incorporate new indicators into its monitoring system when recommendations call for new ones?
14. In what circumstances does the assembly contemplate changing its monitoring system, and how does this process work?

