

**CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI**

**ASSESSING THE MONITORING AND EVALUATION ROLES OF  
REGIONAL CO-ORDINATING COUNCILS IN GHANA. A CASE STUDY OF  
ASHANTI REGION CO-ORDINATING COUNCIL**

**BY**

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DEGREE IN MONITORING AND EVALUATION**

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## DECLARATION

### Candidate's Declaration

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

Candidate's Signature ..... Date .....

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### Supervisor's Declaration

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

Supervisor's Signature..... Date .....

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## ABSTRACT

The RCC is mandated by the Local Governance Act 2016 (Act 936) Section 188(1) RCCs to monitor, co-ordinate and evaluate the performance of District Assemblies, monitor the use of moneys mobilised by the Assemblies, allocated and released funds from central government and agencies and as well review and co-ordination all public services in the region. In view of the oversight responsibility of the RCC, the primary aim of this research is to assess the effectiveness and impact of the RCCs activities on local governance performance. The study adopted a quantitative research methods and gathered data using quantitative surveys (questionnaires) administered to officials of the Ashanti Regional Coordinating Council (ARCC) and to officials from MMDAs under the jurisdiction of the ARCC. Data analysis techniques include statistical analysis using bar charts and tables. The study concluded that the ARCC plays a significant role in the overall performance of MMDAs. However, MMDAs in the Ashanti Region are still faced with several challenges including uncompleted projects, misappropriation of funds and lack of accountability. This can be attributed to challenges such as inadequate M&E personnel, inadequate funds and inadequate logistics for the M&E team of the ARCC.

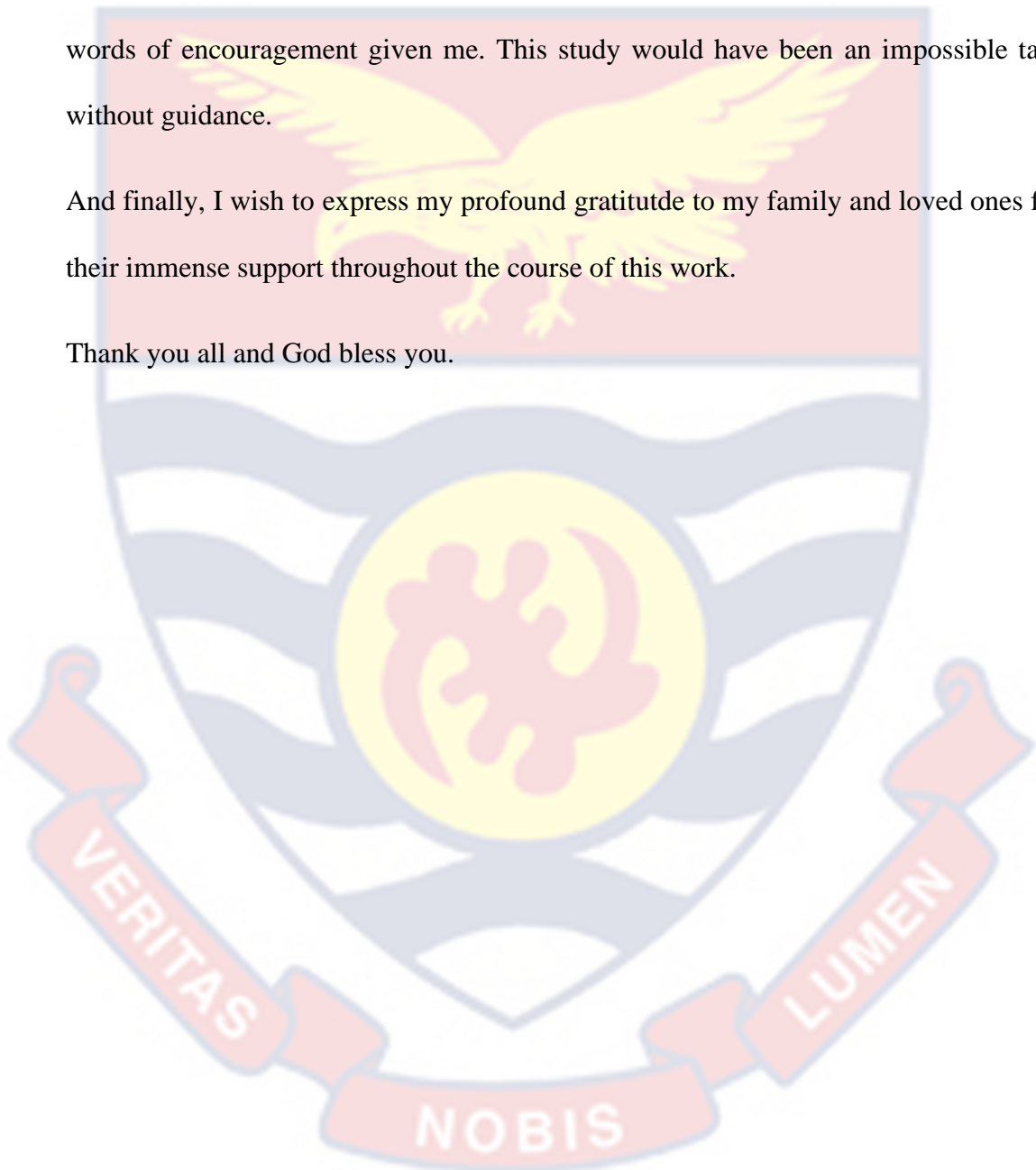
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## DEDICATION

I dedicate this thesis to my loving family, whose unwavering support and encouragement have been my source of strength throughout this journey.



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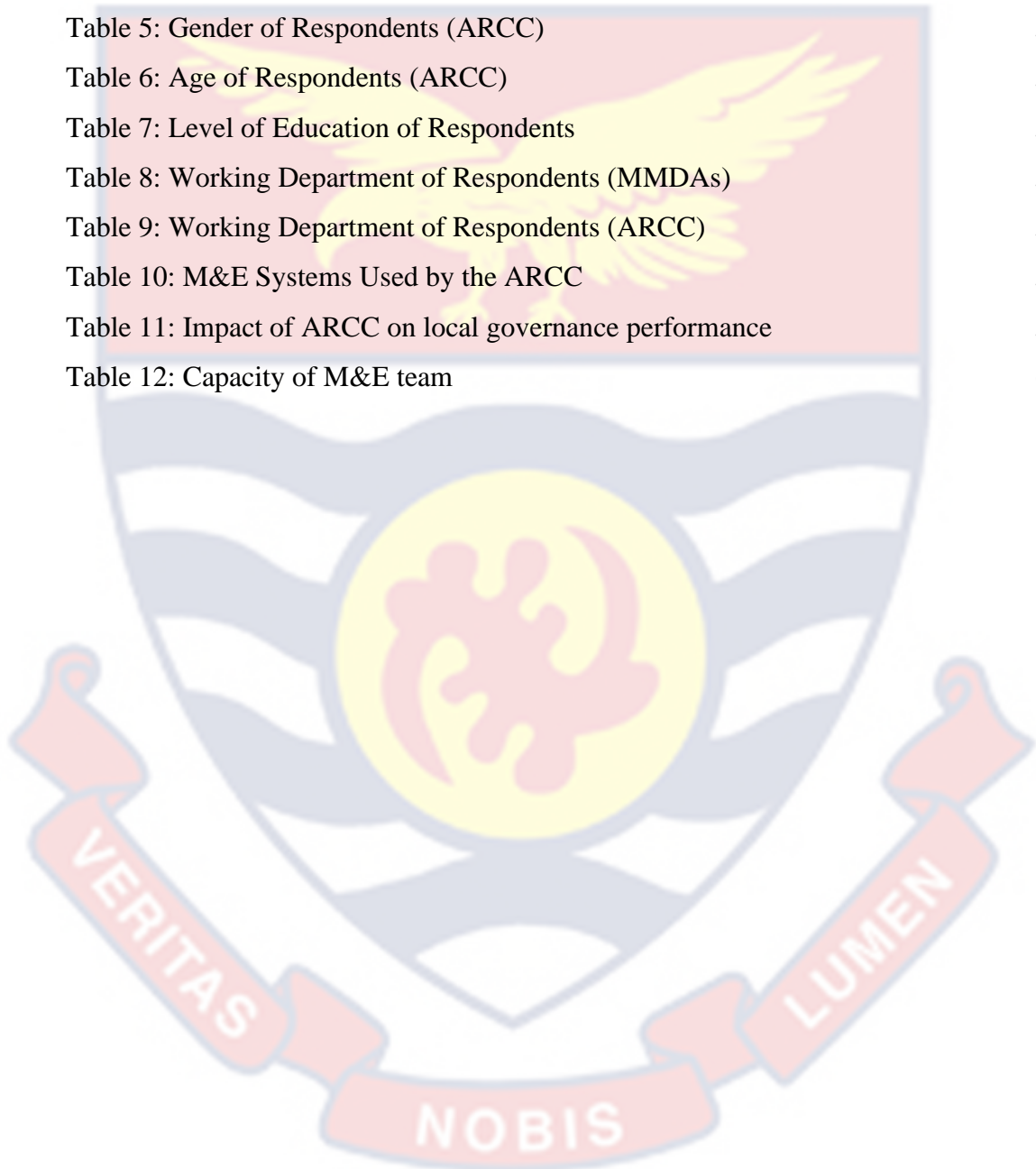
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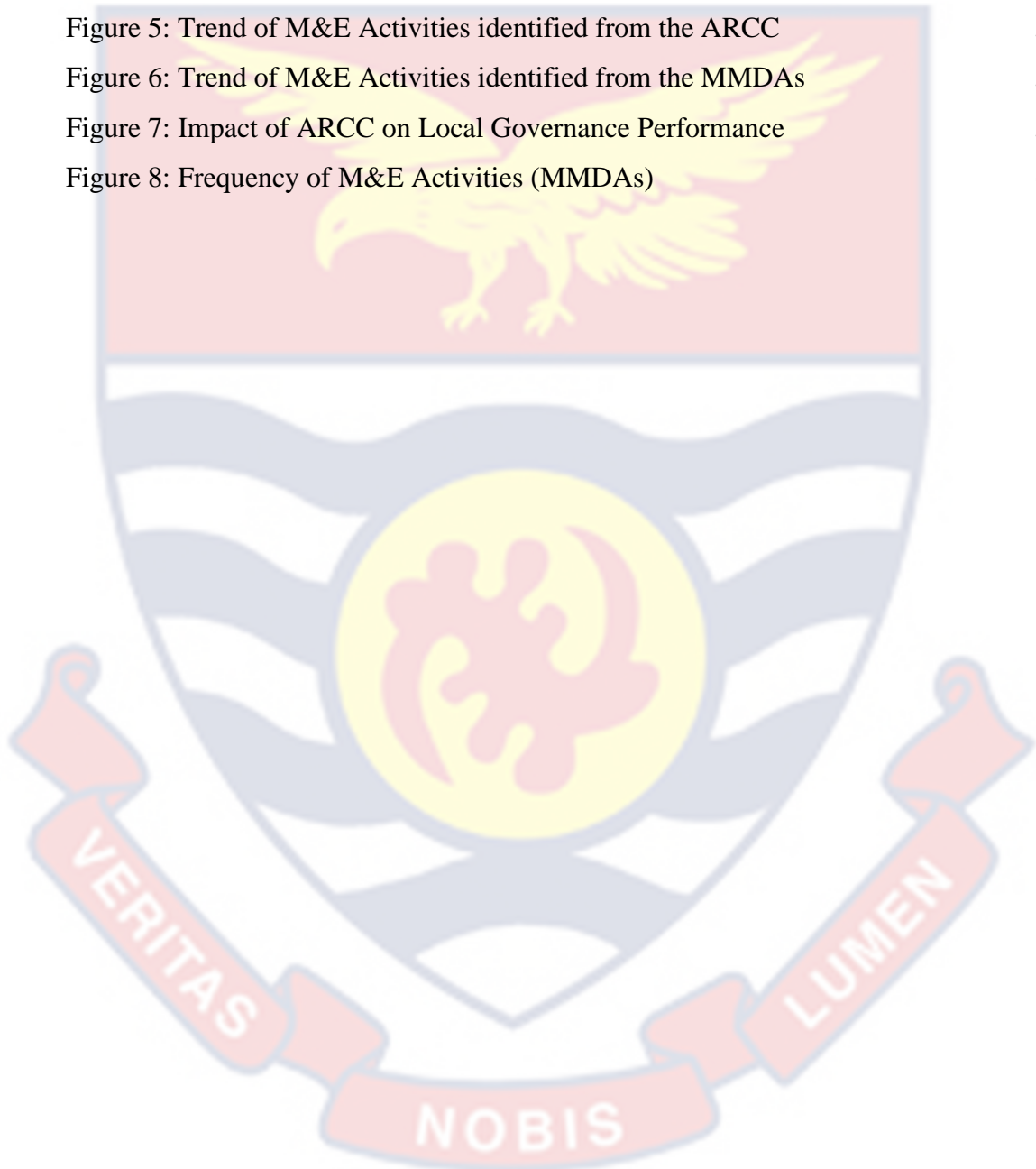
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## CHAPTER ONE

### INTRODUCTION

#### Background of the Research

M&E is the process of efficiently and systematically checking, comparing and appraising the planning or target indicators to the execution of actual indicators in achieving the outcomes of project or programme (Singh, 2020). This process enables all parties of M&E to meet their obligations and commitments in order to deliver the objectives required from the project. Although institutions differ with respect to structures and objectives, they execute project by making sure that due processes are followed diligently with the context of M&E. In normal sense, the implementation of every project begins with effective M&E to track the progress of works of the project for the benefit of the intended beneficiary institution or community (Osei-Asibey et al, 2021).

The Government of Ghana (GoG) in its determination to ensure countrywide development devolved its administrative, fiscal and political power to RCCs and Local Government Authorities. In empowering these Local Authorities financially, the GoG has introduced various statutory allocations (District Assemblies Common Fund (DACF), Internally Generated Fund (IGF) and Donor Sponsored Funds) toward the implementation of projects and programmes which have somehow succeeded in contributing in spreading development countrywide.

Under the Government of Ghana's Decentralization and Local Government Reform Initiative, Local Government Authorities have been apportioned a wide range of responsibilities, including provision of social and economic services and infrastructure to coordinate local economic development (Anas, 2020). Over the years, resources especially financial have been transferred to Local Government

Authorities to finance the provision of basic infrastructure as well as deliver social and economic services through the procurement of goods, services and works. This is primarily to promote development at the local level and also to ensure social equity in all parts of the country. By providing equitable access to infrastructure, authorities can help bridge socioeconomic disparities, reduce inequalities and foster social cohesion. Obviously, citizens within the jurisdiction of a particular district or municipality are the beneficiaries of all the developmental projects that is undertaken by the local authority within that area (Maguire, 2019). It is therefore very essential that citizens engage in monitoring and evaluating of projects undertaken by local authorities. Their involvement and active participation can help ensure transparency, accountability and the overall success of projects. They can do this by engaging with local authorities by attending public meetings and seeking clarifications on projects (Kibukho, 2021). According to Govender and Reddy (2014), monitoring and evaluation of projects are very critical to the overall success and effectiveness of projects. Not only does it ensure transparency and accountability, it also provides valuable insights and information that are useful in the implementation of other projects. In view of the significance of monitoring and evaluation to the overall success of projects, the RCC is mandated by the Local Governance Act 2016 (Act 936) Section 188(1) RCCs to monitor, co-ordinate and evaluate the performance of District Assemblies, monitor the use of moneys mobilised by the Assemblies, allocated and released funds from central government and agencies and as well review and co-ordination all public services in the region.

In spite of the monitoring and evaluating role of the RCC over assemblies in Ghana, there has been several cases of mismanagement of funds in several MMDA's and several projects have been left uncompleted causing financial loses to the state.

Additionally, some districts lack basic social amenities in their community even though the RCC has the mandate to ensure that MMDA's provide basic amenities within their jurisdiction (Nkuah, Tanyeh and Asante, 2013). This calls for an examination as to how the RCC performs its monitoring and evaluation roles in the various MMDA's. In light of the above, this study intends to assess the Monitoring and Evaluation Roles of Regional Co-ordinating Council in Ghana using the Ashanti Regional Co-ordinating Council as a case study.

### **Statement of the Problem**

Globally, local authorities are faced with various issues that affect their ability to effectively govern and provide essential services within their jurisdiction. Financial constraints is one of the major challenges that local authorities often stryggel with. Insufficient funding hinder the ability of local authorities to deliver public services in their areas of operation. Other constraints include stakeholder engagement and lack of coordination with other government authorities (Brugman, 2019). Monitoring and evaluation has been implemented by several government worldwide as means of ensuring that accountability and transparency.

The situation is no different in Ghana as local authorities encounter several issues that impede their operations. Key among these challenges include financial constraints and the misappropriation and misuse of funds. In ensuring value for money and successful execution of every project and programme, M&E plays a central role of protecting especially the mismanagement public funds (Dansoh et al, 2020).

In Ghana, various backing have been given to M&E to promote operational administration and procedures towards managing projects at the Local Government Authorities such as the Public Financial Management Act 2016 (Act 921), Public

Financial Management Regulations, 2019 (LI 2378), Public Procurement Act 2003 (Act 663) as Amended Act 914, Local Governance Act 2016 (Act 936) and other legislatives (Oppong, 2020).

However, according to the Ghana Audit Service through its Annual Auditor-General's Reports (AGRs) on utilisation and management of District Assemblies Common Fund which spanned from 2014 to 2018, the evidences are clear that Local Government Authorities are confronted with a number of project monitoring infractions which include abandoning of projects, undue delay of projects and awarding of new projects, misapplication of retention funds, overpayment of mobilisation advance, overpayment of project contract sum, unapproved project contract variations, unapproved projects, project contract register irregularities, project documentation irregularities, monitoring, inspection and supervision irregularities and these have affected the developmental agenda of Local Government Authorities in Ghana (Auditor-General's Reports, 2014-2018). For instance, the records from 2014 to 2018 in the Auditor-General Reports indicate that the project monitoring infractions have reached a total amount of GH¢151,368,527.75, accounting for more than one-fifth (20.2%) of the District Assemblies Common Fund's allocation releases and collections of Internally Generated Funds by Local Government Authorities in Ghana (Auditor-General's Reports, 2014-2018).

With all these project monitoring infractions, huge sums of taxpayers' money are lost through payment of unwarranted judgment debts, price fluctuations and various litigations in the law courts (Atuguba, 2021). Moreover, based on these infractions, people have to travel far to access social infrastructural facilities such as health, education, water and sanitation at the various Local Authorities which hinders human capital development and other associated facets of development (Dosu and

Hanrahan, 2021). Illustrating this, project which should have been completed in four months took about two years to four years to be executed fully leading to persistent incidence of project monitoring infractions in Ghana among Local Government Authorities spearheaded by RCCs. This therefore in the long-run affect communities who are the direct beneficiaries from such projects awarded by Local Authorities (Auditor-General's Report, 2018).

A lot of research work have been done on the on the monitoring and evaluation roles of the RCC on local authorities. However, these studies did not delve into the specific activities RCC engages to monitor and evaluate local authorities in Ghana and how these activities have impacted local authority oerations in Ghana. These researchers mostly focused on the challenges the RCC faces in the execution of its functions. For instance, the research of Forkuor and Adjei, (2016) focused on assessing the challenges the RCC faces in the execution of its M&E functions. Another research conducted by (Isaiah, 2019) also focused on assessing the effectiveness of the RCC and the extent to which it affects their monitoring and evaluation funtions. Whiles this does not cover all the research work done under this topic, the literature reviewed proves there is little research work done in the area of assessing the monitoring activities of the RCC and its impact on local government activities.

It is based on this problem statement that the research is interested in assessing the M&E roles of RCCs on Local Government Authorities in Ghana in attaining value for money and the much awaiting interned beneficiaries.



### **Purpose of the Study**

The purpose of the study was to assess the monitoring and evaluation roles of the regional coordinating council in Ghana, using insights from the Ashanti Regional Coordinating Council.

### **Objectives of the Research**

The main aim of this research is to assess the M&E roles of Regional Coordinating Councils (RCCs) using the Ashanti Regional Co-ordinating Council (ARCC) as a case study. Specifically, the research seeks to achieve the following objectives:

1. To analysis the trend of M&E activities conducted by the ARCC from 2017 to 2022
2. To assess M&E systems used in conducting M&E roles at ARCC.
3. To assess the impact of M&E activities of ARCC on Local Government Authorities in the Region.
4. To assess the capacities of M&E Team at the ARCC.
5. To recommend best practices of M&E systems to ARCC.

### **Research Questions**

The research is undertaken to find practical and realistic responses to the under listed research questions. The following are the specific questions intern to improve M&E roles at the RCCs in Ghana.

1. What are the trends of M&E activities conducted by the ARCC from 2017 to 2022?
2. What are the M&E systems used in conducting M&E roles at ARCC?

3. What are the impact of M&E activities of ARCC on Local Government Authorities in the Region?
4. What are the capacities of M&E Team at the ARCC.?
5. What are the recommended best practices in M&E systems to ARCC?

### **Significance of the Research**

Firstly, findings from this research will add up to the existing knowledge on the activities of the RCC and the impact of these activities on local governance. This research will contribute momentarily to the M&E roles of RCCs in Ghana since most of the Local Government Authorities in the regions are faced with project M&E mismanagement (Auditor-General's Report, 2018). Precisely, the development of policies, practices and researches are the major significance hallmark of this study. Per the policy perspective, this research will enhance the capacities of local, regional, national and international M&E practitioners, development partners and contractors, with insightful ideals about M&E systems to ensure the successful execution and completion of projects timeously for the intended purposes. Additionally, the research will provide policy guidelines to inform policy-makers at the local, regional and national levels of government in facilitating the enactment of new law for M&E of projects and programmes in Ghana. This will strengthen the commitment of both local, regional and central governments in the implementation of projects through effective M&E to achieve sustainable development in Ghana.

In practice, this research will identify ways to develop RCCs, Local Government Authorities, public and private institutions in Ghana and further identify best practices of M&E more especially at the local and regional level. This will aid the RCCs and Local Authorities to standardise the award of project contracts and adopt better strategies towards the enhancement of laws for M&E systems. The

research will provide insightful lessons to Local Government practitioners to help them execute projects by taking into consideration the availability of fund and time. Significantly, the results of this research will provide strong and adequate measures of reducing drastically the project mismanagement that are frequently reported and repeated over the years in the Auditor-General's Reports among Local Government Authorities in Ghana. This will lead to utilization of funds on intended projects and many projects otherwise would not have been completed due to mismanagement will be completed and this will consequently lead to development at local level.

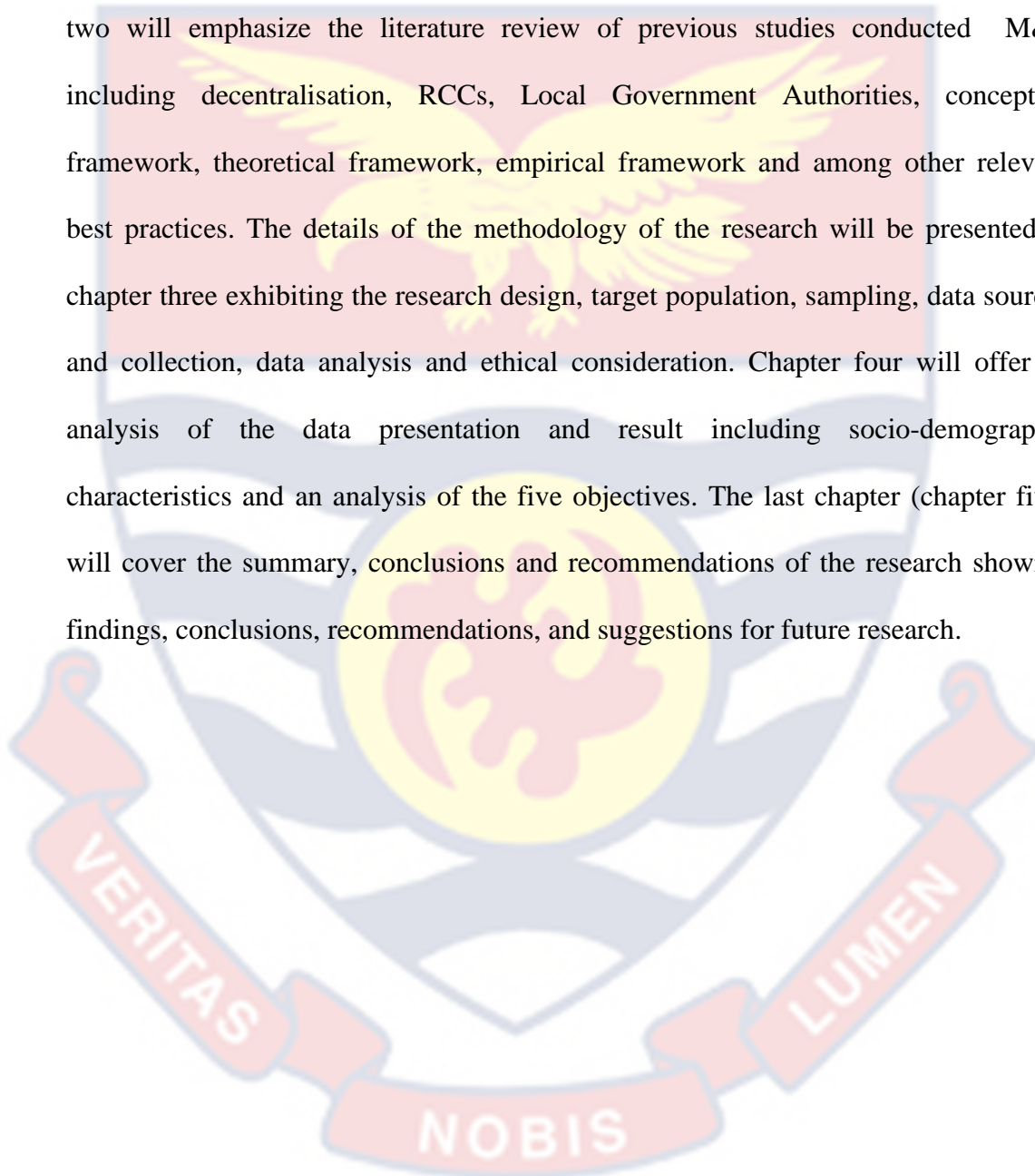
### **Delimitation of the Research**

Geographically, the entire Ashanti Region will be selected based on the fact that the ARCC M&E roles in safeguarding Local Government Authorities' project monitoring infractions have been a challenge in the past and present, and if not addressed may hinder adequate sustainable development in Ghana. In this case, 25 of the MMDAs in the Region will be covered in the research to provide a wide platform for generalisation to aid policy makers and academia in managing and administering M&E systems in the Local Government Authorities in Ghana. This research will therefore propose ways of improving M&E practices in RCCs in Ghana.

The research, conceptually, will consider all facets of M&E roles at the RCCs and recommend the best practices of improving M&E in Ghana. Contextually, the study will focus on the assessing the M&E roles at ARCC. Even though, Local Government Service comprises of the Office of the Head of Local Government, Regional Co-ordinating Councils and Metropolitans, Municipals and District Assemblies, Sub-Metropolitans, Urban, Zonal, Town and Area Councils, the research in context will deal with the RCCs in Ghana in order to assess M&E systems at the regional level in Ghana.

## Organisation of the Research

The research is assembled into five main chapters. Chapter one will contain the introduction of the research including the statement of the problem, research objectives, significance, delimitation and limitations linked to the research. Chapter two will emphasize the literature review of previous studies conducted M&E including decentralisation, RCCs, Local Government Authorities, conceptual framework, theoretical framework, empirical framework and among other relevant best practices. The details of the methodology of the research will be presented in chapter three exhibiting the research design, target population, sampling, data sources and collection, data analysis and ethical consideration. Chapter four will offer an analysis of the data presentation and result including socio-demographic characteristics and an analysis of the five objectives. The last chapter (chapter five) will cover the summary, conclusions and recommendations of the research showing findings, conclusions, recommendations, and suggestions for future research.



## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This research aimed to assess the monitoring and evaluation roles of the regional coordinating councils in Ghana. This chapter presents a review of concepts relevant to the topic, conceptual and empirical reviews on the study. It also reviewed related literature on all the issues and variables that are relevant to the study. Thus, it provides the theoretical review, conceptual review, empirical review and conceptual framework, as well as give a summary of the literature review and spelling out the gap in literature.

#### Public Project Success in Developing Countries

Public investment is usually recognized as powerful tools of economic development in a country. These investments are often seen in the form of projects that the public sector undertakes to propel development (Brezzi and González, 2021). According to Murray-Webster & Dalcher, 2019, a project is an attempt to achieve specific objectives based on the overall outcomes that are constrained within a particular time frame and budget. While all projects both public and private are used to cause positive changes in society, public projects are implemented for the benefit of society and are not profit driven (Volden, 2018). The concept of successful project has generated a lot of controversy among scholars of the topic. McLeod, Doolin and MacDonell, 2012, posits that a number of research work has been carried out on project success, nevertheless there has not been an agreement regarding what constitutes a successful project or a standard criteria for measuring the success of projects. However for the purpose of this research work, the definition of project success given by Rolstadas et. al., 2014 was adopted. It states that, a project is said to

be successful when the anticipated objectives are achieved within the given time frame. Additionally, the relative importance of success dimensions varies across sectors, industries, roles, geography and time.

In developing countries, government projects are very crucial to the citizens because it is an essential component for national growth. To achieve development, developing countries undertake projects such as the construction of roads, dams, industries, telecommunication and many others (Aziz, 2013). Thus, the successful implementation of projects in developing countries is visible signs of development. The success of public projects in developing countries varies widely across different countries. It is worthy to say that while some public projects in developing countries have been successful others have encountered major challenges and setbacks. According to Volden 2018, the success of public projects depend on several factors including the project design and planning, the local context and needs of the beneficiary community, stakeholder engagement and participatory approaches enhance public project ownership, monitoring and evaluation strategies and increases the chances of project success. This notwithstanding, developing countries are bedeviled with several project failures (Hanachor, 2013). According to Hanachor, 2013, a great proportion of projects undertaken in developing countries are considered as failed projects. Syed et. al., (2018), states that it is essential to recognize that several developing countries are faced with structural and systematic setbacks that adversely affect the success of public projects. These challenges may include corruption, weak governance, inadequate funding, limited institutional capacity, and socioeconomic disparities. These factors can lead to project delays, cost overruns, compromised quality, and inefficiencies. Public projects in developing countries are bedeviled with lack of accountability and governance or authorities responsible for

public projects are more likely to be less transparent resulting in several incompetencies such as mismanagement of funds and incomplete projects (Volden, 2018). Generally, project failures have been recorded in both developing and developed countries. However, the rate of failed projects in developing countries has been recorded to be higher than the rate of failed projects in developed countries thereby creating the need to undertake more development projects (Damoah, 2015). The low success rates of projects in developing countries have caused governments to lose large amount of funds. Currently, the proportion of projects developing countries considered to have failed is alarming and accounts for huge financial loses to governments in developing countries (Akande et. al., 2018). Several factors account for the low success rates of projects in developing countries; these challenges include misappropriation and mismanagement of funds, schedule and cost deviation, scope deviation and stakeholders' dissatisfaction (Fallahnejad, 2013; Marzouk & El-Rasas, 2013).

In developing countries such as Ghana and Nigeria, the rates of successful public projects is considered alarming when compared to the rates of failed projects in these countries (Hanachor, 2013). According to Akande et. Al., 2018, the failure of public projects in Nigeria has not only raised a lot of concerns in the country but has also resulted in high financial burdens which consequently reduce the rate of development. In Ghana, the rate of public project failure is very high and the cost implication of such project failures is very excessive (Amponsah, 2013). Amposah (2013) posits that, out of every three public projects in Ghana, at least one fails or encounters a setback in either achieving one of its objectives or is challenged to achieve the set time, cost or scope.

## Public Institutional Performance

Public institutions exist to provide the needs of society and are managed directly or indirectly by central governments. Public institutions tend to be more rigid due to the long bureaucratic processes involved in decision making and implementation. Public organizations play a crucial role in providing good governance, delivering public services and promoting socioeconomic development. Despite this, public organizations are sometimes poorly funded and this tends to affect the efficiency levels of public institutions (Mihaiu et al., 2010). The performance of public institutions in developed countries may vary from country to country, however it is generally characterized by well-established governance frameworks that establish transparency, accountability and rule of law. These organizations often adhere to strict ethical and legal standards in their operations which lead to efficient service delivery to citizens. This causes public institutions in developed countries to achieve a lot of successes in the performance of their functions. The same cannot be said about public sector organizations in developing countries. Many development countries are characterized by poor performances in the discharge of their duties. In some cases, these public institutions barely function at all. The poor performance of public institutions in developing countries is usually associated with economic crisis, corruption and political instability. Furthermore, a great number of studies has been conducted regarding the comparison between private and public institutions (Pedraja al., 2012). According to Koomson (2017), these studies have revealed significant differences and performance rates between private and public institutions. A key difference between public and private institutions is that the later is recognized to achieve their targets and mandate because they often follow laid down procedures and officials responsible are held accountable.



### *Factors that influence public institutional performance*

#### Governance and Accountability

Governance and accountability is closely linked to the performance of public institutions. Strong governance structures, transparency, and adherence to the rule of law are essential for effective institutional performance (Almquist, 2013). However, challenges such as corruption, political interference, and lack of transparency can hinder performance rates. Strengthening governance frameworks, promoting accountability mechanisms, and combating corruption are necessary steps towards improving the performance of public institution (Arnaboldi, 2015).

#### Institutional Capacity and Skills

The performance rates of public institutions are largely dependent on the capacity and skills of the personnel of the institutions. Well-trained and competent staff, along with adequate human resources, is vital for effective decision-making and service delivery. Developing institutional capacity through training programs, knowledge sharing, and talent management is crucial. Additionally, embracing digital technologies and data-driven approaches can enhance institutional capacity and enable evidence-based decision-making, contributing to improved performance (Widianto et. al., 2021).

#### Policy Formulation and Implementation

Public institutions are responsible for formulating and implementing policies that address societal challenges and foster development. Successful policy outcomes are indicative of strong institutional performance. However, setbacks such as lack of coordination, policy inconsistencies, and limited stakeholder engagement can hinder effective policy formulation and implementation. Strengthening policy processes, promoting interdepartmental collaboration, engaging diverse stakeholders, and

ensuring policy coherence can improve the performance rates of public institutions (Modell, 2022).

### Transparency and Citizen Engagement

Transparency and citizen engagement are essential for accountable governance and institutional performance. Open and inclusive processes, access to information, and citizen participation contribute to effective decision-making and better service delivery. While progress has been made in promoting transparency and citizen engagement, there is room for improvement. Enhancing transparency, establishing mechanisms for citizen feedback, and fostering participatory approaches can further improve the performance rates of public institutions (Neshkova and Guo, 2012).

### Service Delivery and Efficiency:

The efficiency and effectiveness of service delivery are critical aspects of institutional performance. Public institutions are responsible for providing essential services such as healthcare, education, infrastructure, and public safety (Widianto et. al., 2021). Factors such as resource allocation, streamlined processes, capacity building, and technology adoption influence service delivery rates (Neshkova and Guo, 2012). While progress has been made in many areas, challenges such as limited resources, bureaucratic hurdles, and inefficiencies persist. Improving service delivery requires investing in human capital, embracing innovation, and optimizing processes to enhance efficiency (Widianto et. al., 2021).

### **The Concept of Monitoring and Evaluation**

Accountability is crucial to enhancing the performance of governments and has been recognized as a key factor in achieving project deliverables. Monitoring and Evaluation has become a significant avenue by which project performance is managed

and assessed. Monitoring and evaluation is very useful in terms of the quality and quantity of infrastructural projects that is provided for citizens of a country (Brown et. al., 2018). To this effect, several institutions both private and public in an attempt to improve the success rate of their projects have adopted monitoring and evaluation practices (Mascia, 2014). According to Brown et. al., (2018), the concept of monitoring and evaluation refers to the consistent tracking and observing of the activities, processes or outputs of a project or of institutions to identify and record changes and challenges overtime. Monitoring and evaluation is also useful in determining whether or not the overall objective of a project has been achieved. Monitoring and evaluation can be undertaken before, during or after project implementation (Mascia, 2014).

The significance of an operational monitoring and evaluation system in project performance cannot be over emphasized. An effective operational monitoring and evaluation is a set of procedures, information gathering and analysis system, a reporting process and goals along with the required conditions and capacities such as adequate logistics, qualified personnel and enough funds to make valuable inputs to the achievement of project goals (Mascia, 2014). The Food and Agricultural Organization (FAO) of the United Nations, consider monitoring and evaluation as mandatory phase in a project implementation. Whiles evaluation is a continuous process during project implementation, evaluation happens occasionally, usually when the project is completed.

Mascia (2014) states that, monitoring and evaluation provides answers to the question “Is the project being executed the right way?” with the hopes that it will serve as an awakening for the implementation team in the event there are any challenges during the implementation process. Monitoring is carried out within the

approved project design, focusing on how to ensure that inputs are transformed into desirable outcomes. Thus, monitoring in project implementation ensures the resources arrive on time and are used effectively and efficiently and any if any inconsistency occurs, it is recorded and the probable causes are noted and an immediate corrective action is identified and implemented to put the project back on track (Brown et. al., 2018).

Given that the concept monitoring and evaluation is used in different fields and has gained a lot of prominence in measuring accountability and performance, several definitions of the concept has been given by different scholars. Starling 2010, defined monitoring and evaluation as the process of collecting and analyzing the information gathered to know whether or not the activities being undertaken will result in achieving the overall outcome of the project. Starling (2010) further expatiated that monitoring and evaluation also helps ascertain the outcome of a project as against the desired outcomes. Monitoring the gradual progress of a project allows the project team to change and adjust the initiatives and activities being carried out as and when it is necessary to make sure that the objectives of the project are achieved. It is important for monitoring and evaluation to be incorporated at the design stage of every project, this ensures that the project design will cover the cost, personnel and logistics needed or monitoring and evaluation of the project.

Kabiye, (2018) defined monitoring and evaluation as a systematic process used to assess the progress, performance and effectiveness of projects, programs, policies or organizations. It involves gathering and analyzing data to determine whether desired results are being achieved and to inform decision-making for improvement and accountability. Monitoring involves setting up indicators or metrics that measure specific aspects of a project or program. These indicators can be

quantitative or qualitative and should align with the overall objectives of the project. Evaluation is a systematic assessment of the effectiveness, efficiency, relevance and sustainability of a project, program or policy. It is usually conducted at specific intervals or at the end of an intervention (Kabiye, 2018).

Monitoring and evaluation is process that is aimed at improving project performance and achieving anticipated outcomes or results. The purpose of monitoring and evaluation is to enhance the current and future management of inputs, outputs and overall outcomes. This is achieved by assessing the progress, performance and results of projects and programs (Kabiye, 2018). Additionally, Successful monitoring and evaluation requires participation of different players or stakeholders (Edmunds & Marchant, 2008). Monitoring and evaluation should be part of the project design. This means that it should be embedded in every project and program and should not look like it is imposed after the design stage.

### ***Monitoring and Evaluation Practices***

Monitoring and Evaluation practices refer to the strategies and procedures that have been proved to be efficient and effective in increasing project performance. These proven strategies and practices have been endorsed by M&E practitioners as the effective and efficient way to undertake M&E in projects (Webb & Elliot, 2000). The process of monitoring and evaluation starts with the gathering of baseline information about the intended project which is used as a basis for comparison for assessing the impact of the project (United States Agency for International Development (USAID), 2010). The second phase of M&E practices deals with planning the underling presumptions on which the achievement of the intended project goals depends on. The next phase of M&E practices is the structural framework. The structural framework is supposed to identify the reasons behind

project performance measurement and project elements. It aims to identify the relationship between the project elements and project performance measurement (Muzinda, 2007). The next practice of monitoring and evaluation is the budget (Kelly and Magongo, 2004). To ensure that M&E is done efficiently, it is necessary that a budget is made for the project to make sure that there is a clear and adequate provision for the project (Muzinda, 2007). This is followed by scheduling. Monitoring and Evaluation must be scheduled so that it is given the required importance and it is not carried out only at the whims of the project manager (McCoy et al. 2005). The next phase is the specifying how often data should be collected.

The involvement of project stakeholders is very important in monitoring and evaluation. Muzinda (2007) is of the view that, participatory approach to Monitoring and Evaluation is seen as an empowering tool for their involvement in projects. The seventh M&E practice is the use of ICT. The use of ICT in M&E tends to be very in M&E especially when it comes to data analysis. Computers and computer-aided programs are usually relied on for data analysis. Monitoring and Evaluation teams rely computer-aided programs in analyzing data, which reduces paper work and also results in an efficient construction design (Kelly and Magongo, 2004). The eighth practice is the midterm and end evaluation that determines the overall impact of the project and the way it resulted in achieving the intended project goal. The midterm evaluation and end evaluation helps in assessing how the project fared in terms of the input and level of output (Kabiye, 2018). It is very essential that findings made from monitoring and evaluations are documented to serve as reference. Kabiye (2018) is of the view that it is necessary that the findings and lessons from M&E are shared with the implementing staff. Lastly, in monitoring and evaluation there should be a plan for

disseminating lessons and findings. These findings should be disseminated to the stakeholders by way of reports.

### **The Role of M&E on Project Success**

Monitoring and evaluation play crucial roles in ensuring the success of projects. They provide a systematic and objective approach to assess project progress, identify challenges, and make informed decisions to improve project outcomes. According to Muchelule (2018), Monitoring and evaluation is described as a process that aids project managers in achieving the overall outcomes of a project. He further expatiates that the role of monitoring and evaluation is to improve current and future management of outputs, outcomes and impact. The project management body of knowledge (PMBOK) details out various factors that lead to project success which includes: creating right teams; involving stakeholders; preparation of detailed project scope; influence on the stakeholders; information; managing expectations; communication; negotiation; and monitoring and evaluation. This therefore implies that monitoring and evaluation is one of the critical factors to project success. Furthermore, several studies have been undertaken to investigate factors that lead to project success. A study conducted by Raymond and Bergeron (2008), revealed several indicators of project success including reduced time frame for project completion, and enhanced control of project activities, efficient use of resources and effective monitoring and evaluation. According to PMBOK, in order for project managers to achieve project success, they need to monitor and control the processes of producing the products, services or results that the project was undertaken to produce (PMBOK, 2015). Monitoring and evaluation is a key component in projects and it is one of the critical success factors as explained in the previous paragraphs.

Below are some key ways in which monitoring and evaluation can influence the performance of projects.

### ***Performance Tracking***

Monitoring and evaluation allows project managers and stakeholders to track the progress of project activities, outputs, and outcomes. By regularly measuring and comparing actual performance against planned targets, it becomes possible to identify any deviations or gaps. This tracking enables timely interventions and adjustments to keep the project on track and ensure that objectives are met (Muchelule, 2018).

### ***Early identification of challenges***

Through monitoring and evaluation, potential challenges, bottlenecks, and risks can be identified early on in the project lifecycle. This allows project managers to address issues promptly before they escalate and impact project success. Monitoring and evaluation helps in identifying the root causes of problems, enabling corrective actions to be taken in a timely manner (Phiri, 2015).

### ***Accountability and Transparency***

Monitoring and evaluation promote accountability among project managers and stakeholders. By monitoring progress and evaluating performance, it becomes easier to assign responsibility for achieving targets and meeting project objectives. Transparent reporting of findings and results also enhances accountability by making project information accessible to all stakeholders (Njeru and Luketero, 2018 & Phiri 2015).

### ***Learning and Improvement***

Monitoring and evaluation provides a systematic way to assess project outcomes, effectiveness, and efficiency. It helps identify what worked well and what



needs improvement. Lessons learned from evaluations can be used to refine project strategies, adjust implementation approaches, and enhance future project planning. This learning process contributes to the overall success of the project and increases the likelihood of achieving long-term impact (Guinea et. al., 2015).

### ***Stakeholder Engagement***

Monitoring and evaluation provide opportunities for stakeholder engagement and participation. By involving stakeholders in the monitoring and evaluation processes, their perspectives, feedback, and knowledge can be incorporated, leading to better-informed decision-making. This engagement fosters ownership and from stakeholders, which enhances project success (Yus ppuf et. al., 2017).

### ***Evidence-Based Decision Making***

Monitoring and evaluation provide objective data and evidence on project progress and outcomes. This information enables project managers and decision-makers to make informed choices about resource allocation, prioritization, and strategic adjustments. By basing decisions on reliable evidence, the likelihood of project success is increased (Kissii et. al., 2019).

### **The Role of M&E on Institutional Performance**

Monitoring and evaluation has a significant impact on institutional performance. By systematically collecting and analyzing data, M&E provides valuable insights into the effectiveness, efficiency, and impact of institutional activities. A study conducted by Kusek (2010), revealed that monitoring and evaluation is a very important tool in managing public institutions. The study further elaborated that monitoring and evaluation can be used to improve enhance the manner in which governments and institutions achieve results. Monitoring and everything in

institutions brings about good governance by increasing transparency and accountability (Naidoo, 2011).

Monitoring and evaluation provides institutions with evidence and data that can inform decision-making processes. It helps identify what is working well and what needs improvement, enabling informed decisions on resource allocation, program adjustments, and strategic planning. By relying on objective data, institutions can make more effective and efficient decisions to enhance their performance (Masawe and Isanzu, 2020). Furthermore, helps identify gaps, bottlenecks, and challenges that may hinder performance, and holds individuals and departments accountable for their roles and responsibilities. M&E also promotes transparency by making performance data available to stakeholders, fostering trust and confidence in the institution (Aqsa, 2016).

### **Challenges of Public Sector Monitoring and Evaluation**

In spite of the numerous advantages associated with understanding monitoring and evaluation in the public sector, there are some challenges that public sector organizations encounter when undertaking monitoring and evaluation activities. Callistus & Clinton, 2016 are of the view that measuring the impact and challenges of monitoring and evaluation may be costly and the results of such activities may even be debatable. However, the challenges associated with monitoring and evaluation must be identified and solved. The study further stated that, challenges encountered during monitoring and evaluation does not annul the significance of monitoring and evaluation in public sector institutional performance and project performance (Callistus & Clinton, 2016).

A major challenge of public sector monitor and evaluation is the lack of reserved time to discuss changes and results that result from monitoring and evaluation. Most of the time monitoring and evaluation are given little consideration and stakeholders are not able to get information about the aided project (Naidoo, 2011)). Another challenge is the availability and quality of data. Most often, public sector institutions do not have adequate and up to date data and this hinders effective monitoring and evaluation efforts. Inconsistent data collection methods, limited resources for data management, and insufficient capacity to analyze and interpret data can undermine the credibility of monitoring and evaluation activities (Hassan and Njoroge, 2020).

Furthermore, assessing the results and impacts of public sector projects is complex. Thus, associating changes in results to a specific government program or policy can be challenging due to various external factors, such as economic conditions, social dynamics, or the influence of other stakeholders. Establishing a causal link between interventions and outcomes requires rigorous evaluation designs and methodologies (Jill, 2016). Monitoring and Evaluation activities require timely feedback to inform decision-making and program improvements. However, lengthy evaluation cycles, bureaucratic procedures, and slow dissemination of evaluation findings can hinder the agility and responsiveness of the public sector. Ensuring that monitoring and evaluation processes are conducted in a timely manner and that evaluation results are effectively communicated is essential for their impact (Hassan and Njoroge, 2020).

Finally, adequate financial and human resources are critical for robust monitoring and evaluation. However, budgetary constraints and competing priorities often limit the resources available for monitoring and evaluation activities in public

sector institutions inadequate funding can lead to under-resourced evaluation exercises, compromised data quality, and limited capacity for analysis and utilization of evaluation findings (Igbokwe-Ibeto, 2012).

### **Ghana's Local Government System**

The local governance system continues to gain prominence in international development discourse, with a significant body of literature devoted to it. The growing interest in local governance systems stems from the belief that bottom-top approaches achieve better development outcomes. The local governance system fosters democracy through the participation of citizens in the development process (Binswanger, de Regt & Spector 2010). The concept of decentralization has been defined differently by different scholars; however it generally connotes the deliberate transfer of power, authority and responsibility from the central government to the sub-national levels with the intention of stimulating development from the grassroots. The structure of decentralization brings governance closer to citizens in order to promote community participation in governance (Ayee, 2000).

In Ghana, the local governance dates back to the colonial era where chiefs were handpicked to represent their people in government (Kyei, 2008). Even though this initiative did not align with democratic principles, it was to aid the colonial rulers to administer law and order. Other initiatives undertaken to bring governance closer to the people are the establishment of districts in coastal towns and later in the northern territories (Kyei, 2008). After Ghana gained independence, military coups caused political instability in the country and frustrated efforts towards decentralization until 1988 (Ahwoi, 2010). This was evidenced in the passing of the PNDC Law 207. The passage of the law increased the number of districts in the country from 65 to 110 (Songsore, 2011). The number of Metropolitan/Municipal/District Assemblies

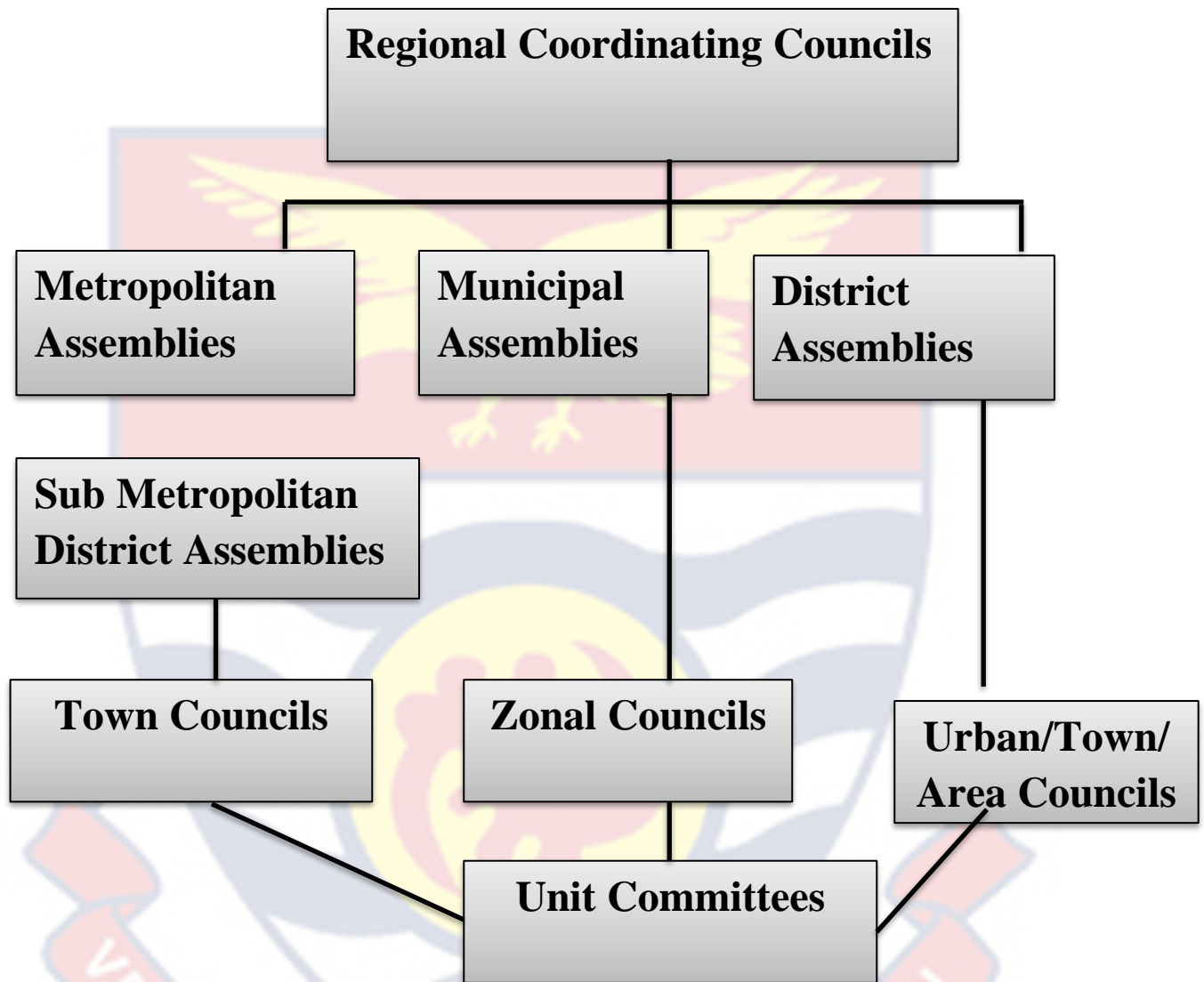
(MMDAs) remained 110 until 2003 when 28 more were added bringing the total number of the administrative districts to 138. Again, in 2007, 32 more MMDAs were added to further increase the number to 170. In 2015, the number of MMDAs increased to 216 with a possibility of further increasing the number. The successive increment in administrative districts which are the focal points of local development shows the level of the governments' commitment to promote local participation for grassroots poverty reduction and development. The increase in the number of MMDAs automatically caused an increase in the number of sub-district structures.

### **The Role of Substructures**

To ensure that the local governance functions effectively devoid of any ambiguity, a structure for local government was implemented with the Regional Coordinating Council at the apex of the structure. The Regional Coordinating Council acts as a coordinating body in all the regions of the nation.

The MMDAs and the sub district structures (the Sub metropolitan, Urban, Town, Area and Zonal Councils and Unit committees) are below the regional coordinating council. The sub-district structures serve as subordinate bodies to the MMDA's in ensuring effectiveness of developmental initiatives and poverty reduction in their respective areas of jurisdiction. The functions of the sub-district structures are enshrined in the L.I. 1589, (1994). As mandated in the legislative instrument sub-district structures are supposed to represent the voice of the masses at the grassroots by channeling their hopes and aspirations to the MMDAs for redress and also disseminate information from the MMDAs (Ayee, 2000). The sub-district structures do not receive grants from the central government or from MMDA's but are required to mobilize revenue either through taxes or voluntary contributions and also initiate self-helped projects and programmes to the benefits of the grassroots. Hence, they are

very crucial in inducing development from the grassroots (Akudugu, Fielmua & Akugri, 2012).



**Figure 1: Structure of Local Government in Ghana**

Source: Adapted from Ahwoi (2010)

### **The Role of MMDAs**

Local authorities are key agents of development at the community level which ultimately culminates into national development. According to Akudugu 2012, the local governance system is aimed at bringing governance and development decision-making process closer to the grassroots. This implies that the local government

authorities are indispensable to the process of development. They are responsible for providing a secure and stable environment where start-ups and established enterprises flourish. Local government authorities (MMDAs) are also responsible for infrastructure such as roads, water supply, waste management, information and communication technologies, all of which contribute to development. Local authorities also address the needs of their citizens for public health, education, housing, local transportation services, cultural and recreational facilities, child care, and other public goods and services that are essential to nurturing a healthy, skilled, and reliable workforce (Akudugu, 2012). Additionally, local government authorities also contribute to economic development in their jurisdictions by creating employment avenues, organizing workshops and trainings for the youth to equip them with skills. As the public institutions closest to the people, they are able to identify the needs of the people and are the best people to communicate the issues of their communities to the central government. Local government authorities are best the best-placed initiators, catalysts, and drivers of processes to engage the necessary stakeholders in visioning the future, designing strategies, and implementing economic development initiatives within their jurisdictions. In Ghana the local government system manned by the MMDA's (Metropolitan, Municipal, and District Assemblies) is tasked by the central government to act as an agent of change for the transformation of the local economy. The constitution that established the MMDA's gave them the autonomy to steer the affairs within their respective jurisdictions. Ever since the establishment of the local government authorities (MMDAs), they have been responsible to plan, initiate, co-ordinate, manage and execute policies in respect of all matters affecting the people within their areas. In view of that mandate, the Local Government Act, 1993— Act 462 defines the functions for the MMDAs; to exercise

political and administrative authority in the district, provide guidance, give direction to, and supervise the other administrative authorities in the district, to perform deliberative, legislative and executive functions and to be responsible for the overall development of the district.

### **The Role of RCC**

The regional coordinating council plays a crucial role in the decentralized governance structure in Ghana. It serves as the administrative body and coordinative body at the regional level, overseeing the implementation of government programs and policies in all regions of the country. Sub section 146 of the Local Government Act, 1993 (Act 462) mandates the Regional Coordinating Councils (RCCs) as the regional governing body and Regional Planning Authorities to regional management functions in all the regions of Ghana. Other provisions relating to Government or public management responsibilities of the RCCs are also stated in the Local Government Service Act, 2003 (Act 656). The regional coordinating council is responsible for monitoring and evaluating government policies, projects and programs. The M&E functions of the RCC are aimed at assessing the progress, effectiveness and impacts of government initiatives and the projects at the local level (Ofori, 2016).

Key functions of the RCC explained below;

*Coordination and Regional Planning:* The RCC is responsible for coordinating the overall development efforts within the region. It collaborates with various government agencies, departments, and other stakeholders to ensure effective implementation of national development policies at the regional level. The Regional coordinating council also works to implement government policies, programs, and initiatives within the region. It ensures that national policies are effectively translated



into action at the local level, taking into account the specific needs and circumstances of the region (Ofori, 2016).

*Regional Planning:* The RCC participates in the development of regional plans and strategies. It conducts assessments of regional development needs, formulates plans, and coordinates the allocation of resources to address these needs. The RCC also contributes to the formulation of national development plans by providing regional perspectives and priorities (Kuubetersuur, 2020).

*Facilitation of Interagency Collaboration:* The RCC serves as a platform for interagency collaboration and coordination within the region. It brings together various government departments, agencies, and local authorities to foster cooperation and synergy in the implementation of development projects and programs (Aryee, 2008).

*Conflict Resolution:* The RCC plays a role in resolving conflicts and disputes that may arise within the region. It provides a forum for dialogue and mediation to address conflicts related to land, resources, chieftaincy, and other local issues. The RCC works towards maintaining peace, stability, and social harmony within the region (Isaiah, 2019).

*Representation of Regional Interests:* The RCC represents the interests of the region at the national level. It serves as a channel of communication between the regional administration and the central government, advocating for the region's priorities, concerns, and development needs (Aryee, 2008 & Ofori, 2016).

*Monitoring and Evaluation:* The RCC monitors and evaluates the implementation of government policies, projects, and programs within the region. It assesses the progress, impact, and effectiveness of various initiatives and provides

feedback to the central government for policy improvement and adjustment (Ofori, 2016).

### **Empirical Overview**

Monitoring and evaluation has gained a lot of prominence as a tool used to enhance the performance of institutions and the outcomes of projects. This section presents an overview of past studies on the monitoring and evaluation functions of the regional coordinating council.

According to a study conducted by Ofori (2016), on the topic “Understanding Statutory ‘Regional management’ Functions and Assessing the Effectiveness of Regional Planning Management Practices in the Central Region of Ghana” revealed that the regional coordinating council performs regional management functions in all MMDAs in the country. The study stated that this is to ensure accountability and performance at the local level. However, the study also reveals that even though the functions of the regional coordinating council is stipulated by a legislative instrument, it fails to determine how exactly these functions are to be carried and this adversely affects the outcome of the oversight responsibilities of the RCC.

Findings from a study conducted by Ahwoi, (2010) revealed that there is a lack of participation, accountability and transparency in the operations of MMDAs and sub district structures. This implies that the monitoring and evaluation functions of the regional coordinating council over the MMDAs have not yielded the anticipated results.

In another study conducted by Forkuor and Adjei (2016), on the Analysis of Prospects and Challenges of Sub-District Structures under Ghana’s Local Governance System; finding of the study revealed that in spite of Ghana’s effort to promote

development including the establishment of several MMDA's and the institution of the RCC at the apex of the local governance structure, Ghana is still faced with a lot of issues at the local level in terms of development (Ghana Statistical Service, 2014).

From the above it is evident that the monitoring and evaluation functions of the regional coordinating council have not enhanced the performance of MMDAs. Thus, it is essential for a research to be conducted to assess the type of M&E activities undertaken by the RCC and the extent to which these activities have impacted the overall performance of the MMDAs.

### **Theoretical Overview**

Local governance in Ghana is aimed at promoting development at the grassroots. Local government institutions generally act within powers delegated to them by legislation or directives of the higher level of government (Mohammed, 2015). Local government authorities are expected to be the catalyst in promoting growth and development at the local communities (Hilliard & Wissink, 2009). In Ghana, the regional coordinating council has been set as a body to oversee the activities and monitor the performance of the local government authorities (MMDAs).

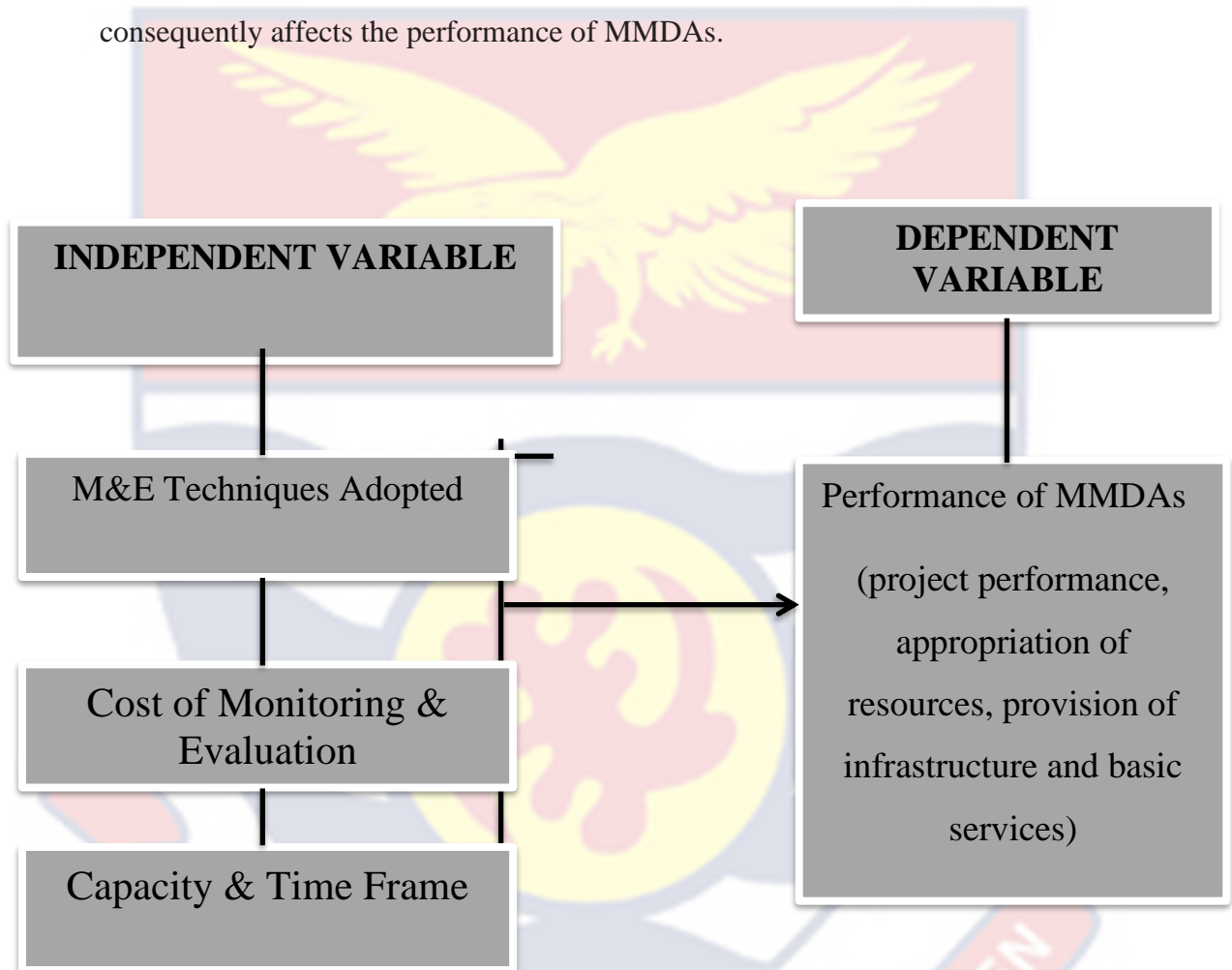
The theory of subsidiarity is adopted for this study. According to Chaplin, 1977, the theory argues that given the needed resources and capacity, societal problems and concerns can be better addressed at the grassroots rather than at the national level. The tenets of the theory states that, responsibilities should be given to local authorities by the central authority and the local entity must act within defined boundaries. Additionally, the central authority must ensure that the necessary resources and oversight responsibilities carried out to ensure that local authorities function effectively. The theory is therefore underpinned by two conditions. Firstly,

the autonomy of the lower entities must be respected and enhanced. Secondly, the higher entity must provide help when the lower entity is unable to perform its assigned duties and responsibilities (Klaus-Dieter Sohn & Czuratis, 2015). The idea of power sharing between the higher and lower authorities protects the grassroots members from being neglected by the central government (Mele, 2004). Additionally, the theory calls for the central government to exercise oversight responsibility over local authorities. The purpose of this is to promote accountability and transparency at the local level. Effective application of the theory in local governance therefore requires building the capacity of the local structures and periodically appraises their capacity to manage grassroots development (Marshall, 2008). The role of monitoring and evaluation functions of the regional coordinating council is therefore very essential in local governance.

### **Conceptual Framework**

This section presents a conceptual framework for the thesis. The conceptual framework presents the main blocks of analysis for the study. According to Regonel (2015) a conceptual framework represents the researchers understanding of how the variables in the research connect. Thus, a conceptual framework identifies the required variables in the research and also maps out the actions required in the course of study. The different variables in a study can be grouped into two categories; dependent variable and independent variable. Typically, the independent variable influences the outcomes of the dependent variables. This study seeks to establish a relationship between monitoring and evaluation functions of the regional council and the performance of MMDAs. The framework presents two main blocks/variables on which the analysis will be conducted. The framework depicts how monitoring and evaluation directly affects the performance of MMDAs in the Ashanti Region. It will

do this, by studying the techniques and methods adopted in the monitoring and evaluation of functions of the regional coordinating council. The challenges of monitoring and evaluating will also be analyzed to determine the extent to which these challenges affect the effectiveness and efficiency of M&E and how it consequently affects the performance of MMDAs.



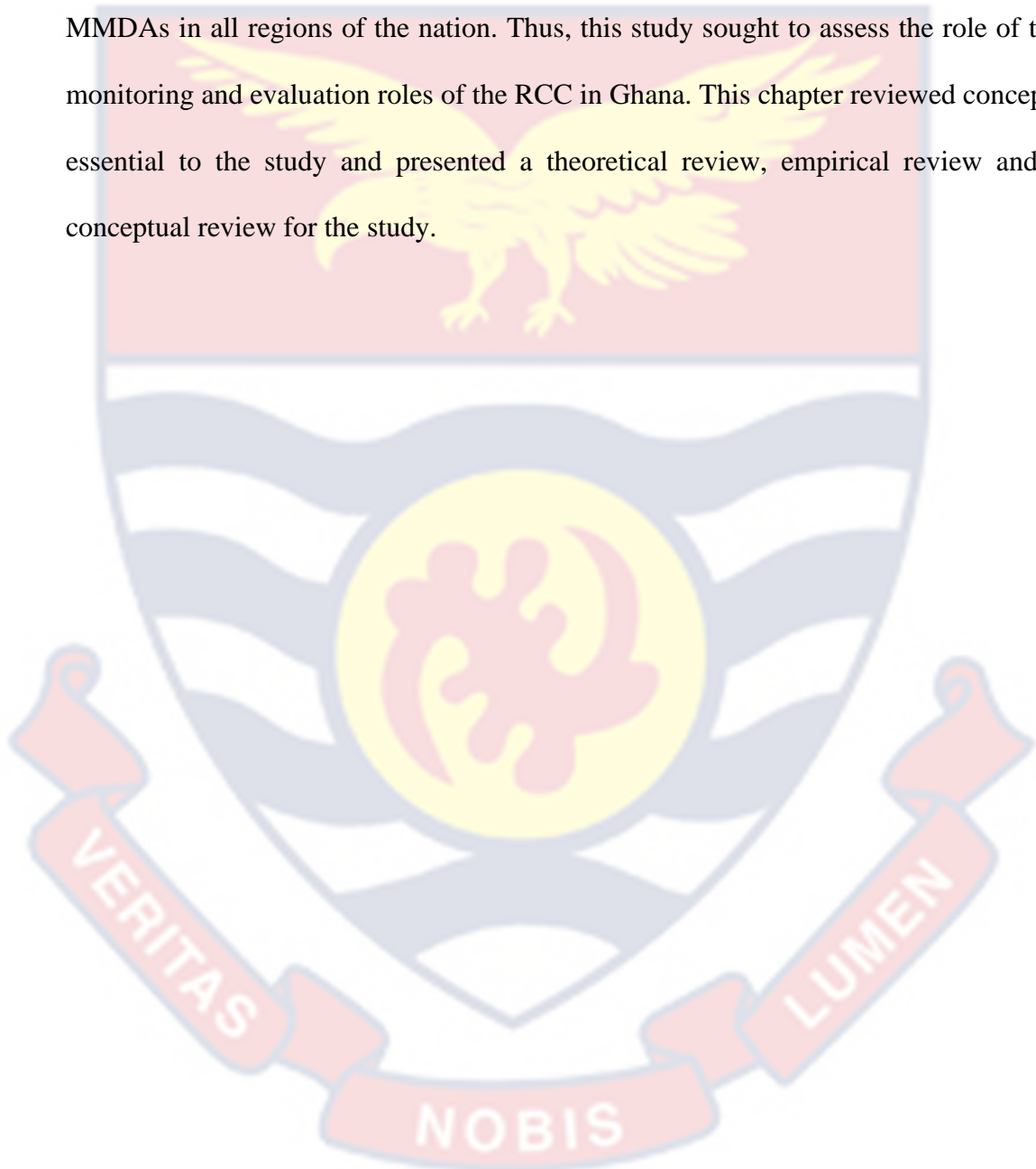
**Figure 2: Conceptual Framework**

Source: Author's Construct, 2022.

### Summary of Chapter

In summary, monitoring and evaluation is considered as very crucial tool to the success of projects and for institutional performance. Several governments all around the world have taken initiatives towards the implementation of monitoring and evaluation in all government sectors. According to Starling 2010, monitoring and

evaluating the gradual progress of projects allow the project manager to change and adjust the initiatives and activities being carried out as and when it is necessary to make sure that the objectives of the project are achieved. In view of the above, the regional coordinating council in Ghana is mandated to oversee the activities of MMDAs in all regions of the nation. Thus, this study sought to assess the role of the monitoring and evaluation roles of the RCC in Ghana. This chapter reviewed concepts essential to the study and presented a theoretical review, empirical review and a conceptual review for the study.



## CHAPTER THREE

### METHODOLOGY

#### Introduction

In order to investigate the monitoring and evaluation role of the regional coordinating council in Ghana, the methods employed to gather the pertinent data are described in this chapter. A description of the study area, description of the research design, the population, the sample, and the sampling procedure, unit of analysis and sources of data are covered in this chapter.

#### Study Area

The study was conducted in the Ashanti Region of Ghana. The Ashanti Region is one of the sixteen regions in Ghana and is located in the southern part of Ghana. The regional capital of the Ashanti Region is Kumasi, which is also the second largest city in Ghana. The region has an estimated population of about 5.8 million people, making it the most populous region in Ghana (GSS, 2021). The Ashanti Region of Ghana is bounded on the north by the Brong-Ahafo region and on the east by the Eastern Region. To the south it is bounded by the Central Region and at the southeastern part is the Western Region of Ghana. The Region lies between longitudes 0.15W and 2.25W and latitudes 5.50N and 7.46N. The Region covers a total area of 24, 289 square kilometers, representing 10.2% of the total landmass of Ghana (GSS, 2013). Currently, the Ashanti Region has 43 MMDA's (Metropolitan, Municipal and District Assemblies) that manage development at the grassroots. Given the scope of the study, data will be collected from 25 of the MMDA's in the Ashanti Region. The table below shows the names of MMDA's in the Ashanti Region and their district capital.

**Table 1: MMDA's in the Ashanti Region**

<b>DISTRICT NAME</b>	<b>DISTRICT CAPITAL</b>	<b>DISTRICT NAME</b>	<b>DISTRICT CAPITAL</b>
Amansie South District	Manso Adubia	Kwadaso Municipal	Kwadaso
Amansie Central District	Jacobu	Suame Municipal	Suame
Akrofuom District	Akrofuom	Old Tafo Municipal	Old Tafo
Adansi South District	New Edubiase	Asokore Mamong Municipal	Asokore Mamong
Adansi Asokwa District	Adansi Asokwa	Kwabre East Municipal	Mamponteng
Obuasi East District	Tutuku	Afigya Kwabre South District	Kodie
Obuasi Municipal	Obuasi	Atwima Nwabiagya North District	Barekese
Adansi North	Fomena	Atwima Nwabiagya South District	Nkawie
Bekwai Municipal	Bekwai	Atwima Mponua	Nyinahin
Amansie West District	Manso Nkwanta	Ahafo Ano South West District	Mankraso
Atwima Kwanwoma District	Twedie	Ahafo Ano North Municipal	Tepa
Bosomtwe District	Kuntanase	Ahafo Ano South East	Dwinyame/Adugyama
Bosome Freho District	Asiwa	Offinso North District	Akomadan
Asante Akim Central Municipal	Konongo	Offinso Municipal	Offinso
Asante Akim South Municipal	Juaso	Afigya Kwabre North District	Boamang
Asante Akim North	Agogo	Sekyere South District	Agona
Sekyere Kumawu District	Kumawu	Mampong Municipal	Mampong
Sekyere East District	Effiduase	Ejura Sekyeredymase Municipal	Ejura
Juaben Municipal	Juaben	Sekyere Central District	Nsuta
Ejisu Municipal	Ejisu	Sekyere Afram Plains District	Drobonso
Oforikrom Municipal	Oforikrom	Kumasi Metropolitan	Kumasi
Asokwa Municipal	Asokwa		

Source: Ghana Statistical Service, 2013





**Figure 3: Map of Ashanti Region**

Source: Ghana Statistical Service, 2013

### Research Design

The research design refers to the overall strategy that is adopted by a researcher to answer their research objectives (Abott & McKinney, 2013). It details out the procedures that will be used to collect, analyze and interpret data in a systematic and reliable manner. According to Abott & McKinney (2013), a well-designed research study ensures that the data collected is reliable, valid and capable of answering the research questions. There are several types of research designs that can be adopted during a research work. According to Akhtar, (2016) there are four main types of research design; explanatory, descriptive, explanatory or analytical and experimental research design. Depending on the objectives, the phenomenon of interest and the feasibility of implementing a particular research design, a researcher select a research design appropriate for the study.

This study adopted the descriptive survey design. The Descriptive survey research designs are used in preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification (Williams, 2007). Creswell (2014) noted that a descriptive research design is used to collect data about a particular phenomenon. A descriptive study is mainly concerned with fact finding which results in the formation of important principles of knowledge and solutions to investigations associated with a study. It allows researchers to understand the prevalence and patterns of the subject matter (Williams, 2007). A descriptive design was employed for the measurements, classification, analysis, comparison and interpretation of the data that would be collected. In view of the selected research design, data was collected using structured questionnaires.

### **Target Population**

Hair, (2006) defines population as an identifiable total group or aggregation of elements that are of interest to a researcher and pertinent to the specified information problem. Sekaran and Bougie (2010) posits that the target population for a research refers to the specific group of individuals that the researcher aims to study and make inferences about. Defining the target population is crucial because it ensures that findings from the study can be generalized accurately to that particular group. According to Hair (2006), the target population should possess the characteristics or attributes that are relevant to the research. To accurately determine the target population of a study, the researcher must consider the inclusion and exclusion criteria, clearly define the research objectives and identify relevant characteristics that are important to answering the research questions. For this study, the target population were officials from the selected MMDA's including members from the project

committee members, officials from the development and physical planning unit, administrative staff and staff responsible for monitoring and evaluation.

### **Sample Size**

The sample size of a research refers to the number of individuals that are included in a research study (Lakens, 2022). It represents the subset of the target population that is selected to participate in the study. The number of individuals selected to participate in a study is very essential in a research design because it has a significant impact on the validity and generalizability of the study findings (Lakens, 2022). A sample size is a subset of the population to which researcher intends to generalize the results.

In this study, the purposive sampling method also known as the judgement sampling technique was selected. It's a non-probability sampling technique that involves deliberately selecting individuals that possess specific criteria relevant to the research objectives (Etikan et. al., 2016). Thus, in this research the research selected informants deliberately based on their knowledge and information they possess in relation to the research topic. It is a nonrandom technique that does not need underlying theories or a set number of informants. Simply put, the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Lewis & Sheppard 2006). This implies that the key informants are observant, reflective members of the population of interest who are knowledgeable and are both able and willing to share knowledge. To adequately capture all relevant information, the researcher based the sample size collection on the above. In view of this, the sample size was selected from different departments of the organization; management and administrative staff, staff

from the physical and development planning offices, project committee members, and members responsible for monitoring and evaluation in the selected MMDA's.

### ***Inclusion Criteria***

To ensure that informants possessed adequate information on the subject matter, the researcher selected individuals who had more than one year working experience working with that particular MMDA and had hands on experience with how the RCC undertakes its monitoring and evaluation functions in the MMDA. The study also made sure that those interviewed were supervisors or heads of departments to ensure that they had adequate knowledge of the activities of the RCC as it relates to M&E in that particular MMDA.

Thus, all individuals that fall within the criteria above were eligible to be included in the study.

### **Sampling Method**

A sample is considered to be the subset of individuals that are selected from a larger population for the purpose of a study. Hence, the sample is a group that represents the whole that researchers use as a basis for analysis and to make conclusions about the entire population. To determine the sample, the researcher needs to adopt a suitable sampling method or procedure. The sampling procedure is a systematic process of selecting a sample from a larger population to represent the whole population (Kombo and Tromp, 2006). It is therefore very crucial that the selected group possess the characteristics of the whole population. The process of selecting the sample size is usually a statistical process because the sample selected has to be an accurate representation of the entire population. In this research, the stratified random sampling technique was adopted to gather information from

respondents. The stratified random sampling method combines elements of simple random technique and stratified sampling to select the sample. It involves dividing the population into distinct subgroups or strata based on the characteristics of the population. This is achieved by firstly defining the study population, then identifying the strata, randomly select samples from the strata and finally combining the samples selected from each stratum to create the finalized stratified random sample (Iliyasu R. and Etikan, I., 2021).

In view of this, the researcher grouped the staff from the various departments of the selected MMDA's into two strata (levels). That is senior staff (heads of various department) and junior staffs. The simple random technique was then used to select participants from the strata. The simple random sampling method is a method where every member of the population has an equal chance of being selected. It involves randomly selecting participants from the whole population without any specific characteristic. In the simple random technique, all elements are considered homogenous hence every element has an equal chance of being selected.

### **Research Instruments**

Data Collection tells how the data collection procedures and the types of data that would be used for this study. Data would be collected through the use of structured questionnaires, interview and document analysis. The respondents were diversified and hence questionnaires were an effective and most convenient way of collecting the needed data. In this study, the structured questionnaire will be used to collect data from the selected MMDA's. The questionnaire consisted of items applying the Likert scale with the responses ranging from strongly agree, agree, neutral, disagree and strongly disagree on a 1,2,3,4,5 rating scale. The Likert scale tested the attitude of the respondents. The rationale for using the Likert Scale is that, it

will help the researcher to obtain a high degree of validity. The questionnaire consisted of both open-ended and closed-ended questions to offer opportunities for comments, suggestions. Open-ended items allow more freedom of response, they are easy to construct and permit follow-up question by the researcher. Close-ended items on the other hand enhance consistency of responses across respondents, easier and faster to tabulate and analyze.

Leedy and Ormrod (2010), describes the questionnaire as a survey instrument tends to be more reliable, while its anonymity encourages a greater degree of honesty. A questionnaire will be developed by the researcher based on the literature review for the study. Additionally, the use of the questionnaire tends to be more reliable since it will ensure anonymity which encourages greater honesty. This is possible because the use of questionnaire does not require the respondents to indicate their details which the researcher can use to trace them. Again, questionnaire will provide a relatively simple and straightforward approach to the study of attitudes, values, beliefs and motives. It will also be adapted to collect generalized information from any human population.

The questionnaire was structured in sections: Section A demanded personal information of the respondents which focused on their biographic data concerning their sex, work experience and qualification. Section B also demanded answers to questions on the M&E activities conducted by the ARCC from 2017 to 2022. Further, Section C sought to assess the M&E systems used in conducting M&E roles at ARCC. Also, Section D demanded answers to M&E activities of ARCC on Local Government Authorities' performance in the Region. Section E sought answers to the capacities of M&E Team at the ARCC. Finally, Section F which consisted of open-

ended questions asked participants to suggest the best practices of M&E systems to ARCC.

### **Data Analysis and Interpretation**

The collected data will be analyzed using the Statistical Package for Social Sciences (SPSS). Each questionnaire will be given a serial number for easy identification before scoring the responses. The variables were decoded and interpreted. Descriptive statistics will be used and that will give the researcher the opportunity to make precise statements and describe things in a more accurate manner. All data will be subjected to frequency counts to check and correct coding errors where necessary.

In analyzing the collected data, frequencies of percentages will be used. This is aimed at making the data more comprehensive. The analyzed data would be summarized and findings would be reported based on the total population of the study. In the descriptive analysis, data would be presented in the form of frequencies, mean, graphs (line graphs and bar chart) and percentages are going to be used the participant's perception relative to the topic under study.

### **Ethical Measures**

Participants were informed of the confidentiality in the study so to ensure respect for the dignity of participants in the study. Their confidential information was only accessed by the researcher and the supervisor. They were not required to provide any identifying details and as such, transcripts and names and the final report will not reflect the subjects identifying information such as their names, in the case they are not comfortable with it.

### Operationalization of Variables

This section analyses the operational definition of variables used in the study. The study aimed to assess the monitoring and evaluation roles of the regional coordinating councils in Ghana. The variables, indicators and tools of measurement for the variables are presented in table 2 below;





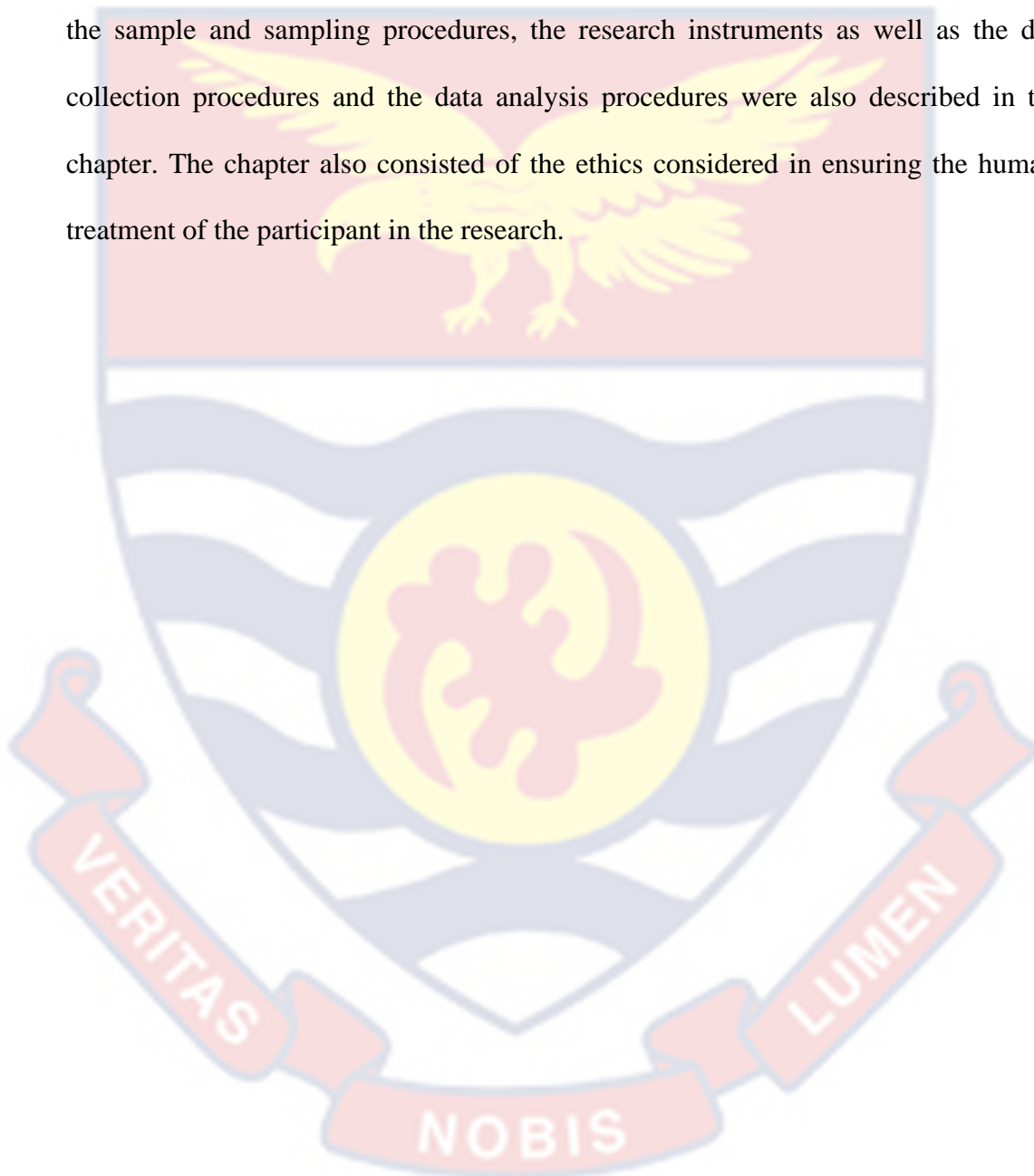
**Table 2 Operationalization of Variables**

<b>OBJECTIVES</b>	<b>TYPES OF VARIABLES</b>	<b>INDICATORS</b>	<b>MEASUREMENT SCALE</b>	<b>DATA COLLECTION</b>	<b>TYPE OF STATISTICS</b>
To analysis the trend of M&E activities conducted by the ARCC from 2017 to 2022.	<u>Independent Variable</u> M&E Activities	M&E Framework	Ordinal Scale	Questionnaires	Descriptive statistics/frequencies and percentages
To assess M&E systems used in conducting M&E roles at ARCC.	<u>Independent Variable</u> M&E Systems uses by the ARCC	M&E Framework	Ordinal Scale	Questionnaires	Descriptive statistics/frequencies and percentages
To assess the impact of M&E activities of ARCC on Local Government Authorities in the Region.	<u>Dedependent Variable</u> Performance of MMDAs	Project performance	Ordinal Scale	Questionnaires	Descriptive statistics/frequencies and percentages
To assess the capacities of M&E Team at the ARCC	<u>Independent Variable</u> Capacity of M&E Personnel	Number of M & E team financial availability Frequency of Monitoring	Ordinal Scale	Questionnaires	Descriptive statistics/frequencies and percentages
To recommend best practices of M&E systems to ARCC	<u>Independent Variable</u> Suggestions from participants	N/A	Ordinal Scale	Questionnaires	Descriptive statistics/frequencies and percentages

Source; Author's Construct, 2023

## Chapter Summary

This chapter described the methodology and procedures that were used to collect the data from the respondents in the study. The descriptive research design was used to allow the researcher to interpret the results in different ways. The population, the sample and sampling procedures, the research instruments as well as the data collection procedures and the data analysis procedures were also described in this chapter. The chapter also consisted of the ethics considered in ensuring the humane treatment of the participant in the research.



## CHAPTER FOUR

### DATA ANALYSIS AND DISCUSSION

#### Introduction

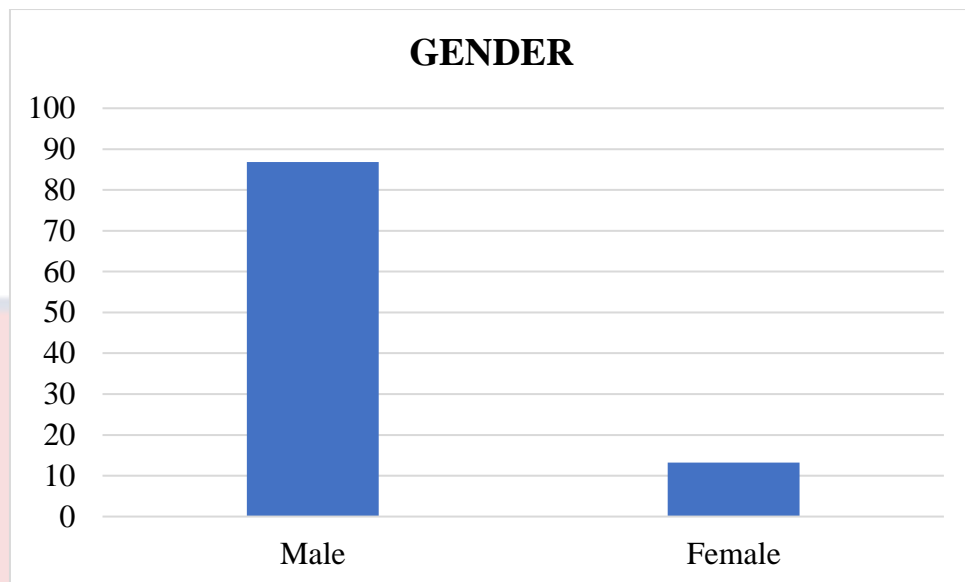
This chapter presents the results and discussion of the study. All data gathered for the study were organized, analysed and followed by discussions of key issues relating to the findings of the study. The main objective of the study was to assess the monitoring and evaluation roles of the regional co-ordinating councils in Ghana, using insights from the Ashanti Regional Co-ordinating council. To ensure that all research questions were answered, results of the study were presented in terms of the study objectives which included; to identify the trend of M&E activities conducted by the ARCC, assess the M&E systems used, to assess the impact of M&E activities of the ARCC on the local government, to assess the capacities of M&E Team at the ARCC and to recommend best practices of M&E systems to ARCC.

#### Demographic Characteristics

This section discusses the demographic characteristics of the respondents in the study. These include, distribution of respondents by their gender, age and level of education working. The demographic characteristics was grouped under two categories namely; demographic data from the MMDA's and demographic data from the ARCC.

#### Demographic data from the MMDA'S

The first variable considered here was gender of the respondents. Below is a representation of their response.



**Figure 4: Gender of Respondents**

Source: Field Survey, 2023

Figure 4 presents the gender of respondents from the MMDA's who took part in the study. Results show that males dominated the study making up 86.8% of respondents and the female respondents were 13.2%.

The next demographic data considered by the study was the age of respondents who took part in the study. The results are presented in table 3 below;

**Table 3: Age of Respondents**

AGE RANGE	FREQUENCY	PERCENTAGES
Below 30	1	2.6 %
31-49	34	89.5%
50 and above	3	7.9%
Total	38	100%

Source: Field Survey, 2023

As shown in Table above, most of the respondents from the MMDA's were within the age group 31-49 with a frequency of 34 respondents, representing 89.5%,

followed by the 50 and above year group whose frequency was 3 respondents, representing 7.9% and the below 30 age range with a frequency of 1, representing 2.6%.

### ***Education Level of Respondents***

The academic qualification of respondents was also considered in this study. Findings from the survey revealed that all respondents have acquired higher level education. Respondents either had a bachelor's degree or a master's degree. None of the respondents had an educational qualification higher than a master's degree. Majority of respondents making up 63.2% of had a master's degree while the remaining 36.8% had a bachelor's degree. This information is presented in table 4 below;

**Table 4: Level of Education of Respondents**

LEVEL OF EDUCATION	FREQUENCY	PERCENTAGE
Master's degree	7	63.2%
Bachelor's degree	23	36.8%
Total	38	100%

Source: Field Survey, 2023

### **Demographic data from the ARCC**

The findings on gender distribution from respondents from the ARCC are presented in table 5 below;

**Table 5: Gender of Respondents (ARCC)**

GENDER	FREQUENCY	PERCENTAGE
Male	31	75%
Female	11	25%
Total	42	100%

Source: Field Survey, 2023

As indicated in Table 6, 31 of the respondents were males representing 75%, whereas females were 11, representing 25% of the total respondents from the ARCC.

The next demographic data considered was the age of the respondents who took part in the study. The results are indicated in Table 4.4 below;

**Table 6: Age of Respondents (ARCC)**

AGE RANGE	FREQUENCY	PERCENTAGES
Below 30	2	4.8 %
31-49	35	83.3%
50 and above	5	11.9%
Total	42	100%

Source: Field Survey, 2023

The ages of respondents were put into three categories; below 30 years, those between the ages of 31-49 and those who were 50 and above. Results show that those between 31-49 were 35, representing 83.3% whereas those who were below 30 were 2 representing 4.8 % and those who were above 50 were 5 representing 11.9%. Thus, those in the 31-49 category formed the majority of respondents.

***Education Level of Respondents (ARCC)***

**Table 7: Level of Education of Respondents**

LEVEL OF EDUCATION	FREQUENCY	PERCENTAGE
Bachelor's degree	31	75%
Master's degree	11	25%
Total	42	100%

Source: Field Survey, 2023

As shown in the Table above, 31 respondents representing 75% had a bachelor's degree, whereas 11 of the respondents representing 25% had a master's degree.

### Working Experience of Respondents

The researcher employed the purposive sampling method which allows researchers to select participants of a study based on their knowledge on the subject matter and their willingness to share information. Thus, this study targeted respondents that had at least one year working experience at either the ARCC or in an MMDA in the Ashanti region and individuals who have worked closely in M&E teams or are part of the monitoring and evaluation teams. The survey revealed that all respondents have at least one year working experience. All respondents from the ARCC have been working with the ARCC for more than five years. 68.4% of respondents from the MMDAs have more than 5 years working experience in the MMDA, 10.5% have worked for more than 4 years, 7.9% have worked for more than 3 years, 7.9% have worked for more than two years and 13.2% have worked for more than 1 year. Also, the study targeted workers who worked with departments relevant to the study. These departments include management staff, M&E team, Budget and Finance, project committee members and physical and planning department. Findings revealed that respondents worked in either the budget/finance department, physical development or planning unit, M&E team and project committee members. Findings from the above are presented in table 8 and 9 below;

**Table 8: Working Department of Respondents (MMDAs)**

DEPARTMENT	FREQUENCY	PERCENTAGE
Budget/finance department	25	64.5%
Physical development/planning unit	3	9%
Project Committee	4	11%
Management Staff	6	15.5%
<b>Total</b>	<b>38</b>	<b>100</b>

Source: Field Survey, 2023

**Table 9: Working Department of Respondents (ARCC)**

DEPARTMENT	FREQUENCY	PERCENTAGE
Budget/finance department	13	31%
Management Staff	18	42.9%
M&E team	11	26.1%
<b>Total</b>	<b>42</b>	<b>100</b>

Source: Field Survey, 2023

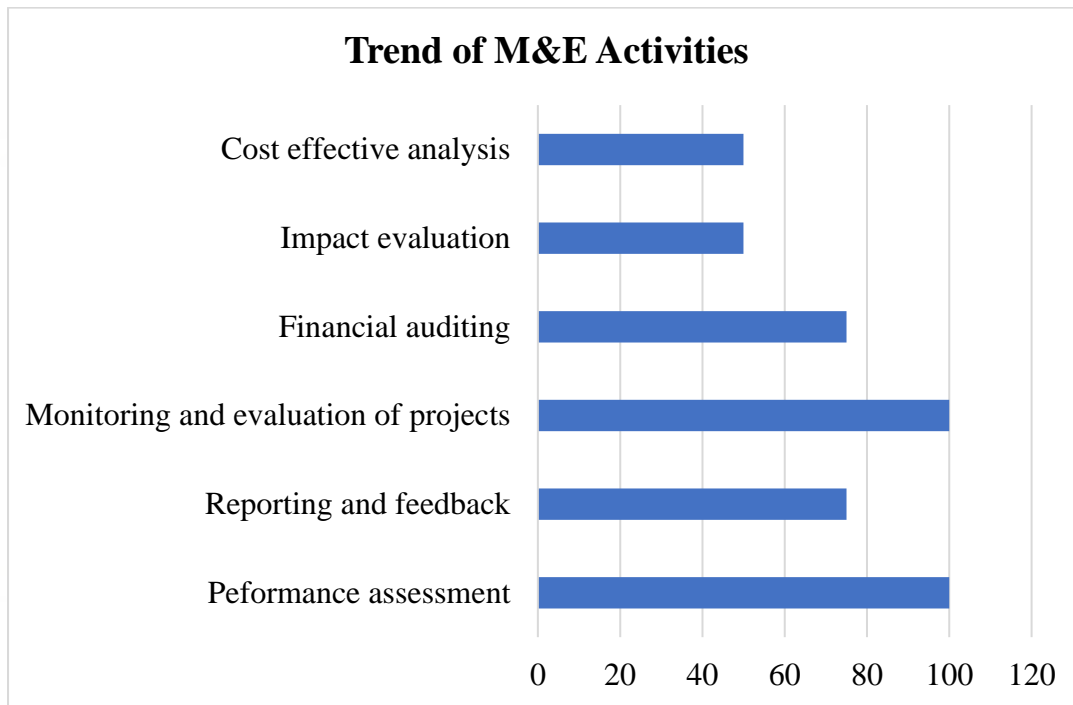
### **Research Question 1**

#### ***Trend of M&E Activities Conducted by the ARCC***

The study sought to ascertain the trend of monitoring and evaluation activities undertaken by the ARCC in the various MMDAs from 2017 to 2022. The survey revealed that during this period, the ARCC has undertaken several M&E activities in the MMDAs including performance assessment, reporting and feedback, monitoring and evaluation of project implementation, financial auditing, impact evaluation and cost-effective analysis. This finding is at par with findings from a study conducted by Sulemana et. al., (2018), the study reveals that as part of their oversight roles the ARCC undertakes M&E activities such as project monitoring, financial audit and impact evaluation. Similarly, Ofori (2016) posits that the RCC in Ghana undertakes several activities in MMDA's within their jurisdiction including monitoring the appropriation funds and the progress of projects and infrastructure development. The survey revealed that the activities that the ARCC has undertaken the most during the period of 2017 to 2022 is project performance assessment and the monitoring and evaluation of projects undertaken in the various MMDAs. While respondents agreed that other M&E activities are carried out by the ARCC, there are variations in the responses given by respondents. These can be attributed to the fact respondents of the study worked in different departments and thus, may not be fully informed of all



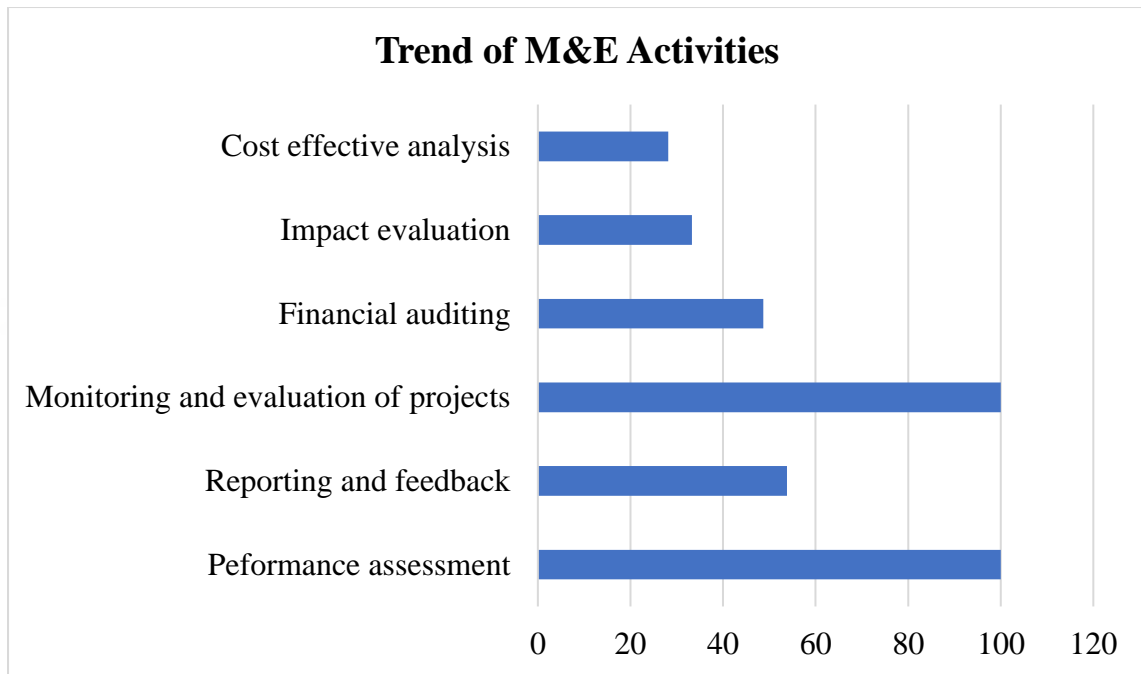
activities going on in other departments. Results of this analysis are presented in figure 5 and 6 below;



**Figure 5: Trend of M&E Activities identified from the ARCC**

Source: Field Survey, 2023

The figure above shows the trend of M&E activities identified by respondents from the ARCC. All respondents agreed that the ARCC has undertaken performance assessment and the monitoring of project implementation in the various MMDAs. 75% of all respondents also identified reporting and feedback and financial auditing. Finally, 50% of respondents also identified impact evaluation and cost-effective analysis as M&E activities undertaken in the MMDAs.



**Figure 6: Trend of M&E Activities identified from the MMDAs**

Source: Field Survey, 2023

From the figure above, performance assessment and monitoring of project implementation were identified by all respondents from the MMDAs M&E activities undertaken by the ARCC. 53.8% of respondents identified reporting and feedback, 48.7% of respondents identified financial auditing, 33.3% of respondents identified impact evaluation and 28% identified cost effective analysis.

## **Research Question 2**

### ***M&E Systems Used by the ARCC***

Monitoring and evaluation systems are structured processes and frameworks used by organizations, projects and programs to systematically manage their activities, track progress and measure outcomes. According to Tengan & Aigbavboa (2021), these systems are crucial for effective monitoring and evaluation because they ensure accountability, learning, feedback and impact assessment. Given the aim of this research, the researcher sought to assess the M&E systems used by the ARCC in

undertaking its oversight role in the MMDAs. While 75% of respondents from the ARCC agreed that there was a team solely dedicated to monitoring and evaluating the activities of the MMDAs, the remaining 25% disagreed stating that the ARCC does not have a team solely dedicated to monitoring M&E activities in the MMDAs. This notwithstanding, all respondents agreed that the ARCC undertakes M&E activities in the MMDAs and identified some of the systems used by the ARCC in undertaking these activities. The findings are presented below;

**Table 10: M&E Systems Used by the ARCC**

M&E SYTEMS	AGREE		STRONGLY AGREE		DISAGREE		TOTAL	
	F	%	F	%	F	%	F	%
Use of Logical Framework	16	38	5	12	21	50	42	100
Use of Formal Surveys	16	38	4	10	22	52	42	100
Use of Performance Indicators	15	33.5	28	66.5	0	0	42	100
Impact Evaluation	19	45.2	23	54.8	0	0	42	100
Cost-benefit analysis and cost-effective analysis	33	78.6	9	21.4	0	0	42	100

Source: Field Survey, 2023

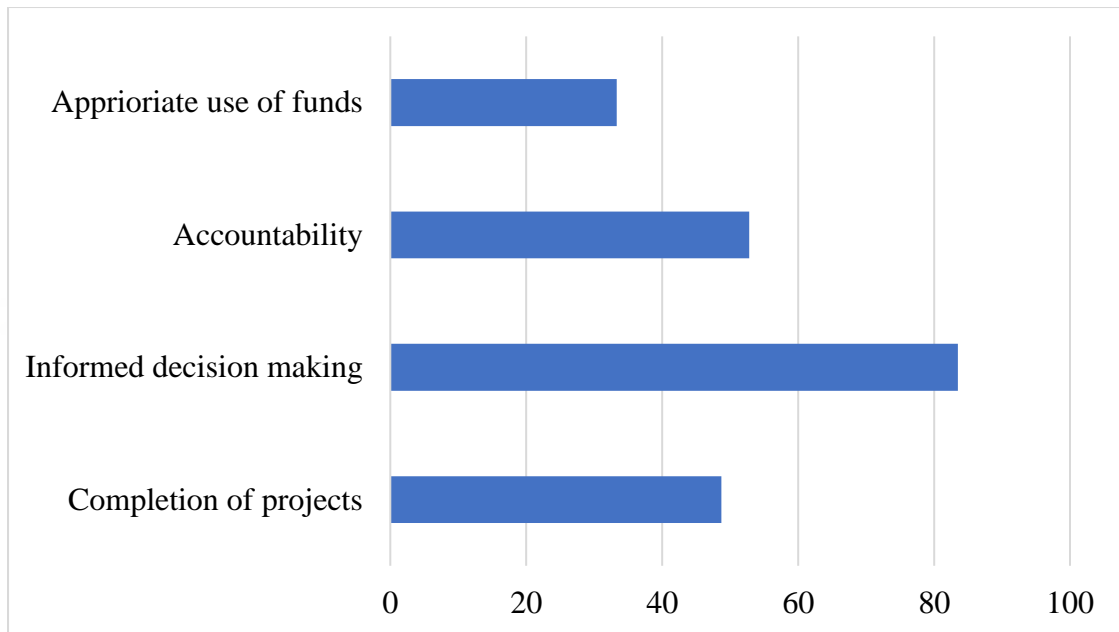
The table above shows that, the ARCC undertakes M&E activities in the MMDAs. However, the data also indicates that personnel of the ARCC are not adequately informed on how these activities are carried out, because respondents have varying views on the type systems that is used by the ARCC. On the use of logical framework, some respondents agree (38%), others disagree (21%) and the remaining 12% agree that the M&E team make use of a logical framework. Howbeit, it is worth noting, that more than 50% either agree or strongly agree that the M&E team of the ARCC use logical framework. On the use of formal surveys, more than half (52%) of

respondents report that the M&E team does not use formal surveys. While the remaining respondents either agree or strongly agree. In spite of the variations above, participants of the study either agreed or strongly agreed that the M&E team uses M&E tools such as cost-benefit, cost-effective analysis and impact evaluation.

### **Research Question 3**

#### ***The Impact of M&E activities of ARCC on Local Government Authorities***

Monitoring and evaluation has emerged as a useful tool in ensuring performance in various fields. The ARCC is mandated to perform oversight responsibilities in MMDAs under their jurisdiction as a means of ensuring accountability, efficient resource allocation, learning and capacity building which consequently improves the overall performance of local governance. Irrespective of this, local governance in Ghana is faced with several accountability issues, misappropriation of funds and poor project performance. Thus, this study sought to assess the impact of the M&E activities undertaken by the ARCC on local governance performance. To achieve this objective, respondents answered questions on the influence of M&E on the activities of the local government and how these M&E activities impact the overall performance of the MMDAs. Respondents from the ARCC are of the view that, the oversight role of the ARCC improves the overall performance of the MMDAs. Findings from the survey are presented below;



**Figure 7: Impact of ARCC on Local Governance Performance**

Source: Field Survey, 2023

The figure above indicates that respondents from the ARCC are of the view that the ARCC affects the overall performance of the MMDA because the M&E activities of the ARCC ensures the appropriate use of funds and resources, accountability, informed decision making and ensures that projects are completed and intended objectives achieved.

Majority of respondents (94.6%) from the MMDAs agree to this, while 5.1% of respondents from the MMDAs disagree. Similarly, a study conducted by Odoro-Ofori (2016) reveal that the M&E plays a significant role in overall performance of MMDAs in Ghana, particularly in ensuring accountability and the appropriate use of funds and resources. The 5.1% of respondents who disagree state that the intended impact of the supervisory role of the ARCC has not been achieved. This is at par with Hackman et. al., (2021), they state that, while the RCC was instituted to improve local governance performance, the impact of the institution is yet to be achieved as

MMDAs are still face with issues such as misappropriation of funds, several uncompleted and abandoned projects and lack of accountability. To further ascertain the impact of the oversight roles of the ARCC on local governance performance, respondents from the were made to respond statements about the impact of M&E activities of the ARCC.

The findings are presented in the tables below;

**Table 11: Impact of ARCC on local governance performance**

	AGREE		STRONGLY AGREE		DISAGREE		TOTAL	
	F	%	F	%	F	%	F	%
ARCC does not play a significant role in local governance	0	0	0	0	38	100	38	100
The M&E role of the ARCC is not well understood	0	0	0	0	38	100	38	100
Efficient use of resources	18	47	20	53	0	0	38	100
Accountability	15	39	23	61	0	0	38	100

Source: Field Survey, 2023

From the table above, it is evident that all respondents from the MMDAs agree that the ARCC plays a significant role in local governance performance. All respondents disagreed to the statement that the role of the ARCC is not well understood hence it has no impact on local governance performance. 47% of respondents agree and 53% of respondents strongly agree that the oversight responsibilities of the ARCC ensures the efficient use of resources in MMDA's. 39% agreed and 61% strongly agreed that the oversight role of the ARCC ensured accountability in the MMDA's.

#### Research Question 4

##### *Capacity of the M&E Team*

According to Kaberia & Mburugu (2019) the capacity of a monitoring and evaluation team refers to the collective ability of the team to effectively carry out tasks and responsibilities related to monitoring and evaluating programs or organizations. The capacity encompasses various elements including knowledge, skills, resources and organizational support. To assess the capacity of the M&E team of the ARCC, the researcher considered the educational qualification of members of the M&E team, the resources available to the team, the frequency and accuracy with which they undertake their activities and how the team communicates with the MMDAs. As indicated earlier in the demographic survey, all respondents which included members of the M&E team had at least a bachelor's degree. While this, does not ensure that the team has the technical know-how, educational qualification is one of the ways by which the technical know-how of the M&E team can be assessed. To further ascertain the capacity of the M&E team, respondents from the ARCC were made to answer specific questions pertaining to their capacity. The findings are presented below;

**Table 12: Capacity of M&E team**

	AGREE		STRONGLY AGREE		DISAGREE		TOTAL	
	F	%	F	%	F	%	F	%
Team with technical know how	25	58.9	41.1	17	0	0	42	100
Logical framework	16	38	5	12	21	50	42	100
Adequate resources	21	49	7	16	14	35	42	100
Effective Communication	13	30	22	53	7	17	42	100
Adequate human resource	19	45	13	30	10	25	42	100

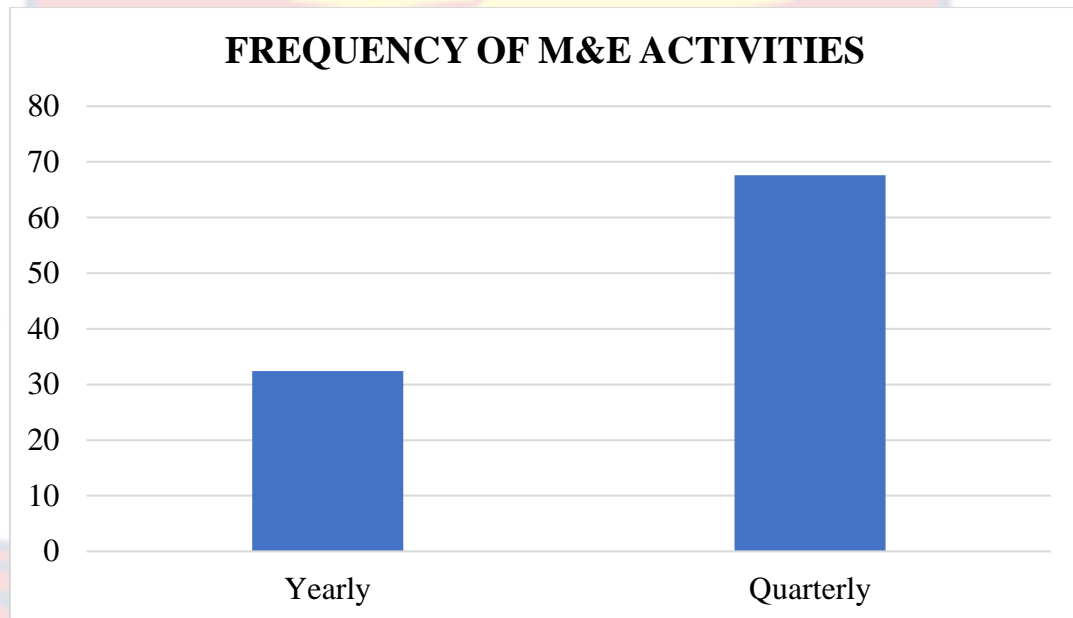
Source: Field Survey, 2023

The results from this table show that all respondents agree or partially that the M&E team has the technical know-how to undertake their activities. However, the table also reveals that 25% of respondents state that the team lacks the needed human resources. While 25% is a significant proportion of respondents, 45% agree and 30% strongly agree that the M&E team has adequate human resources. With respect to other resources such as funds and vehicles for inspection of projects, 49% either agree or strongly agree while 35% disagree. Findings from this table also indicate that 17% of respondents from the ARCC state that, communication between the MMDA and the M&E team is not effective, while the remaining 30% and 53% agree and strongly agree respectively, that there is effective communication between the ARCC and the MMDAs.

The researcher also sought to assess the effectiveness of M&E activities undertaken by the ARCC in the MMDAs by assessing the frequency at which the activities are undertaken. Data collected from the ARCC reveal that M&E activities such as progress review reports, auditing, performance assessment, reporting and feedback and inspection of projects are done quarterly. However, results from



responses gathered from respondents from the MMDAs reveal that 20.6% of respondents from the MMDAs stated that M&E is done yearly, 11.7% stated it was monthly and the remaining 67.6% said it was done quarterly. This implies that, while M&E is scheduled to be done quarterly, the M&E team does not always undertake monitoring and evaluation quarterly. This can be associated with inadequate human resource and funds identified by some respondents. The findings are presented below;



**Figure 8: Frequency of M&E Activities (MMDAs)**

Source: Field Survey, 2023

### **Research Question 5**

#### ***Recommended M&E practices***

According to Callistus & Clinton (2018), effective monitoring and evaluation is essential for assessing the progress and impacts of projects, policies and organizations. They further explain that several factors contribute to making M&E effective. These factors include clear objectives and indicators, stakeholder involvement, regular data collection, capacity building, use of relevant technology and budget allocation. Respondents identified several M&E practices that can

improve the M&E systems of the ARCC including regular monitoring and evaluation, a standard set of M&E activities should be created by the ARCC and shared with the MMDA's, implementation of feedbacks from M&E reports and the use of a well-structured M&E tool.

Based on findings from the research, the researcher recommends the creation of clear objectives by the ARCC. This also includes a well-structured M&E system that stipulates the frequency of M&E activities. According to Callistus & Clinton (2018), it is essential to create well-defined objectives to ensure that each activity aligns with the goals and objectives of the program or institution. The researcher also recommends training and capacity building for M&E staff. While the findings from the study reveal that, members of the M&E team have the technical know-how, it is necessary that they are given training to equip with the necessary skills to collect, analyse and interpret data. Finally, the researcher also recommends that clear and concise M&E reports that communicate findings of M&E activities to the MMDA's.

### **Summary**

The monitoring and evaluation roles of the regional co-ordinating council in Ghana is essential to local governance performance. According to Kissi et. al., (2019), feedback from M&E is needed to improve performance and to ensure accountability and efficient use of resources. Thus, the overall performance of MMDAs can be improved with effective monitoring and evaluation from the RCC. Results from the study indicate that the ARCC undertakes monitoring and evaluation in the MMDA'S within its jurisdiction. The ARCC has a team that is dedicated to monitoring activities of the MMDAs include performance assessment, financial auditing and M&E of projects. The study reveals that the M&E team of the ARCC uses M&E systems such

as logical frameworks, performance indicators, impact evaluation and cost-benefit analysis.

Findings from the study revealed that the monitoring and evaluation roles of the ARCC plays a very significant role in ensuring that the MMDAs effectively perform their roles. Respondents from both the ARCC and MMDAs state that the M&E activities of the ARCC ensure the efficient use of resources and improves the overall performance of MMDAs.

This notwithstanding, MMDAs in the region still record significant levels of misappropriation of funds, inefficient use of resources and uncompleted projects. These challenges can be associated with some of the inconsistencies identified during the study; irregular monitoring and evaluation of MMDA activities and inadequate human and financial resources. Finally, the study recommended best M&E practices that can improve the oversight responsibilities of the MMDA's. These practices included; clear and concise M&E reports, training and capacity building for M&E staff, creating well-defined objectives and a well-structured M&E system that stipulates the frequency of M&E activities.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

#### Introduction

This chapter presents a summary of the study findings, discussions, conclusions and recommendations. It also makes suggestions for further research. The findings are presented in line with the objectives of the study which was to assess the monitoring and evaluation role of the regional coordinating council in Ghana using insights from the Ashanti Region coordinating council.

#### Summary of Findings

##### *Trend of M&E Activities*

In order to assess the monitoring and evaluation role of the Ashanti Regional Coordinating Council, this study sought to identify the trend of M&E activities undertaken by the ARCC in MMDAs from 2017 to 2022. Data gathered from the field survey revealed that the ARCC has undertaken a number of M&E activities including performance assessment, reporting and feedback, monitoring and evaluation of project implementation, financial auditing, impact evaluation and cost-effective analysis. All respondents stated that the ARCC has undertaken performance assessment and monitoring of projects implementation in the district. 75% of all respondents also identified reporting and feedback and financial auditing and 50% of respondents also identified impact evaluation and cost-effective analysis. These findings are at par with several studies that state the RCC undertake activities such as the monitoring of project performance, financial auditing, the allocation of funds and the provision of infrastructure and basic services (Osei, 2018; Kpentey, 2019). Similarly, Diaboh (2022) identifies financial auditing as one of the prominent roles of the RCC, given that misappropriation of funds is occurs in many MMDA's.

### *M&E systems used in conducting M&E roles at ARCC*

Findings from the study revealed that the ARCC undertakes several M&E activities in MMDAs within its jurisdiction. However, participants from the ARCC shared contrasting views on whether or not the ARCC had an M&E team dedicated to monitoring and evaluating the activities of the MMDAs. Whiles, 75% of respondents from the ARCC agreed that there was a team solely dedicated to monitoring and evaluating the activities of the MMDAs, the remaining 25% disagreed stating that the ARCC does not have a team solely dedicated to monitoring M&E activities in the MMDAs.

Findings from this study also reveal that the ARCC uses M&E systems such as logical frameworks, formal surveys, cost-benefit analysis and cost-effective analysis. Again, there are disparities in the responses participants gave on the kind of M&E systems used by the ARCC. While some respondents agree that the ARCC use a particular system, other participants disagree. For instance, while 38% of respondents agree to the use of a logical framework, 21% disagree and the remaining 12% strongly agree that the M&E team make use of a logical framework. Howbeit, it is worth noting, that more than 50% either agree or strongly agree that the M&E team of the ARCC use logical framework. Similarly, while 52% of respondents stated that the ARCC does not use formal surveys, the remaining 48% either agree or strongly agree. Given that respondents sampled from the ARCC were from different departments, these variations in the responses given by the participants can be attributed to poor communication between the M&E team and the various department of the ARCC.

Overall, logical framework, formal survey, performance indicators, impact evaluation, cost-benefit analysis and cost-effective analysis were the M&E systems

identified in this study. findings from this study correspond with findings from Mapitsa & Khumalo (2018) who identifies logical framework, performance indicators, impact evaluation, cost-benefit analysis and cost-effective analysis as some of the most used M&E tools in institutions.

### ***Impact of M&E activities of ARCC on Local Government Authorities***

Findings from this study indicated that the activities of the ARCC plays a significant role in the overall performance of MMDAs. Respondents of the study reveal that, the oversight role of the ARCC in MMDAs ensures the appropriate use of funds and resources, accountability, informed decision making and ensures that projects are completed and intended objectives achieved. Participants from the MMDAs either agree or strongly agree that the oversight role of the ARCC ensures the efficient use of resources, accountability and the minimizes the misappropriation of funds. Similarly, several studies have identified a positive between M&E and local government performance. Stating that, the oversight roles of the ARCC ensures that MMDAs performs their roles as drivers of the local economy (Sulemana et. al., 2018; Nkum & Hackman, 2021).

Additionally, all respondents disagreed to the statement that the role of the ARCC is not well understood hence it has no impact on local governance performance. 47% of respondents agree and 53% of respondents strongly agree that the oversight responsibilities of the ARCC ensures the efficient use of resources in MMDA's. 39% agreed and 61% strongly agreed that the oversight role of the ARCC ensured accountability in the MMDA's.

### *Capacity of M&E Team at the ARCC*

To assess the capacity of the M&E team, the researcher used parameters such as their educational qualification, the adequacy of their human resource, adequacy of logistics such as vehicles for inspection, the availability of funds, the type of M&E tools and system used and the frequency at which the M&E team carries out their activities. The study also assessed the reporting and feedback system of the ARCC.

On the educational qualification of the MMDAs, findings from the field survey revealed that members of the M&E team had at least a bachelor's degree. 25% of respondents state that the M&E team lacks the needed human resources. While 25% is a significant proportion of respondents, 45% agree and 30% strongly agree that the M&E team has adequate human resources. With respect to other resources such as funds and vehicles for inspection of projects, 49% either agree or strongly agree while 35% disagree. Also, 17% of respondents from the ARCC state that, communication between the MMDA and the M&E team is not effective, while the remaining 30% and 53% agree and strongly agree respectively, that there is effective communication between the ARCC and the MMDAs.

### *Best practices of M&E systems to ARCC.*

Irrespective of the oversight role of the ARCC in MMDAs, MMDAs are still plagued with significant issues such as misappropriation of funds, poor project performance and poor accountability from local government authorities. Thus, it is essential for the ARCC to strengthen its monitoring and evaluation activities to curb these challenges. In this study, some M&E practices are recommended to curb these challenges.

Respondents identified several M&E practices that can improve the M&E systems of the ARCC including regular monitoring and evaluation, a standard set of M&E activities should be created by the ARCC and shared with the MMDA's, implementation of feedbacks from M&E reports and the use of a well-structured M&E tool. According to Mapitsa & Khumalo (2018), using a pre-defined and well structured M&E systems enhances the outcomes of monitoring and evaluation.

Based on findings from the research, the researcher also recommends the creation of clear objectives by the ARCC, training and capacity building for M&E staff and that clear and concise M&E reports that communicate findings of M&E activities to the MMDA's.

### **Conclusions**

In this study, the critical role of monitoring and evaluation of the regional coordinating council was assessed. It was evident that the ARCC plays a vital role in overseeing and facilitating activities of MMDAs under its jurisdictions. They served as essential intermediaries that assessed and monitored transparency, accountability and project implementation in the MMDAs.

The findings reveal that while the ARCC has made significant progress in implementing M&E frameworks that have positively affected the overall performance of MMDAs under its jurisdiction, there are still some challenges that hinder the full impact of the M&E activities of the ARCC. These challenges include resource constraints, capacity gaps and coordination and communication issues between the ARCC and MMDAs. By addressing these issues, Ghana can harness the full potential of the regional coordinating council to drive sustainable development and foster good local governance.



Finally, this research underscores the importance of strengthening the monitoring and evaluation roles of the RCCs in Ghana.

### **Recommendations**

While the findings from the study reveal that, the ARCC is very impactful to the overall performance of MMDAs, it is also worth noting that key concerns were raised in relation to the capacity of the M&E team including inadequate human and financial resources and poor communication between the ARCC and the MMDAs. In view of this, the researcher recommends the following;

- The ARCC should establish a reporting schedule to share monitoring and evaluation findings with MMDAs. The report should be done quarterly and include recommendations for improvement. The M&E team of the ARCC should ensure that the feedback given is used by the MMDAs to improve activities as needed.
- It is recommended that the ARCC in collaboration with the MMDAs define clear and measurable objectives yearly. This will ensure effective monitoring of all MMDA activities.
- The ARCC at the beginning of every year should allocate resources, including budget and personnel specifically for M&E.

### **Recommendations for Further Research**

The study also recommends that further research should be carried out on;

- The researcher recommends a comparative study of the impact of the monitoring and evaluation role of the RCC on the performance of local governance authorities across different regions. This would provide valuable insights into regional variations in M&E practices.

- The researcher recommends a longitudinal study that tracks changes in the local governance performance and decision-making processes over a span of five years. This can help identify trends and assess the long-term impact of M&E.



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**APPENDIX****QUESTIONNAIRES FOR RCC**

The information provided will only be for the purpose of this study. Read carefully and give appropriate answers by ticking or filling the blank spaces. Information given will be treated with confidentiality.

**SECTION A: BACKGROUND INFORMATION**

1. Gender of Committee Members
  - a) Male
  - b) Female
2. Age Range
  - a) Below 30
  - b) 31 to 49
  - c) 50 and above
3. Educational level of committee members
  - a) Primary
  - b) secondary education
  - c) Diploma
  - d) Degree
4. How long have you worked with this MMDA?
  - a) 1 year
  - b) 2 years
  - c) 3 years
  - d) 4 years
  - e) 5 years and above
5. Which department/unit of the assembly do you work with?
  - a) Physical/development planning unit
  - b) Management Staff
  - c) Budget/Finance
  - d) M&E Team
  - d) Project Committee members
  - e) others (specify).....

**SECTION B: QUESTIONS RELATED TO M&E ACTIVITIES**

1. Does the ARCC monitor the activities of the MMDA? Yes  No
2. Indicate with a tick, whether the ARCC has a team solely dedicated for Monitoring and Evaluation in MMDA's.  
Yes  No
3. If you answered 'yes' to question two above; how often does the M&E team of the ARCC visit your MMDA to carry M&E activities?
  - a) None
  - b) Weekly
  - c) Monthly
  - d) Quarterly
  - e) Yearly
  - f) Others (specify).....
4. Indicate with a tick if the ARCC monitors the progress of projects in MMDAs  
Yes  No
5. Indicate with a tick in the table below, the level at which the ARCC undertakes each of the following activities when monitoring the progress of projects (0-None 1-Daily, 2- Weekly, 3-Monthly, 4-Quarterly 5-Yearly)

S/N	STATEMENT	0	1	2	3	4	5
1	Inspection						
2	Progress Reviews						
3	Progress Reports						
4	Auditing						
5	Establishment of a standard						

Others (please specify) .....

6. Kindly indicate with a tick the M&E activities undertaken by the ARCC in this MMDA from 2017 to 2022. Please select all that apply.

- Performance assessment
- Reporting and feedback
- Monitoring and evaluation of projects implementation
- Financial auditing
- Impact evaluation
- Cost-effectiveness analysis
- Others (specify).....

7. Indicate with a tick in the table below, the frequency at which the ARCC undertakes each its M&E activities in MMDAs (0-None , 1- Weekly, 2- Monthly, 3-Quarterly, 4-Yearly)

S/N	Duration	0	1	2	3	4
1	Performance assessment					
2	Reporting and feedback					
3	M&E of Reports					
4	Financial Auditing					
5	Cost-effectiveness analysis of projects					
6.	Impact evaluation					

Others (please specify) .....

**SECTION C: M&E SYSTEMS USED BY THE ARCC**

1. Does the ARCC have a standard set of M&E activities (M&E framework) they carry out in the various MMDA's?

Yes [ ] No [ ]

2. Kindly indicate with a tick which of the following tools or methods is used by the ARCC in monitoring and evaluation. (1-Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree 5-Strongly Agree)

S/N	METHODS & APROACHES	1	2	3	4	5
1	Use of Logical Framework					
2	Use of Formal Surveys					
3	Use of Performance Indicators					
4	Use of Cost-benefit and cost-effective analysis					
5	Impact Evaluation					
6	An M&E team dedicated to monitoring evaluating activities of MMDAs					

Others (please specify) .....

**SECTION D: IMPACT OF M&E ACTIVITIES OF ARCC ON LOCAL GOVERNMENT PERFORMANCE**

1. Indicate with a tick in the table below, the relative contribution of M&E in determining the performance of local governance. (1-Very Poor, 2- Poor, 3-Moderate, 4-Good, 5-Excellent)

S/N	ELEMENTS	1	2	3	4	5
1	Accountability and transparency					
2	Appropriate use of funds					
3	Achievement of yearly objectives					
4	Improved project performance					
5	Capacity Development					

Others (please specify) .....

2. Does the oversight role of the ARCC improve the general performance of MMDA's?

Yes [ ] No [ ]

3. Kindly state reasons for your answer to the question above.

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 .....

4. In the table below, indicate with a tick, how you agree with each of the statements. (1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree 5-Strongly Agree)

S/N	STATEMENT	RATINGS				
		1	2	3	4	5
1	ARCC does not play any significant role in local governance performance					
2	The M&E role of the ARCC is not well understood therefore it is difficult to determine the impact of the ARCC on local governance performance					
3	The ARCC does not need to monitor activities of the MMDAs					

**SECTION E: CAPACITIES OF M&E TEAM AT THE ARCC**

1. Indicate with a tick in the table below, the capacity of the M&E team at the ARCC.

(1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree 5-Strongly Agree)

S/N	STATEMENTS	1	2	3	4	5
1	The ARCC has an M&E team with the technical know how					
2	The ARCC M&E team has the needed resources					
3	The M&E team has a logical framework that guides their activities. (a defined set of activities they use to monitor the MMDAs)					
4	Effective communication between the M&E team and the MMDA					

Others (please specify) .....

**SECTION F: M&E BEST PRACTICES**

1. Kindly recommend best M&E practices that can improve the M&E systems of the ARCC.

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