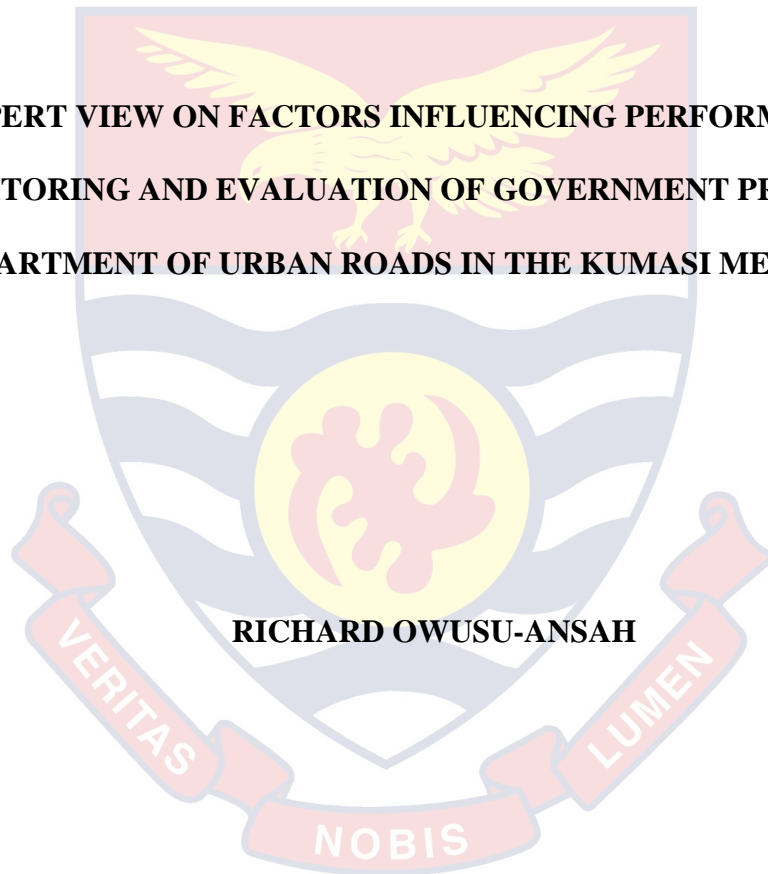


**CHRISTIAN SERVICE UNIVERSITY COLLEGE**

**EXPERT VIEW ON FACTORS INFLUENCING PERFORMANCE OF  
MONITORING AND EVALUATION OF GOVERNMENT PROJECTS AT  
DEPARTMENT OF URBAN ROADS IN THE KUMASI METROPOLIS**



**RICHARD OWUSU-ANSAH**

**2019**

**CHRISTIAN SERVICE UNIVERSITY COLLEGE**

**EXPERT VIEW ON FACTORS INFLUENCING PERFORMANCE OF  
MONITORING AND EVALUATION OF GOVERNMENT PROJECTS AT  
DEPARTMENT OF URBAN ROADS IN THE KUMASI METROPOLIS**

**BY**

**RICHARD OWUSU-ANSAH**

**(14017432)**

**DISSERTATION SUBMITTED TO THE DEPARTMENT OF PLANNING  
AND DEVELOPMENT, SCHOOL OF GRADUATE STUDIES AND  
RESEARCH, CHRISTIAN SERVICE UNIVERSITY COLLEGE IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF**

**MASTER OF SCIENCE DEGREE IN MONITORING AND EVALUATION**

**DECEMBER, 2019**

## DECLARATION

### Candidate's Declaration

I hereby declare that this thesis is the results of my own work towards the Master of Science in Monitoring and Evaluation and that no part of it has been presented for another degree in this university or elsewhere, except where due acknowledgement has been made in the study.

Richard Owusu-Ansah

**Candidate**

Signature

Date

### Supervisor's Declaration

I hereby declare that the preparation and presentation of the research on expert view on factors influencing performance of monitoring and evaluation of government projects at department of urban roads in the Kumasi Metropolis was supervised in accordance with the guidelines on supervision of dissertation laid down by the Christian Service University College.

Dr. Charles Peprah

**Supervisor**

Signature

Date

## KEY WORDS

Budgetary Allocation

Monitoring and Evaluation

Politics

Stakeholders Participation

Training

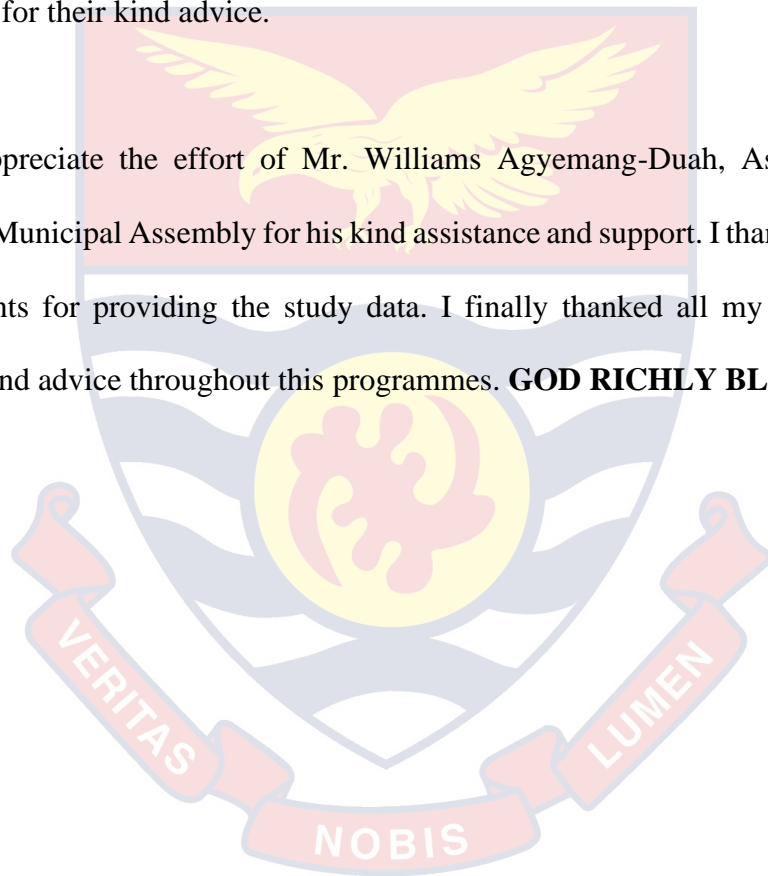
Urban Roads



## ACKNOWLEDGEMENTS

My sincere appreciation goes to the Almighty God for His guidance and grace throughout my academic life. It is by His grace that I have come this far. Again, I wish to express heart-felt appreciation and gratitude to my wonderful and hardworking supervisor, Dr. Charles Peprah for his guidance and constructive comments which have helped to shape this work. I further wish to thank all the lecturers in the Department of Planning for their kind advice.

I also appreciate the effort of Mr. Williams Agyemang-Duah, Assistant Director, Asokwa Municipal Assembly for his kind assistance and support. I thanked all my study participants for providing the study data. I finally thanked all my friends for their support and advice throughout this programmes. **GOD RICHLY BLESS YOU ALL!**



## DEDICATION

I dedicate this work to my family



## LIST OF ABBREVIATIONS

CDF- Constituency Development Fund

M& E- Monitoring and Evaluation

NGOs- Non-Governmental Organizations

SPSS- Statistical Package for Service Solutions



## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>i</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>ii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>KEY WORDS.....</b>	<b>iv</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>v</b>
<b>TABLE OF CONTENTS .....</b>	<b>vi</b>
<b>LIST OF FIGURES .....</b>	<b>xii</b>
<b>LIST OF TABLES .....</b>	<b>xi</b>
<b>ABSTRACT.....</b>	<b>xiii</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background.....	1
1.2 Problem Statement.....	2
1.3 Study Objectives .....	4
1.3.1 Main Objective of the study.....	4
1.3.2 Research Questions.....	4
1.4 Significance of the Study.....	5
1.5 Organisation of the Study.....	6
<b>CHAPTER TWO .....</b>	<b>7</b>
<b>LITERATURE REVIEW .....</b>	<b>7</b>
2.1 Introduction.....	7
2.2 Theory Underpinning the Study .....	7
2.2.1 Theory of Programme.....	7
2.2 Theory of Change .....	10



2.3 Concept of M&E system.....	10
2.4 Performance of Monitoring and Evaluation Systems.....	11
2.5 Data Quality and performance of M&E.....	12
2.6 Human Capacity and performance of M&E.....	14
2.7 Use of the Methods and performance of M&E.....	15
2.8 Utilization of M&E Information and performance and sustainability of M&E.....	17
2.9 Empirical Studies.....	17
2.10 Conceptual Frameworks.....	18
2.11 Gaps Identified and Conclusion.....	23
<b>CHAPTER THREE.....</b>	<b>25</b>
<b>METHODOLOGY.....</b>	<b>25</b>
3.1 Introduction.....	25
3.2 Research Design.....	25
3.3 Study Area.....	26
3.4 Target population and sample size.....	28
3.5 Research Approach.....	29
3.6 Data Needs.....	30
3.7 Sources of Data.....	30
3.8 Method of Data Collection and Instrument.....	31
3.8.1 Methods of Data Analysis.....	31
3.9 Profile of Study Area.....	32
3.9.1 Kumasi Metropolis.....	32

<b>CHAPTER FOUR.....</b>	<b>34</b>
<b>RESULTS AND DISCUSSION ON FACTORS INFLUENCING MONITORING AND EVALUATION.....</b>	<b>34</b>
4.1 Introduction.....	34
4.2 Respondents Demographic Characteristics.....	34
4.3 Level of training and Its Effectiveness on Monitoring and Evaluation .....	37
4.3.1 Duration of the training programmemes .....	39
4.3.2 Place of Training .....	40
4.3.3 Organizers of the Trainings.....	41
4.3.4 Impact of Training on the Skills of the Employees.....	42
4.3.5 Effects of training on efficiency of monitoring and evaluation .....	44
4.4 Budgetary allocation for monitoring and evaluation .....	45
4.4.1 Nature of budgetary allocations and financial planning.....	47
Source: Author’s field survey, July 2019 .....	49
4.4.2 Effects of budgetary allocation on monitoring and evaluation .....	50
Source: Author’s field survey, July 2019 .....	50
4.5 Stakeholder participation in monitoring and evaluation of road projects.....	51
Source: Author’s field survey, July 2019 .....	52
4.5.1 Stages of stakeholder participation in monitoring and evaluation .....	52
Source: Author’s field survey, July 2019 .....	53
4.5.2 Conduct of monitoring and evaluation in 2018/2019 financial year .....	53
4.5.3 Mechanisms for stakeholder involvement.....	54

Source: Author’s field survey, July 2019 .....	56
4.5.4 Effects of stakeholder participation on M&E.....	56
Source: Author’s field survey, July 2019 .....	57
4.6 Influence of politics in monitoring and evaluation of development projects ....	58
Source: Author’s field survey, July 2019 .....	59
4.6.1 Mechanisms to check the influence of politics in monitoring and evaluation	59
Source: Author’s field survey, July 2019 .....	62
4.6.2 Extent of politics’ influence on effective monitoring and evaluation .....	62
<b>CHAPTER FIVE .....</b>	<b>64</b>
<b>SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS ..</b>	<b>64</b>
5.1 Introduction.....	64
5.2 Summary of Major Findings.....	64
5.2.1 Demographic Traits.....	64
5.2.2 Level of Training on Effective Monitoring and Evaluation.....	65
5.2.3 Budgetary Allocations towards Monitoring and Evaluation of Projects.....	66
5.2.4 Stakeholder Participation in Project Evaluation.....	67
5.2.5 Political Influence in the Monitoring and Evaluation of Projects .....	67
5.3 Conclusion .....	68
5.4 Recommendations.....	69
5.4.1 Regular Training Programmes for Employees .....	69
5.4.2 Increased Budgetary Allocations for Monitoring and Evaluation of Projects	70
5.4.3 Increased Stakeholder Participation .....	70

5.4.4 Depoliticizing the Monitoring and Evaluation Process .....	70
<b>REFERENCE</b> .....	<b>71</b>
<b>APPENDIX 1</b> .....	<b>830</b>
<b>APPENDIX 2</b> .....	<b>855</b>



## LIST OF TABLES

Table 4.1 Bio data of the Respondents .....	36
Table 4.2: Duration of the training programmemes .....	40
Table 4.3: Place of training.....	41
Table 4.4: Organizers of the trainings .....	41
Table 4.5: Influence of training on efficiency of monitoring and evaluation .....	44
Table 4.6: Nature of budgetary allocations and financial planning .....	49
Table 4.7: Budgetary allocations’ effect on monitoring and evaluation.....	50
Table 4.8: Stages of stakeholder participation in monitoring and evaluation .....	53
Table 4.9: Mechanisms for stakeholder involvement .....	56
Table 4.10: Effects of stakeholder participation on M&E.....	57
Table 4.11: Influence of politics in monitoring and evaluation of projects.....	59
Table 4.12: Mechanisms to check the influence of politics in monitoring and evaluation .....	62
Table 4.13: Extent of politics’ influence on effective monitoring and evaluation .....	63

## LIST OF FIGURES

Figure 2.1 Conceptual Frameworks .....	19
Figure 3.1 Map of Study Area .....	27
Figure 4.1: When training was received by employees .....	39
Figure 4.2: Impact of training on the skills of the employees .....	43
Figure 4.3: Adequacy of budgetary allocation for monitoring and evaluation.....	46
Figure 4.4: Stakeholder participation in monitoring and evaluation of road projects .	52



## ABSTRACT

Construction of roads remains a major responsibility of the government of Ghana. The Department of Urban Roads is the key stakeholder that is mandated to evaluate and monitor roads projects in order to ensure value for money. However, not much is known regarding factors influencing monitoring and evaluation of government projects at the urban roads department in the Kumasi Metropolis. A better understanding of factors influencing monitoring and evaluation at the urban roads could help inform strategies to strengthen monitoring and evaluation at the urban roads department in the Kumasi Metropolis in order to ensure effective monitoring and evaluation. It is against this background that this study seeks to explore factors influencing performance of monitoring and evaluation of government projects at the urban roads in the Kumasi Metropolis of Ghana. In all, thirty (30) study participants were recruited through simple random and purposive sampling techniques. Structured questionnaires and interview guides were used as the main research instruments. Data were analyzed using mean, percentages, frequencies as an analytical frameworks which is embedded in the Statistical Package for Service Solution version 20 (SPSS v.20). The study showed that training of employees or staffs have positive impacts on monitoring and evaluation. The study found that budgetary allocations made to urban roads largely influences the performance of monitoring and evaluation of projects at the urban roads. The study showed that 65% of the participants perceive stakeholder involvement in monitoring and evaluation of projects at the urban roads to be on a moderate level. The study indicated that politics to a moderate extent influences performance of monitoring and evaluation processes of projects at the urban roads in the Kumasi Metropolis. Based on the findings, it is recommended that as monies are made available, internal control mechanisms must also be instituted to check misappropriation of these funds while political interference in the evaluation processes must also be checked since these occurrences do not auger well for good monitoring and evaluation processes. Finally, there should be broader stakeholder engagements during project evaluations and more so, their views should be captured in these reports.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background

Construction of roads is a key developmental issues in developing countries. For instance, the construction sector performs a significant role in developing economies. As a result, a slow pace in the execution of projects could have a serious socio-economic implication on developing economies (Adinyira & Ayarkwa, 2010; Enshassi et al., 2007). Studies have noted that several constructions projects in Ghana particularly, usually delay, hence exceeding initial time and cost estimates (Al- Najjar et al., 2009; Senaratne & Sexton, 2009; Zwikael, 2009; Gyadu- Asiedu, (2009). It is a known fact that the construction of roads in developing countries are mostly not well executed as a result of poor monitoring and evacuation (Morra et al, 2009).

Monitoring and evaluation are noted as one of the means of ensuring effective development interventions at both local and national levels (CLEAR, 2012; Gyadu- Asiedu, 2000). Stakeholders and policy makers are aligning their activities to include monitoring and evaluation. It is noted that effective monitoring and evaluation is essential in helping managers, planners, implementations, policy makers and international as well as local donors get the needed information and understanding they need to make informed decisions about programmes operations.

In Ghana, the Department of Urban Roads is one of the institutions that is responsible for the maintenance of existing roads, conducting technical road services and participating in the development of future road networks. They ensure monitor to ensure that funds from road fund and other sources are used for the designated roads in line



with approved standards assist with evaluation of roads designs by consultants; and facilitate capacity building of contractors and stakeholders.

Monitoring and Evaluation play a key role in ensuring the smooth execution and implementations of roads projects at the Department of Urban Roads in Ghana. The Department of Urban Roads in Ghana undertakes a lot of projects. As such, they are expected to perform monitoring and evaluation duties in order to ensure value for money. However, several factors may influence monitoring and evaluation activities at the department of urban roads in the Kumasi Metropolis of Ghana. A better understanding of factors influencing monitoring and evaluation at the urban roads could help inform strategies to strengthen monitoring and evaluation at the urban roads department of Kumasi Metropolis in order to ensure effective monitoring and evaluation. It is against this background that this study examines factors influencing performance of monitoring and evaluation of government projects at the Department of Urban Roads in the Kumasi Metropolis.

## **1.2 Problem Statement**

The amount of money that is needed in restoring a deteriorated road is more than the expenditure that would have been attained in order to maintain it properly and effectually. Apart from the aforementioned, some charges are also incurred such as vehicle operation cost which can surpass road repair cost as conditions become worst. In all, these costs remain a major challenge which could undermine the performance of M&E of government projects in Ghana. In Ghana, there have been widespread network of both unpaved and paved roads. Kumasi alone has a road structure covering a total of 5,496.2 km within which 488.5 km are bitumen, and 5007.7 km earth surface. However,

most of these roads network is usually developed poorly. While others been cut by seasonal rivers and poor soils posing a challenge to it and increasing road cost construction and maintenance. These have led to several roads in Kumasi especially becoming impassable during the rainy seasons.

World Bank, (2014) noted how the perception and corruption influenced the monitoring and evaluation process of the development of road projects forty-seven counties. Also, there is an issue of inadequate budgetary allocations from the central government and release delays M&E process (Ministry of Transport, 2013).

Ghana roads sector has experienced several transformations over the years which have paved means to undoubtedly its most illustrious phrase. In respects to the country struggles for development both social and economic, the road sector has been a significant player in both the public and the private sector (Ghana Highways Authority, 2011). Roads construction quality has been recognized in the sense that they do not comply with the necessary norms. As a result, the monitoring and assessment of road projects within the county is of paramount importance. Yet, limited studies are available in Ghana regarding factors influencing monitoring and evaluation at the Department of Urban Roads in Kumasi Metropolis of Ghana.

The gap in knowledge is that not much is known in relation to factors influencing monitoring and evaluation at the Department of Urban Roads in Kumasi Metropolis of Ghana. It is within these gaps that this study seeks to examine factors influencing monitoring and evaluation at the Department of Urban Roads in Kumasi Metropolis of Ghana.

### 1.3 Study Objectives

#### 1.3.1 Main Objective of the Study

The broad aim of this work is to scrutinize the factors influencing performance of Monitoring and Evaluation (M&E) of government projects at the Department of Urban Roads in Kumasi Metropolis of Ghana.

The specific objectives were to:

1. Examine the extent to which training influence performance of M & E of government projects at the Department of Urban Roads in Kumasi Metropolis.
2. Determine how budgetary allocation affect performance of M& E of government projects at the Department of Urban Roads in Kumasi Metropolis
3. Examine the influence of stakeholder participation on performance of M& E of government projects at the Department of Urban Roads in Kumasi Metropolis.
4. Explore the influence of politics on performance of M&E of government projects at the Department of Urban Roads in Kumasi Metropolis.

#### 1.3.2 Research Questions

The study is guided by the following questions:

1. To what extent does training influence performance of M & E of government projects at the Department of Urban Roads in Kumasi Metropolis?
2. To what extent does budgetary allocation affect performance of M& E of government projects at the Department of Urban Roads in Kumasi Metropolis?
3. To what extent does stakeholder participation influence performance of M& E of government projects at the Department of Urban Roads in Kumasi Metropolis?

4. To what extent does politics influence performance of M&E of government projects at the Department of Urban Roads in Kumasi Metropolis?

#### **1.4 Significance of the Study**

A significant amount of empirical research has been carried out both within and outside the country on the influence on community involvement or participation in monitoring and evaluation, ownership, implementation and sustainability. It has been observed from the literature, that most research works focused on smaller projects which do not require much technical expertise.

The results of the study will be significant in many ways: Monitoring and evaluation will be made aware of the importance of involving grass-root participation in planning and design of their projects. The regularity with which community-based projects fail will be reduced as the project management will learn the importance of involving the community in project planning and implementation.

The goals of consequent projects will be understood and clearly defined as this project will inform the projects management and sustainability in the country. This research will benefit other researchers in the same field with new insight to support their arguments and hence improve knowledge base.

The study is expected to help the government and policy makers understand the dynamics associated with project design, implementation and sustainability, as well as to provide adequate information that will guide in holistically developing appropriate policies for community participation.

The research is also of significance in the field of monitoring and assessment, which involves moving away from traditional implementation-based methods to fresh, results-based approaches. The next step relates to the results of the execution of the programmes. Also, organisations can effectively execute programmes and initiatives, but have they actually generated the expected outcomes? Have they actually delivered on the commitments made to the stakeholders? Demands for actual, tangible and demonstrable outcomes and performance in the multiple programmes and initiatives implemented are included in the foregoing. There is also a growing number of global projects and forces at job and pushing governments in the direction of implementing management systems geared towards results.

### **1.5 Organisation of the Study**

This study is sectioned into five chapters. Chapter one entails the general introduction to the entire study and captures the background of the study, problem statement, research objectives, research questions, scope of the study, significance of the study, and an outline of the study. Chapter two provides extensive literature on community participation, project implementation, concept of project sustainability, theoretical and conceptual frameworks, among others. Chapter three contains details of the study location and research methodology. It thus gives a detailed description of the research design framework, elements for the study, the sample size determination and sampling techniques, among others. Chapters four presents and discusses the findings from the survey. Chapter five presents a summary of the key findings from the study, makes recommendation and a general conclusion to the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

The chapter reviewed works pertinent to the study from a worldwide, African and Ghanaian perspective. Added to this, the chapter presented a theoretical framework that reflects the association between the independent and dependent variables that were identified.

#### 2.2 Theory Underpinning the Study

Theory is termed as a reference frame that enables people to comprehend the world and how to operate within it (Chen, 1990). The foremost flourishing in evaluation happened in the late 1960s and 1970s in the United States of America under the administration of Kennedy and Johnson. This was the time that social programmes were developed on outstanding scales and supported by federal funding under “War on Poverty” and the “Great Society” policies (Rossi et al. 2004). Innovative assessment of practice theories, approaches, and instruments are being established and distinguished to tackle a much wider and varied variety of assessment practice problems (Lipsey, 1990; Donaldson 2001).

##### 2.2.1 Theory of Programme

The theory of programme guides the assessment by defining main programme components and articulating how those components are supposed to relate to each other. The collection of data schedules is then drawn up within the structure to assess the length and type of the event of each element. Once obtained, the information is evaluated within the framework. In the first place, data obtained by separate techniques

or from distinct same programme sources component are triangulated (Greene et al. 1989; Denzin, 1970; Trochim, 1989). The model offered by Stake (1967) calls for a description of the intended antecedent's input and programme outcomes. Programme data operation are equated to what was proposed and the kind of that programme standards.

Earlier advocate Weiss (1972), suggested the use of diagrams to model the sequence of measures between interference of programme and intended results. This type of informal model enables the assessor to categorize the variable to be included in the assessment, to find where the sequence breaks down in the chain of occurrences, and to remain accustomed to modifications in programme execution that may influence the trend portrayed in the theory of programme model, is nowadays defined in assessment practices as the building of a feasible and reasonable model of how a programme is meant to be implemented. Bickman, (1987) set of proposals as to what is going on in the black box during the conversion of input to output that is, how a poor position is converted into a good one through therapy options, Lipsey (1993) again seen as the method in which programme elements are assumed to have an impact on results.

Rogers (2004) defines the benefits of a theoretical based framework and assessment to include the following; ability to assign project results to specific projects or operations, detect unanticipated and undesired programme or project implications. Theoretical evaluations make it possible for the evaluator to say why and how. Birkmayer and Weiss (2000) noted that theory-based assessments help to know whether evaluators of a project are working or not working.

Monitoring and evaluation are thoroughly interlinked to the management of project tasks and, as a consequence, there is a prodigious deal of misunderstanding in endeavouring

to get them to function on Crawford and Bryce initiatives, (2003). Though Monitoring and Evaluation is a separate (Passia, 2004). Crawford and Bryce (2003) refute using the abbreviation of M & E as it proposes that we are observing at a feature that is single without creating a definite difference amongst them.

While as monitoring guarantees that implementation is carried out in accordance with the plans and, if not, that the director of project takes counteractive action. It improves the decision-making of project management during execution, thus improving the likelihood of excellent project results (Gyorkos, 2003: Crawford and Bryce 2003). Added to this, it promotes transparency and responsibility of funds to stakeholders which includes contributors, grant recipients as well as the wider society in which the project is being enacted (Passia, 2004).

Evaluation measures the efficiency of the development in realizing its objectives and in examining the ongoing project significance and sustainability (McCoy, 2005). It tries to equate the effect of the project with that set plan; Evaluations are primarily of two kinds namely formative and summative. While as the formative evaluation focuses more on the effective utilization of resources in producing good results and emphasizes on the fortes, flaws and shortfalls of the project and to either the ongoing plan of project will can meet the aims of the project, summative evaluations referred to as provisional or mid-term evaluations (Passia, 2004). This evaluation normally undertaken toward the project end and aims to determine in what way the project advanced, what went correct and wrong, and to take note of lessons derived from it (Shapiro 2004). Some critical variables need to be taken into consideration in order to carry out effective monitory evaluations. These variables the use of proper skills, sound methods and appropriate funds and transparency and services of qualified staff and economic assets (Jones et al. 2009). Rogers (2008)



indicates the utilization of multi-stakeholder discourses in information compilation, testing of hypothesis and action to allow for higher involvement and to acknowledge gaps that may occur. All of these must be achieved within a positive institutional framework, while at the same time being aware of political impact.

### **2.2.2 Theory of Change**

The theory of change (TOR) is one of the theories underpinning this study. It is asserted that the theory of change is part of the programme theory which emerged in the 1990s as an improvement to the evaluation theory (Stein and Valters, 2012). The TOR is a tool employed for developing solutions to complex social problems. It seeks to provide a detailed picture early and intermediate term changes that are required to reach a long term set goal (Anderson, 2005). The TOR serves a specific and measurable description of changes that are integral part of planning, implementation and evaluation. It thus assists in monitoring and planning of projects. Therefore, it provides a useful theoretical framework to examine factors influencing monitoring and evaluation at the Department of Urban Roads in the Kumasi Metropolis of Ghana.

### **2.3 Concept of M&E System**

Monitoring and Evaluation are instrument employed to asses associations amongst plans and actions, actions and outcomes, and results and impacts. But, feedback is the most significant yet often overlooked element of monitory and evaluation. This is due to the fact that is it the feedback from the lessons gained through M&E helps correct present errors in order to enhance future choices (Khan, 1998:23). The results-based monitoring and evaluation scheme is fundamentally a response scheme; it is the instrumental management for measuring and evaluating results, offering governance and decision-making data. The results-based scheme, whereas not abandoning the

monitory of inputs and outputs, ascribes the utmost significance to offering response on outcomes at the stage of outcomes and objectives (Edmunds & Marchant, 2008).

Kelly (2008:22) claims that excellent M&E schemes for civil service programmes are vibrant, participatory, constructive and changing. Firstly, dynamic systems encourage 'practical teaching' and encourage periodic methods to seek vibrant feedback from various sources on the advantages, challenges and effects of interference. Secondly, participatory and gender-sensitive schemes constantly strive to resolve obstacles to gender, age, authority, culture and other problems that restrict the involvement of all stakeholders' concern in the process of monitory and evaluation. Third, reflective schemes promote employees, associates and stakeholders to build a regular space and moment to analyse data and to reflect on the fundamental beliefs or 'concepts of change that underpin measures. Lastly, the growing systems are adapting and fluctuating thus it must be keep modest whereas providing' real timely information that informs the ongoing intervention development.

#### **2.4 Performance of Monitoring and Evaluation Systems**

Structural schemes of the monitoring and evaluation are essential from a couple of points. This includes the requirement to guarantee impartiality, legitimacy and rigor of the monitoring and evaluation data produced (Mackay scheme 2006). A study by Khan (2003:11) also demonstrates that the design of the conceptual monitoring and evaluation system should solve related issues of the systems objectives. Thus, authority that is competent and has integrity of the information, and recycling in the procedure of planning with a particular stress on the involvement of the community members. Monitoring and evaluation schemes should be built into monitoring and evaluation systems in such a manner that there is a requirement for information on outcomes at

every point that data is gathered and evaluated.

In addition, definite functions, duties, official organizational and party-political lines of power must be created (Kusek & Rist, 2004). Often, there is essential for some organizational assistance for M&E, such as a distinct assessment unit, which requires at least one individual recognized as an inner champion to ensure that the scheme is applied and established. In addition, the schemes must be compatible with the principles at the core of the organisation and operate to promote the approach. There are 12 constituents of monitoring and evaluation that are functional. This include structure and organizational alignment systems; the capacity of humans, monitoring and evaluation plans; monitoring and evaluation partnerships; Costed monitoring and evaluation work plans; Advocacy, communication and culture, periodic surveys; Routine monitoring; Databases useful, Supportive supervision and data auditing; and improve results (UNAIDS, 2008).

## **2.5 Data Quality and Performance of M&E**

Source of recital information is crucial for the legitimacy of the recorded outcomes and so it is essential to integrate information from a multitude of sources in order to validate the findings. In addition, whereas primary data are obtained immediately by the monitoring and evaluation scheme for monitoring and evaluation reasons, secondary sources of data are gathered by other institutions for reasons other than monitoring and evaluation (Gebremedhin et al., 2010: 40). The objective of the monitoring and evaluation scheme is to retrieve indicators from multiple sources, to include the populations that are targeted for tracking the advancement of the project (Barton, 1997:67). Data collection techniques for the monitoring and evaluation scheme included surveys using questionnaires, interview and observation.

Further, the development of important indices to monitor results help managers to evaluate the magnitude to which the expected results are accomplished (Kusek & Rist, 2004:84). Regular information collection implies more information points; more information points allow managers to monitor developments and comprehend interference dynamics, thus the more regularly readings are obtained, the less guesswork on what happened amid definite period of appraisal. The more time for readings, the greater the probability that incidents and changes to the system may happen that might be lost (Gebremedhin et al., 2010). Furthermore, the ideal times for collection and evaluation will be gloomy to be found, if not the negotiated dials are honestly grasped by all concerned and everyone's schedule is consulted.

Cornielje et al. (2008:43) noted that monitoring scheme is possessed by the users of the scheme to ensure valid and reliable information is produced. However, the same customers might be speechless by the quantity of daily job that they believe to be more essential than information collection and, consequently, the system may be damaged. The study concludes that it is of the utmost significance for front-line employees to be engaged in tracking and assessing, and to be notified about the standing of operations and services that they mainly provide in communication with additional stakeholders and recipients.

Ediau (2012:29) also noted that data were not collected recurrently, gathered, stored, investigated and shared by the Uganda Child Fund and patrons of the project. As a consequence, such a data was ineffectively used as a way to measure performance and also inform the improvement and learning of the programme. There are problems related with post-collection of the management of data as identified by Obure (2008). The study observed that as many field officers have admitted, data storage, processing

and interpretation have been handled ineffectively. The mishandled of the data by the officers might utterly resulted in mere large volume of data collection but which may not be utilized in a supportive manner.

## **2.6 Human Capacity and Performance of M&E**

The M&E system cannot operate effectively unless qualified personnel perform efficiently the M&E duties they are assigned to perform. Understanding the abilities and ability needs of individuals engaged in the M&E scheme and solving capability differences is thus at the core of the M&E scheme (Gorgens & Kusek 2010:95) According to UNAIDS (2008), not lonely is it essential to have a committed and sufficient number of Monitory & Evaluation employees but it is crucial for the same employees to be having the skills that are right in order to operate. Added M&E Human Capacity Building needs a variety of activities that are broad which include official teaching, mentoring, coaching among others. Finally, the concentration of M&E capability construction must not restrict to only on technical elements of M&E, but then on leadership, economic governance, oversight, promotion and interaction abilities among others.

Monitoring and assessment by individual that not trained and inexperienced are likely designate time-waiting, expensive, and findings might prove to be impractical and meaningless. This will absolutely have negative impacts on the achievement of the initiatives (Nabris, 2002). For example, in valuation of CSOs in the Pacific, the UNDP (2011) noted challenges of the development of organization as it lacks of monitory and evaluation instruments. Also, the absence of capacity and possibilities to train employees in technical abilities in this region is obviously a variable that needs to be assessed.

## 2.7 Use of the Methods and Performance of M&E

There has been extensive observance of the framework that is logic as a basis for assessment and reportage with its use instrument among some of NGOs in South Africa. These strict timeframes for the funding and LFAs of project are not consistent with the complicated irregular nature of growth job. In addition, quantitative rather than qualitative indices might be beneficial as they were readily evaluated to show achievement, while qualitative estimates of how much was grasped or consequently used were mainly prevented (Bornstein, 2006:5). Monitoring and assessment tasks become considerably more difficult as someone travels up the log setting and shifts prominence from performance monitory to estimation of outcomes. Added to this, collaborating at the bottom end of the outcomes chain is less concerned with tracking indices than with a systematic assessment of accessible proof, which might be data-intensive practice, particularly subsequently such higher-level indices become gradually expensive to obtain and complicated to evaluate (Edmunds & Marchant, 2008:29).

Businge (2010:87) argue that supporters scarcely operate separate from the log frame method, where results are shown in the plan log frame, but the reality on the ground may sometimes influence, accomplishment of some of the results, thus demanding some changes in aspect of project. As a result, any proposed modifications by the executing organizations will have to go through long-term communication on the modifications. Critical to this reasoning, however, is that the log model gives important advantages to a number of stakeholders, while their longevity indicates that, to a large extent, it meets the requirements of strong stakeholders whereas their permanency proposes that, to a great level, in which the authoritative decision-makers in organizational development needs are met (Jacobs et al. 2010).

Additionally, the range of log frames utilized and distributed by global organizations requires colleagues to know not only how to function with a specific sort of log frame, but also how to operate with other kinds of log frames (Martinez, 2011). The selection of suitable indices involves knowledge and skills that include a thorough knowledge of the data requirements of the project management and data consumers at distinct stages. Also, the choice of indices needs understanding of how best to acquire and evaluate information for indices and the constraints enforced by expenses and methods as well. Input and output indices are simpler to evaluate than impact or impact indices, yet indicators that are lower offer only an indirect valuation of the project accomplishment (Barton, 1997).

Grove and Zwi (2008:66-81) observed that the log frame has a ordinarily bias to quantification in such that the matrix requires empirically verifiable indices, prompting initiatives to contemplate how they will evaluate advancement towards the expected results. Whereas setting clear goals and defining methods to measure them from the beginning enables managers and other stakeholders to define where the project is progressing, this prominence on the measurables is also a key febleness. The study claims that the relationship between individuals and system problems is probable to be negated with attention engrossed on the most tangible outputs, example clinics built.

In mostly regular progress reports are made for the purposes of donors, which give an explanation undertaken activities and the instantaneous outputs, but lack information that are qualitative to see if the programme objectives are being achieved at the expiration of the project or not (Khan, 2003). In convincing benefactors that their cash has been judiciously spent and rendered a measurable distinction, quantitative measurements are

needed. Also, it over-depended could imply that the actual nature of modification is not registered or grasped. Hence, significant task, not only in offering the assistance scheme with the figures it requires, but also in certifying that the numbers are both meaningful and practical to collect (Hailey & James, 2003).

Thus, the push to set up M&E schemes based exclusively on easily quantifiable quantitative variables may have been key considerations in the failure of M&E techniques to provide helpful facts for the management of growth initiatives. It is therefore imperative that both qualitative and quantitative data are used, yet the indicator-driven method to M&E regularly drives systems toward quantitative information direction, although it is habitually qualitative information data is vital for clarification and making of sound decision (Woodhill, 2005).

## **2.8 Utilization of M&E Information and Performance and Sustainability of M&E System**

The use of M&E information is fundamental to the performance and sustainability of it and depends on structure and strength of demand (Mackay, 2007:11). Utility necessitates the administrators and evaluators to conduct the appraisal with the intent to practice its outcomes; commence the evaluation at a time when the results can eloquently inform making of decision (Rist, et al. 2011:154).

## **2.9 Empirical Studies**

A study by McPherson on Monitoring, Evaluation and Learning system indicated that not all NGO clearly link their MEL systems and it aid chain that need in their position. If they were to do this, it would support them to think more scientifically about the divergent roles of commissioning, intermediate and implementing NGOs concerning



MEL, and how it can be designed to aid them evaluate their specific role. For instance, Homeless International understanding indicate that each data party needs for their operations allows NGOs to pay attention more undoubtedly on the data they will use for planning as compared with collected actual data.

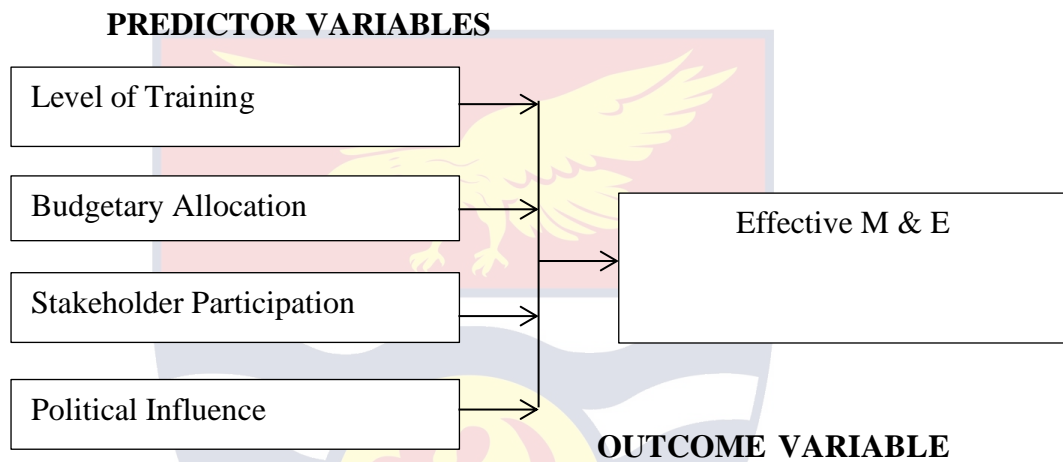
A study has established that the more the number of M&E staff the better the M&E Performance. The study further found out that good governance structure, more funding for M&E and proper indicator definition impacted positively on the operation of M&E system (Woodhill & Guijt, 2002). Study by Businge's of Rwenzori region in Ugandan (2010:87) found that supporters hardly function outside the log frame approach in which all of them are boxed into outcomes that are place in the project log frame but infrequently the situation on the ground could influence the accomplishment of the outcomes thus needful of some changes in the project.

The M&E systems in NGOs have struggle receiving quality and timely data and information from diverse parts and levels of government. Due to the limited budget and resources, many organizations are depending on others in providing data and relying on goodwill rather than explicit authority to encourage compliance. Also, inadequate skilled M&E personnel in gathering the needed data and poor information management make storing and sharing data problematic (CLEAR 2013:11).

## **2.10 Conceptual Frameworks**

The Conceptual Framework shows how the variable relates to each other. The variable identified in this study are dependent and independent. While independent variable affects and decides the impact of a different variable (Mugenda, 1999). They include in this study as the amount of personnel preparation, budget distribution and stakeholder

involvement. Dependent variable is the factor that is noted and analyzed to limit the impact of the autonomous variable. Effective monitoring and evaluation is the dependent variable. The moderator variable is the one that is evaluated, arranged to find out whether or not it amends the association of the variable that is independent and dependent variable. The effect politics is recognized as a variable that is moderating. Figure 2.1 indicates the association among the variable.



**Figure 2.1 Conceptual Frameworks**

Jones et al, (2009) observed that the evaluations are supposed be conducted with the appropriate abilities, sound methods, appropriate funds and clarity in order to be of performance. This absolutely means that the preparation of staff mainly determines the efficiency of monitoring and assessment. The budget distribution is another variable to be considered. The monitory and assessment plan can be obviously outlined in the general project plan in order to give due consideration to the monitoring and evaluation role that it performs in management of project (McCoy et al, 2005: Gyorkos, 2003). Greater involvement is also needed. As noted by Rogers (2008), the usage of multi-stakeholder discourses in information compilation, testing of hypothesis and action allow for higher involvement. Added to this, politics

performs a very important part. As Robert (2008) placed it, 'the initial point will talk about the economy of the political assessment: who would benefit, who might lose, and how? And, in particular, how was it designed and expected that the results would result an alteration.

### **2.10.1 Effects of Training on M&E**

The organizational technical capability of the assessments, importance of involvement of its human as a resource in the process of policy-making, and their motive for decision-making impacts could be enormous determinants of how the results of the evaluation are generated, conveyed and impression (Vanessa and Gala 2011).

The project's human resources should be provided with a definite distribution of jobs and a designation that is appropriate to their expertise, if they are insufficient, then preparation for the required abilities should be organised. For initiatives with employees sent to the ground to performed project operations on their own, there is a need for steady and extensive on-site assistance for out - of-field employees (Ramesh, 2002; Reijer et al, 2002).

The broader facets of developing employees' skills and capabilities are the concrete organizational concentration on making employees better, whichever as a person or as a donor to the organization. The organizational consideration coupled with augmented opportunities subsequent the prospect can lead to a self-fulfilling forecast of improved output by employees (Pearce and Robinson 2004). More so, evaluation should be autonomous and applicable. This can be attained when it is performed by entities and persons without influence of those accountable for the development intervention design and implementation (OECD, 2002; Gaarder and Briceno, 2010; CDF Board, Strategic Plan, 2011).

### **2.10.2 Effects of Budgetary Allocation on M& E**

The budget of the project must give a clear and enough provision for the activities of monitoring and assessment. This can outline within the general budget project in order to give recognition of important role monitoring and evaluation plays in the management of the project (Gyorkos, 2003). Kelly and Magongo, (2004) noted that budget of monitoring and assessment must be approximately 5 -10 percent of the overall budget.

The act of Constituencies Development (2003) observed at the level of the Constituency, 3% of the total of the yearly distribution of each district electoral might be utilized for administration, 15% for healthcare bursary, 2% for leisure operations and 25% for cultural operations. Though the Constituency Development Fund (CDF) does not include recurring costs but its grantee 3% of the yearly distribution of the electoral district to be utilized for recurring vehicles, machinery among others cost as they constituted development of projects under Act of CDF. It is essential to again note that only 2% may be assigned for monitoring and evaluating continuing projects and capacity promotion operations, while 5 per cent may be left aside as an urgent reserve to be created accessible for emergencies that may arise.

### **2.10.3 Effects of Stakeholder Participation on M&E**

Involving stakeholders in discussion about the empowerment the programmes are providing to them and in addition, promoting inclusions and equipment with significant involvement by various stakeholder organizations (Donaldson, 2003). Stakeholder involvement means empowering development beneficiaries with respect to the identification of resources and necessities, planning resource use and the utilization of resources (Chitere, 1994; Chambers, 1997).

The best practice for instance shows that stakeholder participation is a key variable enabling the updating of assessments. This participation must take place at the early phase of the procedure of assessment, include assistance for high-profile champions and encourage policy makers concerned in studying or using tools to demonstrate efficiency (Jones 2008). Proudlock (2009) also discovered that the full impact appraisal method and, precisely, the study and clarification of outcomes can be very important by the recipients who are the main stakeholders in the development of their own and the best adjudicators of their own condition should be involved. But the engagement of stakeholders needs to be managed with as too many of the involvement of stakeholders might lead to unwarranted influence on the assessment, while too small could also lead to assessors controlling the whole procedure (Patton, 2008).

#### **2.10.4 Politics and Monitoring and Evaluation**

The option as to the intent and breadth of effect assessments is political and has significant consequences for the choice of suitable methods, the types of information and findings produced, and the use of the findings. It is so essential that appropriate time be taken into account for the significant involvement of stakeholders in identifying the objective and scope of effect assessments (Sandison, 2006; Patton, 2008)

The main problem is whether the problem raised in the effect assessment is applicable to these requirements. If not, the assessment will not see a significant take-up (Patton, 2008). The Constituency Development Fund (CDF) is nearly under the influence of legislators who only not suggest initiatives in their electoral districts, but then again present and vote for their projections in Parliament. It is strange and contrary to the concept of the division of powers for Members of Parliament to send annual assessments.

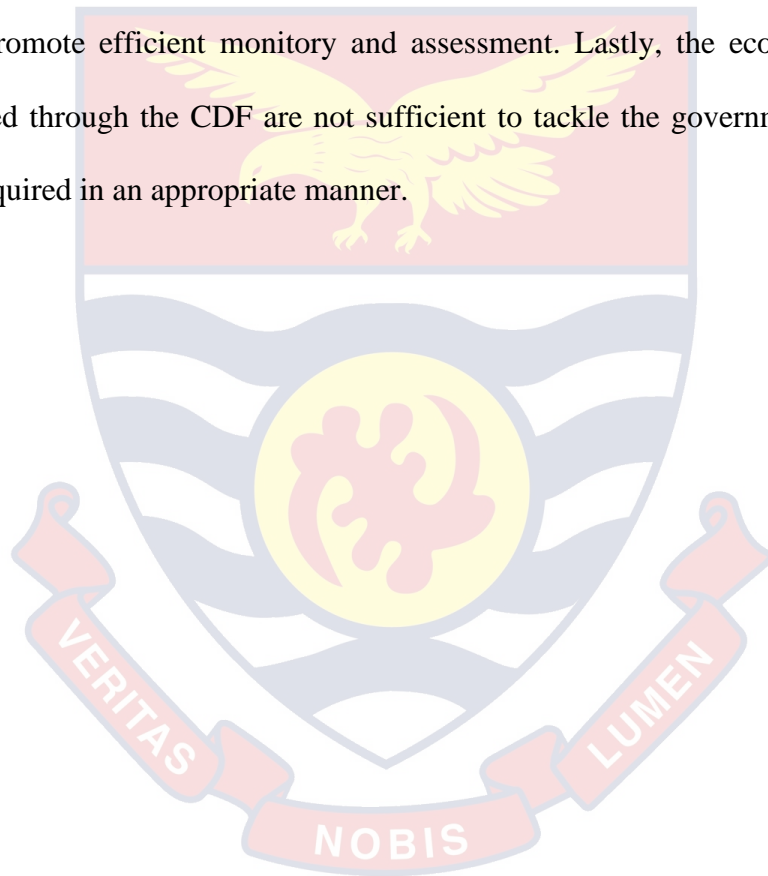
It is strange and contrary to the concept of powers separation for Members of Parliament to send annual projections to themselves for permission, to participate in real expenditure and to monitor expenditure and before to question expenditure by themselves through the Public Accounts Committee (Ongoya & Lumallas 2005). To the level that Parliament members have a main part to play in identifying and implementing initiatives, decisions are expected to be affected by political maximization (Mwangi, 2005).

According to Mapesa and Kibua, (2006) most voters in some of Kenya's chosen electoral districts received CDF money from local officials' own growth gesture given to the individuals. With this kind of mindset, it is anticipated that, when such resources are misappropriated, local individuals may not understand, and that they may not be able to challenge, or might not understand, the route through which to criticize.

### **2.11 Gaps Identified and Conclusion**

Devolution of resources to the devolved leadership unit is perceived as one of the beneficial steps taken by the key officials; there is worry about the institutional and leadership framework of the CDF, given that leaders (MPs) regulate the implementation and distribution of funding for the projects. Also, the command of the CDF, there are chairmen or customers on time. The name of the Patron does not even appear in the Act according to Onhoya and Lumallas (2005). This implies that they are probable to affect what element of the project to be monitored and what data to segment with others stakeholders. Second, the logical framework method to project development and execution will be overlooked. Most of the educational and health projects are lagging behind owing to absence of KHRC staff (2010).

Mwangi (2005) also noted that initiatives are ordered not just because of instant requirement of socio-economic but due to maximization of politics, while mobilizing the community is probable to endure owing to the fact that CDF cash is safe, which creates fiscal illusions. Third, a project that cuts across local and electoral boundaries will be prevented as municipalities try owning their own project and, as such, would not order or consider a project whose advantages lie beyond neighboring electoral districts, clans or tribes. Second but last, the institutional framework is weak and thus cannot promote efficient monitoring and assessment. Lastly, the economic resources transferred through the CDF are not sufficient to tackle the government undertaking that is required in an appropriate manner.



## CHAPTER THREE

### METHODOLOGY

#### 3.1 Introduction

This chapter seeks to highlight the techniques used in the study which the data collection mechanisms and the statistical tools employed in analyzing the data. It further talks about the validity and reliability of the instrument used. These are; research design, research approach, data sources, target population, sample size and sampling procedure of the study, instrumentation and methods of data collection as well as data analysis

#### 3.2 Research Design

The study employed descriptive survey design. According to Neuman (2003), survey designs systematically ask many people the same questions about situation of programmes or projects. Researchers who employ survey design measure many variables and infer temporal order about past behavior, experience or characteristics. Descriptive survey is primarily concerned with collection of data or answer research regarding a phenomenon current state. In the survey, the researcher selects the variable that are relevant for the analysis of the relationship of the conditions existing which little is known about it. Thus, researcher delves into the area to unearth the potential or problems that are hidden there.

Surveys also largely obtained information from comparatively large number of cases at a specific time. Best and Kahn (1998) also pointed out that surveys in programmes evaluation or impact studies "generally compare at one point in time the achievements of programmes objectives or may compare the effect of a programmes between

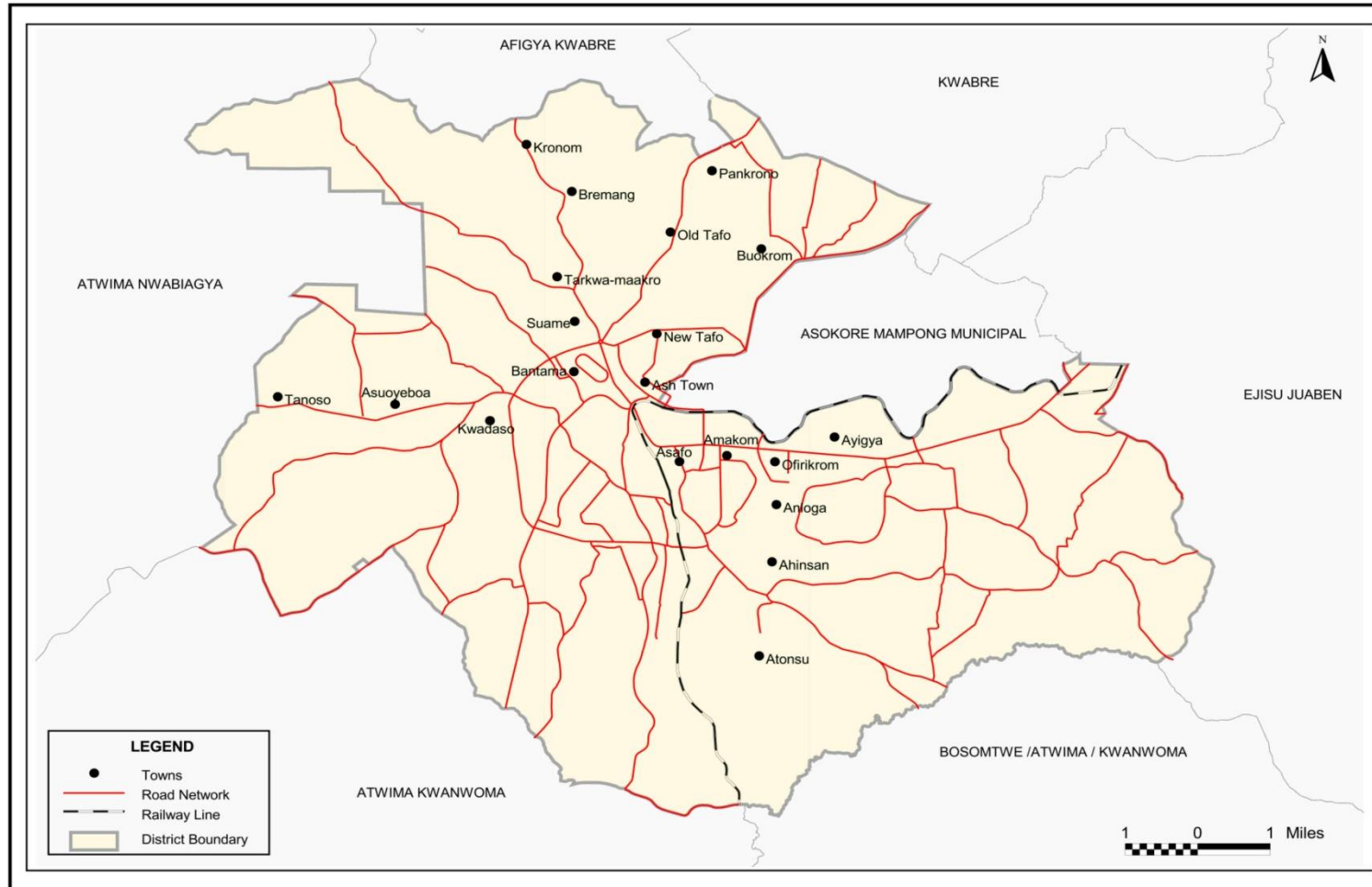


participants and non-participants"

An important use of the survey in impact studies is to collect data on perceptions or opinions about the activities or outcomes of a programmes or project (Best and Kahn, 1998). They emphasized that the survey requires fewer resources (time, participants and money) than other designs that are used in impact studies such as the experimental, matched-set time-trend and the before-after studies. It is also simple and flexible. It also makes it possible to evaluate a programme or project that has been implemented but data was not collected about situations or status prior to implementation a condition which is a prerequisite for other designs. Descriptive design is adopted because it enabled the researcher to describe and summarizes his results and also determines the reliability and validity of instruments.

### 3.3 Study Area

The study area, Kumasi Metropolitan Assembly is a district in Ashanti Region. It situated between Latitude 6.35°N and 6.40°S and Longitude 1.30°W and 1.35°E and raised 250 to 300 meters above sea level. It shares boundaries with Kwabre East and Afigya Kwabre to the north, Atwima Kwanwoma and Atwima Nwabiagya to the west, Asokore Mampong and Ejisu-Juaben Municipality to the east and Bosomtwe District to the south. It is about 270km north of Ghana national capital city, Accra. The surface area is about 214.3 square Km.



**Figure 3.1 Map of Study Area**

Source: Ghana Statistical Service, GIS, 2018

### 3.4 Target population and sample size

The target population of the study consists of the stakeholders in the monitoring and evaluation in the Kumasi Metropolis. These include, Works department, Planning Department, Internal Audit Department, The Budget Department, Finance Department, and staffs of extension division who are the facilitators of the programme for open and inclusive dialogue that captures the views of diverse members of the society, particularly stakeholders in the sector. This was to confirm that data obtained from the field is reliable and accurate. It is good to note that, the major stakeholders mentioned above are also KMA staff which would enhance the quality of the survey.

In all, there are 25 staff workers at the urban roads department in the Kumasi Metropolis. Based on this, a formula by Brewer and Miller (2003) was used to estimate the sample size. The calculation of the sample size was as follows:

This is calculated as;

$$n = \frac{N}{1+N(\alpha)^2}, \text{ n (sample size), N (Target population) and } \alpha \text{ is the margin of error (0.05).}$$

Mathematically as follows:

$$\frac{25}{1 + 25(0.05)^2}$$

$$\frac{25}{2.26} = 11$$

To cater for non-response rate, the sample size for the quantitative aspect of the study was increased to 20 staff.

After settling on the sample size, the technique used to select the required respondents for the study was simple random sampling. The use of the simple random sampling

helped the participant to have an equal chance to be part in the study.

Purposive sampling technique was also used to select 10 additional key stakeholders such as planning, budget, works and finance officers to respond to interviews in order to fulfil the qualitative aspect of the study. The use of the purposive sampling technique was based on the fact that they have in-depth knowledge on the issue under investigation. The total sample size for both the qualitative and quantitative aspect of the study was 30 staff (20 staff for quantitative aspect of the study and 10 key stakeholders for qualitative aspect of the study).

### **3.5 Research Approach**

Yin (1993) notes a number of methods such as qualitative or quantitative or both may be used in a single study. Both qualitative and quantitative data was obtained for the study. This was because of the complexity of the study and also due to the process of triangulation order to improve legitimacy. According to Churchill & Lacobucci (2006) the method of research is a technique which methodically to solve a problem of research. There are two methods used to conduct a research, namely qualitative and quantitative. Creswell et al. (2007) explained qualitative research as a means to comprehend the perceptions of individuals about a phenomenon without analyzing statistically. Qualitative research can be used for the investigation of attitudes, feelings and motivations of people (Churchill, 1995). Such research seeks a deeper understanding of individuals and uses a narrative rather than a numerical approach to explain findings (Beloucif, 2003). Quantitative research is described as an in-depth study of the social problem, based on the testing of a variablebased hypothesis, measured numerically and analyzed using statistical processes to determine whether the predictive generalization is true(Creswell, 2002). The study further noted that the

use of both the qualitative and quantitative methods helped the researchers to triangulate diverse data collection methods to increase the probability of the research findings and interpretations being trustworthy.

### **3.6 Data Needs**

Primary data were collected on some key issues on the Monitoring and Evaluation of Projects practices in Kumasi Metropolis in Ashanti Region of Ghana. The primary data sources afforded the researcher the opportunity to collect first-hand data from the participants. Secondary sources of data including published academic journals and researched works of other researchers on similar issues under the study is also used as a guide to the study.

### **3.7 Sources of Data**

Yin (1993) noted that in research, attention is given to constructive legitimacy, internal validity, external validity and reliability. These can be accomplished using multiple data sources of collection since a single data source has complete advantage over other source of data collection, rather each might be complemented and could be used at the same time. In this study therefore, both secondary and primary sources of data collection were used. Secondary data in the form of published academic journals and research works of other researchers on related issues under study, and other company documents and leaflets were obtained. Primary data were however obtained through structured questionnaire and in-depth interviews with management staff of the urban road in the study area.

### **3.8 Method of Data Collection and Instrument**

Structured questionnaires were administered and supplemented by the use of interviews to gather needed data. This assisted in addressing some of the inherent limitations of the two methods for data collection. Adequate time were taken to educate the respondents of the need for the study and this motivated them to give valid and reliable answers to the questionnaire. The questionnaires were divided into five sections based on the objectives of the study. The first section focused on the background characteristics of the respondents. The second part covered level of training and effective projects monitoring and assessment. The third part considered budgetary allocation and effective Monitoring and Evaluation. The fourth part focused on stakeholder participation and effective monitoring and evaluation. The last part dealt with politics and effective Monitoring and Evaluation of Projects (see Appendix A for details). The interview guide was done in line with the objectives of the study (see Appendix B for details). Due to the high literacy rate of the respondents, both the questionnaire and the interview guide were structured in English and it was self-administered. The administration of the questionnaire and the interview lasted approximately 25 and 30 minutes respectively.

#### **3.8.1 Methods of Data Analysis**

The collected data was studied, analyzed, interpreted and inferred through triangulation of information. The completed questionnaires were inspected for completeness and comprehensibility in order to guarantee consistency before processing the responses given by the respondents. The data were then summarized, coded and entered for analysis in version 21 of the Statistical Package for Social Sciences (SPSS) to enable the responses given by the respondents to be grouped into different categories. The data was analysis using descriptive statistics such as frequency, percentages, mean and

standard deviation and presented in a form of Tables and Figures. The reasons for this form of presentation are that, it's easier to understand, convenient and more reliable.

### **3.9 Profile of Study Area**

#### **3.9.1 Kumasi Metropolis**

Kumasi is located in the transitional forest area, about 270 km north of Accra, the capital city of Ghana. It is between 6.35<sup>o</sup>–6.40<sup>o</sup> latitude and 1.30<sup>o</sup>–1.35<sup>o</sup> longitude, an elevation ranging from 250 to 300 meters above sea level with an area of approximately 254 km<sup>2</sup>. The city's distinctive centrality as a crossing point from all areas of the nation makes migrating to it a special place for many. Figure 3.1 is Ghana's administrative map of the Ashanti region showing Kumasi. Kumasi metropolis is the Ashanti region's most populous district. A figure of 1,170,270 was reported during the 2000 Population Census. A population of 1,625 has been estimated in 2006 based on a growth rate of 5.4% per annum and this accounts for just under a third (32.4%) of the region's population. Partially due to its being the capital region, Kumasi has drawn such a big population. Other reasons might include the central role as a nodal town with main arterial paths connecting it to other areas of the nation, as well as being an instructional centre with two state universities, a private university, a polytechnic, two teacher training colleges, secondary schools and a host of basic schools. After Greater Accra (87.7 percent), it is presently the second most region that is urbanized in the nation. The region's huge population is primarily owing to the reality that the capital of Kumasi is not only completely urban, but also accountable for a third of the region's population.

Industry development and large volume of business activity and the high number of migrants can account for the comparatively elevated urban population. It was projected to have an approximately 2 million daily population. During the intercensal periods, the

population has grown rapidly from 346,336 in 1970, 487,504 in 1984 to 1,170,270 in 2000. Based on these, the census reports an estimated 5.47 percent population growth rate. The town of Kumasi was scheduled to serve as trading centers and exchange locations within different societies with about twenty-seven (27) markets. Some of these markets were defined as traditional markets for societies.





## CHAPTER FOUR

### RESULTS AND DISCUSSION ON FACTORS INFLUENCING MONITORING AND EVALUATION

#### 4.1 Introduction

This chapter presented the presentation of results and findings as obtained from the field. The data have been analyzed objectively by means of descriptive statistical test within the SPSS software although key particular perspectives of the respondents were presented using quotations to offer in-depth knowledge and description of the phenomenon under discussion. The important topics that were established and scrutinized were; respondents demographic characteristics, level of training and its effectiveness on monitoring and evaluation; budgetary allocation to monitoring and evaluation department at urban roads; stakeholder participation in the monitoring and evaluation of development projects and the influence of politics in monitoring and evaluation of development projects.

#### 4.2 Respondents Demographic Characteristics

The bio-information of the participants is discussed in this chapter. The significance of background data for the study participants is to provide knowledge or comprehension of the respondents who participated in the research. Data on demographic features, including gender, age, academic status and the amount of years the participants worked in the organisation and the status of workers, were collected and evaluated in this respect.

With reference to Table 4.1, in all, 20 participants were recruited for the study from the urban roads department of the Kumasi Metropolis; of this 70% were males whereas

30% are females. This implies that the dominant gender group among the sampled respondents is males. The work experience of the respondents was analyzed in years. The findings showed that 35% of them have work experience within the range of 1-5 years while 35% of them also have work experience in the range of 18-23 years. More so, 15% of the respondents had work experience within 6-11 years, 5% had work experience within 12-17 years whereas 10% of them had work experience equalling or exceeding 24 years. The findings showed that on the average, the respondents have quite remarkable experience within their field and thus, can provide adequate information on the issue under investigation.

The analysis conducted on the educational attainment of the respondents revealed that 85% of them had obtained first degree qualification with 10% having secondary education while the remaining 5% had obtained second degree qualifications in various fields of endeavour.

The age of the respondents was analyzed as part of the demographic characteristics of the participants. The findings are that 35% of them (representing small majority) fell within the age range of 41-50 years. This was followed in rank by those aged between 21-30 years with a percentage of 25. Also, the study found that 20% of the participants were within the age range of 31-40 years while 15% of them were within the age range of 51-60 years. Only 5% of the participants were 20 years or below.

On the status of the workers, the study found out that 65% of them belonged to the senior staff category while the remaining 35% belonged to the junior staff category. From the work experience, it was found that majority of them have prolonged work experience and as such, could be a contributory factor to most the participants falling within the senior staff category.

**Table 4.1 Bio data of the Respondents**

Bio data	Responses	N=20 (F)	Percentage (%)
<b>Gender</b>	Male	14	70
	Female	6	30
	<b>Total</b>	<b>20</b>	<b>100</b>
<b>Work experience</b>	1-5	7	35
	6-11	3	15
	12-17	1	5
	18-23	7	35
	24 or more	2	10
	<b>Total</b>	<b>20</b>	<b>100</b>
<b>Education</b>	Secondary	2	10
	First Degree	17	85
	Second Degree	1	5
	<b>Total</b>	<b>20</b>	<b>100</b>
<b>Age (years)</b>	20 or less	1	5
	21-30	5	25
	31-40	4	20
	41-50	7	35
	51-60	3	15
	<b>Total</b>	<b>20</b>	<b>100</b>
<b>Status of worker</b>	Junior Staff	7	35
	Senior Staff	13	65
	<b>Total</b>	<b>20</b>	<b>100</b>

Source: Author's field survey, July 2019

### 4.3 Level of Training and Its Effectiveness on Monitoring and Evaluation

Training is a motivational element which augments the knowledge of workers towards their job. By means of training, employees develop proficient and effective mechanisms towards accomplishing their job specifications by providing better results. The study found that at least 16 participants have received some form of training on monitoring and evaluation at some point in time on their jobs. According to Acevedo et al. (2010), formal training and on-the job experience are essential in the growth of staff (assessors) with different training and growth possibilities that have a positive effect on their abilities and increase their productivity. For those who have not received any form of training on monitoring and evaluation on their jobs, this is what some had to say.

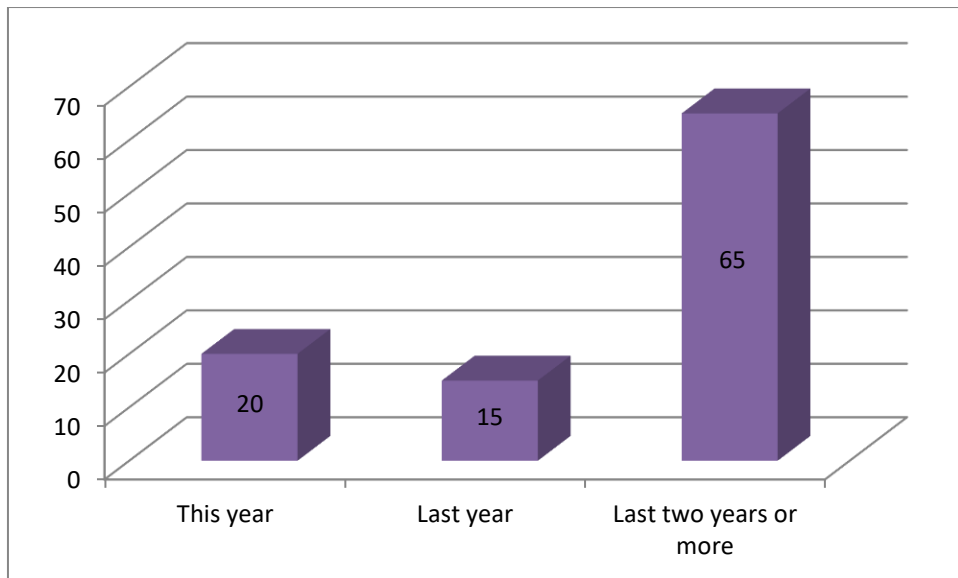
*I have not undergone any training since I got employed by this agency for about 15 years ago. I only have to rely on what I was thought or what I learnt at school to perform my duties in this organization. The institution has not organized any on this issue for us, although I have been here for a while. (Participant 2).*

For those respondents who have received some form of training on monitoring and evaluation within their organizations, they indicated that these trainings covered various aspects of monitoring and evaluations. Here is a narrative revealing the modules in which the participants were trained.

*About four years ago, we were trained in the following aspects; monitoring and data visualization to track and report on the implementation of programmes and projects, indicators in tracking monitoring and evaluation. Just last year another training programme was conducted for us in evaluations and participatory monitoring and evaluations were all conducted for us. (Participant 1).*

On the periods, the majority who received such trainings, 65% received their trainings over last two years or more; this tally with the 65% of the participants' who reported that trainings were not conducted for them frequently or on regular basis to equip them with the needed skills to deliver on their jobs. The findings again revealed that 20% of the participants participated in training programmes this year (2019). These respondents further stated that training programmes conducted for employees within their departments are very frequent. Up to 15% of the participants underwent training programmes aimed at improving their performance during the last year. For these participants, the training programmes are conducted for them in non-regular fashion thus making them rank the frequency of such trainings as slightly often or regular.

Due to the trainings the participants have received, the majority of them reported that their thoughtful and knowledge of monitoring and evaluation was good. Up to 55% of them rated their thoughtful regarding monitoring and evaluation concepts as very good. The reason they provided is that; the modules undertaken during trainings broadened their scope of the concept and now, they have in-depth knowledge on monitoring and evaluation. Jones et al. (2009) noted that training impacts significantly on the skills and knowledge of employees. There were 25% of the participants who rated their understanding of monitoring and evaluation concept as good. The remaining 20% of the participants rated their understanding of the concept of monitoring and evaluation as excellent and average. In all, the conclusion can be drawn that the participant's level of understanding with regarding monitoring and evaluation concepts is high.



**Figure 4.1: When training was received by employees**

Source: Author's field survey, July 2019

#### **4.3.1 Duration of the Training Programmes**

The findings on the duration of the training programmes as presented in Table 4.2 showed that 40% of the participants denoting a slight majority participated in training programmes in monitoring and evaluation which lasted 2-4 days. Similarly, 30% of the participants took part in training programmes on monitoring and evaluation that lasted 5-6 days. For those participants who took part in training programmes on monitoring and evaluation within a day, they amount to 20% while those whose training programmes lasted 7 days or more also constituted 10%.

**Table 4.2: Duration of the training programmes**

<b>Training duration</b>	<b>Frequency N=20</b>	<b>Percentage (%)</b>
One day	4	20
2-4 days	7	40
5-6 days	7	30
7 days or more	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Author's field survey, July 2019

#### **4.3.2 Place of Training**

The analysis conducted on the place the participants received the training programmes on monitoring and evaluation, 55% of the participants received these trainings from their organizations as parts of workshops undertaken to expand their knowledge and proficiency in the performance of their responsibilities. This figure represents a large majority of the participants. The findings again showed that 25% of the participants received the trainings through personal initiatives. These participants engaged in trainings on their own both as a group or individual and not as part of their organizational or departments request. There were 10% of the participants who undertook their trainings on monitoring and evaluation as part of their school curricula while another 10% also obtained their training through working on projects.

**Table 4.3: Place of training**

Place of training	Frequency N=20	Percentage (%)
School	2	10
Personal Initiative	5	25
Workshop by the organization	11	55
Gained in the process of working	2	10
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Author's field survey, July 2019

#### 4.3.3 Organizers of the Trainings

The majority of the training programmes (55%) were organized by the department of urban roads. This also confirmed the earlier finding where up to 55% of the participants received trainings on monitoring and evaluations by means of workshops organized by their organizations.

**Table 4.4: Organizers of the trainings**

Organizers of the trainings	Frequency	Percent
External donor	7	35
Ministry of Roads and Transport	2	10
Department of Urban Roads	11	55
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Author's field survey, July 2019

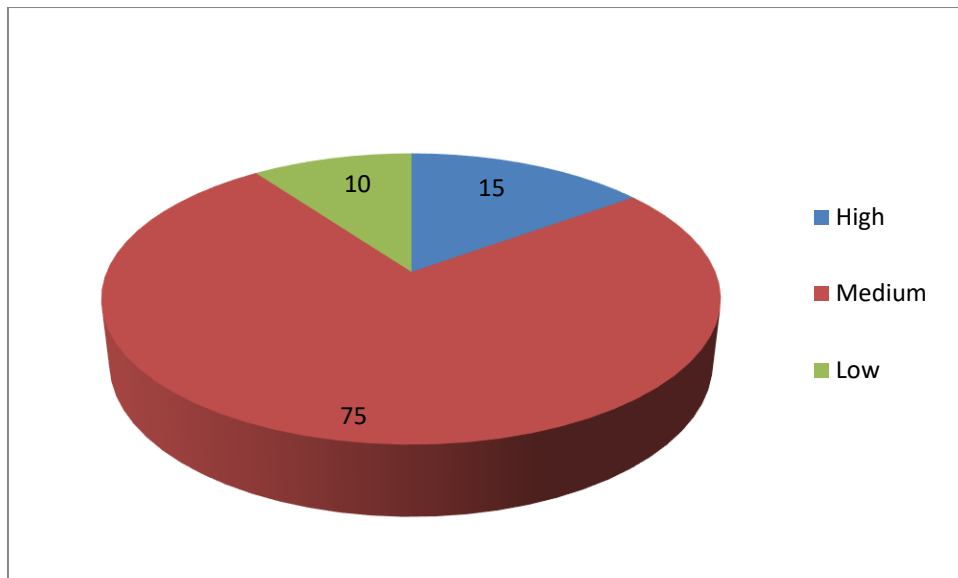


Organizations are so much interested in training their employees due to the tendency of training increasing their knowledge, skills and productivity (Weber, 2015). More so, 35% of the trainings the participants took part in were organized by external donors or sponsors while only 10% of the trainings were organized by Ministry of Roads and Transports.

#### **4.3.4 Impact of Training on the Skills of the Employees**

The essence of employee training is to enhance their skill set and make them more proficient in the performance of their responsibilities towards the ultimate accomplishment of organizational goals. Owing to this, the study examined the effect the training programmes had on the monitoring the evaluation skills of the participants. The study found that as high as 75% of the participants perceived the impact of the training programmes on the skills as medium or moderate. To these participants, the training equipped them with certain skills and competence which were lacking prior to their participation in the training programmes. According to Ma, Mayfield and Mayfield (2018), the training of employees in any organization is geared towards increasing their productivity by refining their skills and competence.

In addition, the study found out that 15% of the participants rated the impact of the training programmes on their skills set as high. This is attributed to the fact that they learnt a lot from the programmes and this improved their skill set and made them more efficient and productive compared to periods prior to the training. There were 10% of the participants who rated the impacts of the training on the development of their skills as low.



**Figure 4.2: Impact of training on the skills of the employees**

Source: Author's field survey, July 2019

The respondents were asked whether inadequate training can impact on effective monitoring and evaluation. The results showed that 55% of them representing a slight majority indicated that lack of or inadequacy of training among employees can negatively affect their performance. While this is so, 45% of them also reported that inadequacy of training cannot have any impact on the effectiveness of monitoring and evaluation in organizations. Those who indicated inadequacy of training could negatively affect the effectiveness of monitoring and evaluation postulated that:

*Training is a motivational factor that enhances the staff understanding of the by which employees becomes skilled in their work and are prepared to delivered better outcomes (Participant 5)*

*Training programme enable us (employees) to enhance their abilities in order to enhance them. Training brings employees to a higher level so they all have similar skills and expertise. (Participant 4).*

#### 4.3.5 Effects of Training on Efficiency of Monitoring and Evaluation

The ultimate goal of every employee training programmes in organizations is to improve the efficiency of the workers while uplifting the overall productivity of the organization. Due to this, the study examined the influence the training programmes had on the efficacy of the monitoring and evaluation processes within the various departments. From the results, 30% of them rated the efficiency of the monitoring and evaluation process after the training processes as very high while another 30% rated the impact as slightly high as indicated in Table 4.5

**Table 4.5: Influence of training on efficiency of monitoring and evaluation**

Level of influence	Frequency	Percentage (%)
Slightly Low	2	10
Neutral	6	30
Very High	6	30
Slightly High	6	30
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Author's field survey, July 2019

In sum, 60% of the participants (constituting a large majority) recorded positive impacts in the monitoring and evaluation processes and outcomes following the training programmes. There were another 30% who indicated that they were indifferent as to whether the training programmes have resulted into efficiency as far as monitoring and evaluation is concerned. However, 10% of the participants rated the impact as slightly low owing to fact that the performance did change dramatically after the training programmes.

A participant therefore said:

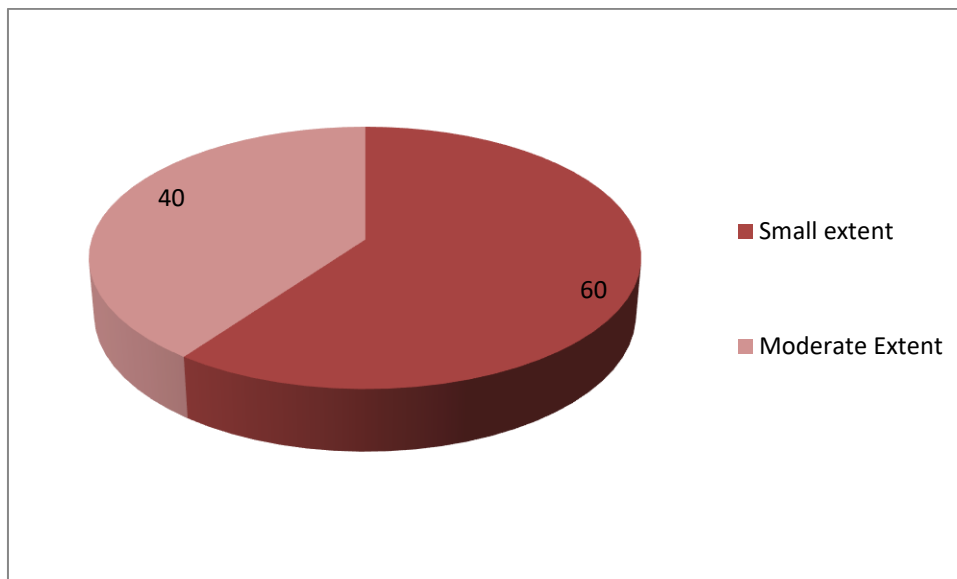
*Training of employees on monitoring and evaluation ensures judicious utilization of resources; participatory monitoring promotes good checks and balances during project implementation among others. (Participant 9).*

Shah and Gupta (2018) concluded in their study that organizational efficiency and productivity is mostly raised or attained through designing and implementing result oriented training programmes for employees. By so doing, they become more productive thus raising organizational performance in general.

#### **4.4 Budgetary Allocation for Monitoring and Evaluation**

The findings of the study showed that 60% of the participants perceive budgetary allocations provided to their departments are to a small extent adequate in meeting their financial obligations. This is because; their expenditure on various items always falls short of the budgetary allocations made to them. On the other hand, 40% of the participants noted that the monies provided to them to oversee monitoring and evaluation of development programmes are moderately or averagely adequate. These respondents were of the view that monies provided to them somehow help them accomplish their set objectives and as such they view budget allocations to them as adequate. The amount of money allocated to these departments to a long extent can influence their effectiveness in performing their roles. This is because; inadequacy of funds can hamper the availability of essential materials needed for the employees to work productively. An interview with some of the employees on the same revealed this. As noted by Chandra and Fealey (2009), most government agencies and departments are confronted with financial constraints; budgetary allocations made to them are

woefully inadequate in meeting their activities. As a result most them end up delivering low quality service to the populace and some instances, some them fail to perform their duties in entirety since resources are not at their disposal (Chandra and Fealey, 2009).



**Figure 4.3: Adequacy of budgetary allocation for monitoring and evaluation**

Source: Author's field survey, July 2019

A participant indicated that:

*Our agency avails money for monitoring of projects occasionally. One challenge with this allocation is that, they are always inadequate to meet the prosed plans of the agency. (Participant 9).*

Another participant had this to say on the issue of budgetary allocations made for monitoring of development projects.

*Monitoring and evaluation funds are made available and released quarterly to embark on monitoring and evaluation on regular basis by our institution for us to work with. Although on some occasions, these moneys are not*

*adequate, we do our best with it always.* (Participant 8).

#### **4.4.1 Nature of Budgetary Allocations and Financial Planning**

The participants were asked to rank the extent to which they agreed or disagreed to the following statements as they relate to monitoring and evaluation. The responses to the questions comprise the following; Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD) as indicated in Table 4.6. From the findings, 30% of the participants agreed that budgets for projects undertaken within the urban roads department usually provide a clear and adequate provision for monitoring and evaluation activities. Similarly, 10% of them strongly agreed to provisions of clear budget guidelines for monitoring and evaluation. Up to 40% of the participants indicated that they are neutral or indifferent as to whether budget projects provide clear and adequate provision for monitoring and evaluation within the urban roads department. However, 10% of the participants disagreed while another 10% strongly disagreed with the provision of funds for monitoring and evaluation within projects. The results have a mean value of 2.8 and a standard deviation of 1.105 implying that the individual elements are widely spread from the mean. Monitoring and assessment budgets can be obviously delineated within the general Project budget in order to ensure that the monitoring and evaluation function is properly recognized in project management (Gyorkos, 2003; McCoy et al., 2005).

The results again showed that 35% of the participants strongly agreed that monies provided for monitoring and evaluation are channelled to the right purpose. Another 15% of the participants agreed that monies budgeted for the conduct of monitoring and evaluation in the urban roads department were used for the intended purposes. There were 15% of the respondents who disagreed while another 10% of them strongly

disagreed to the fact that financial allocations for monitoring and evaluation within the urban roads department are not used for their intended purposes. The findings have mean of 2.5 with a standard deviation of 1.395 points indicating a wide spread from the mean.

On the realistic estimation of financial allocations for monitoring and evaluation during planning of projects, 30% of the participants strongly agreed while 45% of them agreed to the statement. In all, up to three-fourth of the participants agreed that projects estimate for monitoring and evaluation are realistically estimated at the planning stages of programmes. Additionally, 10% of them disagreed while another 10% of them also strongly disagreed with the statement. To these participants, over the years, amounts for monitoring and evaluations are always not adequately made available and as a result, they have also resulted in quoting estimates that are not always realistic.

Up to 35% of the participants from the findings showed that there are separate budget lines for monitoring and evaluation while 10% of them strongly agreed that separate budget lines are developed for monitoring and evaluation of road projects. Similarly, 30% of them disagreed that there are separate budget lines for monitoring and evaluation within their organizations. These participants noted that monitoring and assessment are pickled as one component and as such, budget estimates are expected to cover both in a joint venture system. The findings have a mean value of 2.95 and a standard deviation of 1.234 points from the mean. The mean suggests that the respondents could not decide whether there is a separate budget lines for monitoring and evaluation.

The findings on the existence of challenges in sourcing and securing financial resources for monitoring and evaluation of outcomes of projects revealed that 35% of the

participants strongly agreed while another 20% agreed that hindrances exist which impede their efforts in securing funds to conduct monitoring and evaluation. Also, 20% of the participants disagreed to existence of challenges that militates against sourcing and securing financial resources for monitoring and evaluation of road projects at the urban roads department in the Kumasi Metropolis. The findings on whether the concerns of monitoring and evaluation teams are sought during budgetary allocations for monitoring and evaluation revealed that 35% of them agreed to seeking the concerns of team members during budgetary allocations for monitoring and evaluation while 10% of them also indicated that they are indifferent as to whether the concerns of team members are sought during budgetary allocations for monitoring and evaluations. Also, 35% of the respondent disagreed that they seek the concerns of their team members during budgetary allocations for monitoring and evaluations.

**Table 4.6: Nature of budgetary allocations and financial planning**

	SA (%)	A (%)	N (%)	D	SD (%)	MEAN	STD. DEV
M&E are captured in project budgets	10	30	40	10	10	2.8	1.1
Money for M&E are used efficiently	35	15	25	15	10	2.5	1.395
M&E budgets are realistically estimated	30	45	5	10	10	2.25	1.293
Separate budget lines for monitoring and evaluation	10	35	15	30	10	2.95	1.234
Difficulty in sourcing and financing M&E	35	20	25	10	10	2.4	1.353
Concerns of M&E teams are sought during the process	10	35	10	35	10	3	1.257

**Source: Author’s field survey, July 2019**

**NB: SA- Strongly Agree; A-Agree; N=Neutral; D-Disagree; SD-Strongly Disagree**



#### 4.4.2 Effects of Budgetary Allocation on Monitoring and Evaluation

The results from the study showed that 20% of the respondents indicated that budgetary allocations affect the effectiveness of monitoring and evaluation projects in a slightly low manner while 10% of them reported that budgetary allocations affects functionality of monitoring and evaluation teams to a very low extent. In all, 30% of the respondents reported that financial allocations toward the monitoring and evaluation of road projects affect the performance of monitoring and evaluation to a lower extent.

**Table 4.7: Budgetary allocations’ effect on monitoring and evaluation**

Budgetary allocations’ effect on M&E	Frequency	Percentage (%)
Very Low	2	10
Slightly Low	4	20
Neutral	1	5
Very High	10	50
Slightly High	3	15
<b>Total</b>	<b>20</b>	<b>100</b>

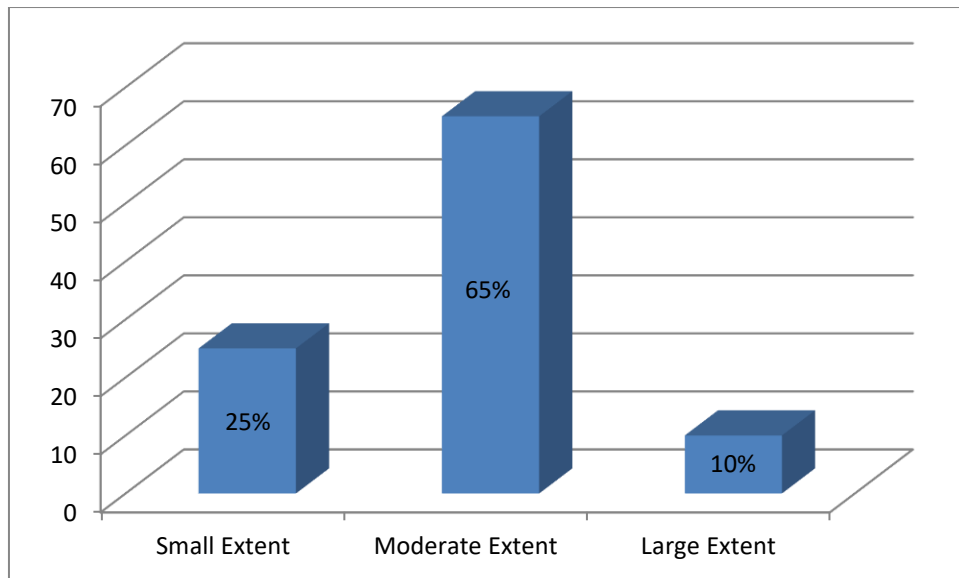
**Source: Author’s field survey, July 2019**

On the other hand, the findings showed that 50% of the respondents perceive budget allocations towards monitoring of projects within the urban roads department have very high impacts on the performance of monitoring and evaluation whereas 15% of them also reported that these monies allocated to their departments have slightly high impacts on the performance of their duties. In all, 5% of the participants indicated that they are neutral as to whether the budget allocations could impact the performance of monitoring and evaluation.

*Timely released of funds for monitoring and evaluation ensure proper supervision of programmes and projects. (Participant 10).*

#### **4.5 Stakeholder Participation in Monitoring and Evaluation of Road Projects**

The essence of stakeholder involvement is to provide input for consideration and help in shaping and for the betterment of decision making (Donaldson, 2003). The findings of the study showed that 65% of the participants perceive stakeholder involvement in monitoring and evaluation of projects in their departments to be on a moderate level. This is because; they believe that encouraging the participation of stakeholders within monitoring of development projects improves efficiency most especially since these groups have stake in the affairs of the projects. On the other hand, 25% of the participants noted that the degree of stakeholder participation in the monitoring and evaluation of projects is to a small extent. These respondents noted that stakeholder involvement is minimally undertaken in their organizations due to constraints such as limited consultation time's financial challenges among others. Up to 10% of the respondents indicated that stakeholder engagements are undertaken to a large extent within monitoring and evaluation of road projects.



**Figure 4.4: Stakeholder participation in monitoring and evaluation of road projects**

Source: Author's field survey, July 2019

#### **4.5.1 Stages of Stakeholder Participation in Monitoring and Evaluation**

Stakeholder engagements within decision making towards improvement of outputs or performance occur within various stages. The participants were asked to indicate the stages at which stakeholders were engaged. The results showed that 40% of the stakeholders were engaged during midterm evaluation. At this stage, the projects were already in progress before the stakeholders were involved. This represent majority of the respondents. Also, 20% of the stakeholders were engaged at the end term evaluation while 15% of the stakeholders were engaged at the first term evaluation. Finally, 25% of stakeholders were engaged in the monitoring and assessment of road projects at all three phases of the process. Proudlock (2009) observed that the entire impact assessment process, and in particular the analysis and interpretation of results, can be greatly improved by the participation of the intended beneficiaries, who are, after all, the primary stakeholders in their own development and the best judges in their own situation.

**Table 4.8: Stages of stakeholder participation in monitoring and evaluation**

Stage of evaluation	Frequency	Percentage (%)
First term evaluation	3	15
Midterm evaluation	8	40
End term evaluation	4	20
At all stages of evaluation	5	25
<b>Total</b>	<b>20</b>	<b>100</b>

**Source: Author's field survey, July 2019**

#### **4.5.2 Conduct of monitoring and evaluation in 2018/2019 financial year**

The findings showed that 60% of the participants undertook monitoring and evaluation of road projects within the 2018/2019 financial year while 40% of the participants did not undertake any monitoring and evaluation of projects within their departments. For the participants whose department's organizations did not undertake any monitoring and evaluation of projects, they attributed it to inadequacy of funds, the implementation of few projects and the non-completion of these projects. For the majority who were involved in the monitoring and evaluation of development projects in the 2018/2019 financial year, all the 60% of them submitted their monitoring and evaluation reports to donors/sponsors of the projects (primarily composed of Regional Coordinating Councils and Metropolitan, Municipal and District Assemblies). This implies that none of these departments have submitted project evaluation reports to communities or other stakeholders.

The findings again revealed that only 20% of the departments which conducted monitoring and evaluation of development projects involved key stakeholders in the

process. With much emphasis on stakeholder engagement in the implementation of development projects, this finding leaves much to be desired. That notwithstanding, 75% of the participants indicated that their organizations have formed monitoring and evaluation committees for appraising development projects while 25% monitoring and evaluation committees were not formed in their departments.

#### **4.5.3 Mechanisms for Stakeholder Involvement**

The participants were asked to rank the extent to which they agreed or disagreed to the following statements as they relate to stakeholder engagements in the monitoring and evaluation of development projects. The responses to the questions comprise the following Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD). From the findings, 30% of the participants agreed that stakeholders are given feedbacks on the monitoring and evaluation processes on projects undertaken within the urban roads department. Similarly, 15% of them strongly agreed that stakeholders are given feedbacks on the monitoring and evaluation processes on projects undertaken within the urban roads department. Up to 40% of the participants indicated that they are neutral or indifferent as to whether that stakeholders are given feedbacks on the monitoring and evaluation processes on projects undertaken within the urban roads department. However, 10% of the participants disagreed while another 10% strongly disagreed that stakeholders are given feedbacks on the monitoring and evaluation processes on projects undertaken within the urban roads department. The results have a mean value of 2.75 and a standard deviation of 1.164 implying that the individual elements are widely spread from the mean. Jones (2008) reported in his study that when stakeholders are given feedback on evaluation process, it helps improve outcomes since they are the direct beneficiaries.

The results again showed that 55% of the participants agreed that their departments have devised means and ways of managing stakeholders' engagements. Another 15% of the participants strongly agreed that their departments have devised means and ways of managing stakeholders' engagements. There were 10% of the respondents who disagreed while another 10% of them strongly disagreed to the fact that their departments have devised means and ways of managing stakeholders' engagements. The findings have mean of 2.45 with a standard deviation of 1.191 points indicating a wide spread from the mean.

On the incorporation of stakeholder's views in the monitoring and evaluation of development projects, 65% of the participants agreed while 15% of them agreed to the statement. In all, up to 90% of the participants agreed that the views of the various stakeholders are incorporated in the monitoring and evaluation of development projects within the urban roads department. Additionally, 10 of them disagreed while another 10% of them also strongly disagreed with the statement. To these participants, over the years, the views of stakeholders are not incorporated in the monitoring and evaluation of projects due to difficulty in obtaining the inputs of the stakeholders. The stakeholders usually involved in evaluation processes are captured in this narrative.

*We include the District Assembly monitoring team, traditional authorities, assembly members and unit committee heads, project contractors and community members in the evaluation of development projects under our jurisdictions. (Participant 7).*

Up to 45% of the participants from the study agreed that stakeholder meetings all around the county on monitoring and evaluation budget allocations are often conducted while 10 of them strongly agreed that stakeholder meetings all around the county on monitoring and evaluation budget allocations are often conducted. Similarly, 20% of

them disagreed that stakeholder meetings all around the county on monitoring and evaluation budget allocations are often conducted. These participants noted that stakeholder meetings or consultations on budgetary allocations for monitoring and evaluation are not conducted. The findings have a mean value of 2.65 and a standard deviation of 1.137 points from the mean.

**Table 4.9: Mechanisms for stakeholder involvement**

Variable	SA (%)	A (%)	N (%)	D (%)	SA (%)	MEAN	STD. DEV.
Stakeholders are given feedback on M&E processes	15	25	40	10	10	2.75	1.164
Existence of mechanisms for stakeholder engagements	15	55	10	10	10	2.45	1.191
Stakeholders' views are incorporated in M&E of projects	15	65	-	10	10	2.35	1.182
Stakeholder meetings are conducted in all counties on M&E	10	45	25	10	10	2.65	1.137

**Source: Author's field survey, July 2019**

#### **4.5.4 Effects of Stakeholder Participation on M&E**

The findings of the research showed that 25% of participants stated that stakeholder involvement had a very large impact on efficient project monitoring and assessment, while 15% reported that stakeholder involvement had a moderately elevated impact on efficient project monitoring and assessment. Overall, 40% of participants indicated that stakeholder involvement has a significant impact on efficient project monitoring and assessment. On the other side, the results showed that 20% of participants felt that

stakeholder involvement had very little impact on efficient monitoring and assessment, while 10% of participants also reported that stakeholder involvement was ineffective.

**Table 4.10: Effects of stakeholder participation on M&E**

Stakeholders participations' effect on M&E	Frequency	Percentage (%)
Very Low	4	20
Slightly Low	2	10
Neutral	6	30
Very High	5	25
Slightly High	3	15
<b>Total</b>	<b>20</b>	<b>100</b>

**Source: Author's field survey, July 2019**

Some respondents expressed that:

*Stakeholder participation in evaluation of projects is necessary in that, it provide a platform for all stakeholders to be actively involved in the development process, provide programmes or project management staff and other stakeholders with information on whether progress is being made towards achieving a stated goal. It also guides and regulates periodic project site inspections as well as defines indicators for measuring change on livelihood patterns. (Participant 1).*

*Participation of stakeholders in project evaluations leads to the provision of feedback from the sub-district levels which enhances learning and to improve the planning process and effectiveness of interventions. It improves service*



*delivery and influence allocation of resources and show results as part of accountability and transparency. (Participant 7).*

Ownership, commitment and learning among various stakeholders can increase through early involvement of stakeholders in the project cycle and in the end, it improves efficiency of projects. According to Hart (2002) and Hinton (2008), involvement of stakeholders at all stages projects' lifecycle can result into effective project implementation. They were of the view that stakeholder participation throughout a project can result into tangible benefits for project sustainability and effectiveness.

#### **4.6 Influence of Politics in Monitoring and Evaluation of Development Projects**

The influence of politics or political power in the monitoring and evaluation of development projects has been highlighted in literature by several studies. In some instances, these influences are deemed to be positive and accelerate the work of monitoring and evaluation, but other times, these influences become stumbling blocks for persons who monitor and appraise such projects. This research studied the extent to which policy affects the monitoring and assessment procedures road construction projects in the Kumasi Metropolis. The choice as to the purpose and scope of effect assessments is political and has significant consequences for the choice of suitable methodologies, the types of information and findings produced, and the follow-up and use of these (Patton, 2008).

The findings showed that monitoring and evaluation processes are influenced to a moderate extent by the influence of politics. Up to 40% of the respondents reported this. On the other hand, 35% of the respondents revealed that politics influences the performance of monitoring and evaluation to a small extent while 25% of them

indicated that to a large extent, monitoring and evaluation processes are influenced by politics. Also, 25% of the participants indicated that they consider political inputs as positive in the implementation of monitoring and evaluation in development projects while 75% of them reported that political inputs are not considered as positive contributions towards the implementation of monitoring and appraisal of projects.

**Table 4.11: Influence of politics in monitoring and evaluation of projects**

Degree of influence	Frequency	Percentage (%)
Small Extent	7	35
Moderate Extent	8	40
Large Extent	5	25
<b>Total</b>	<b>20</b>	<b>100</b>

Source: Author’s field survey, July 2019

#### 4.6.1 Mechanisms to Check the Influence of Politics in Monitoring and Evaluation

The researcher asked participants to rank the level to which they agreed or disagreed to the following statements as they relate to the influence of politics in the monitoring and evaluation of development projects. The responses to the questions comprise the following Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and Strongly Disagree (SD). From the findings, 20% of the participants agreed that they have measures that ensure politics does not interfere in the monitoring and evaluation processes of projects undertaken within the urban roads department. Similarly, 15% of them strongly agreed that they have measures that ensure politics does not interfere in the monitoring and evaluation processes of projects undertaken. Up to 35% of the

participants indicated that they are neutral or indifferent as to whether they have measures that ensure politics does not interfere in the monitoring and evaluation processes of projects undertaken within the urban roads department. However, 25% of the participants disagreed while another 5% strongly disagreed that they have measures that ensure politics does not interfere in the monitoring and evaluation processes of projects undertaken. The results have a mean value of 2.85 and a standard deviation of 1.137 implying that the individual elements are widely spread from the mean.

The results again showed that 45% of the participants agreed that a major challenge that confronts them is separation of political influence in the delivery process. Another 10% of the participants strongly agreed that their departments are always in difficulty trying to segregate political influence in the discharge of their monitoring and evaluation of development projects. There were 15% of the respondents who disagreed while another 10% of them strongly disagreed to the fact that their departments have issues segregating political influence in the discharge of their duties. The findings have mean of 2.70 with a standard deviation of 1.174 points indicating a wide spread from the mean.

On the existence of channels for reporting cases of misuse of resources or funds intended for development projects, 40% of the participants agreed while 20% of them agreed to the statement. In all, up to 60% of the participants agreed that channels exist for reporting misuse of funds meant for executing projects. Additionally, 20% of them disagreed while another 10% of them also strongly disagreed with the statement. To these categories of participants, over the years, there has not been appropriate or laid down mechanisms for reporting financial abuses.

Up to 15% of the participants from the study agreed that information on monitoring and

evaluation is shared freely as a result of political influence or connection while 10 of them strongly agreed that information on monitoring and evaluation is shared freely as a result of political influence or connection. On the contrary, 25% of the participants disagreed with the fact that, information on monitoring and evaluation is shared freely as a result of political influence or connection. These participants noted that evaluation reports are given or forwarded to person's authority mandated to act upon it and not political elements. The findings have a mean value of 3.10 and a standard deviation of 1.119 points from the mean.

From the findings, 30% of the participants agreed that politics mostly influences aspects of projects to be monitored and evaluated. Similarly, 15% of them strongly agreed that politics mostly influences aspects of projects to be monitored and evaluated within the urban roads department. Up to 10% of the participants indicated that they are neutral or indifferent as to whether politics mostly influences aspects of projects to be monitored and evaluated. However, 35% of the participants disagreed while another 10% strongly disagreed that politics mostly influences aspects of projects to be monitored and evaluated within the urban roads department. The results have a mean value of 2.95 and a standard deviation of 1.317 implying that the individual elements are widely spread from the mean. It is therefore essential that appropriate time be taken into account for the significant involvement of all stakeholders in identifying the objective and scope of impact assessments.

**Table 4.12: Mechanisms to check the influence of politics in monitoring and evaluation**

	SA (%)	A (%)	N (%)	D (%)	SA (%)	MEAN	STAND. DEV.
Existence of measures against political influence	15	20	35	25	5	2.85	1.137
Challenge separating political influence in the delivery of service	10	45	20	15	10	2.70	1.174
Existence of channels for reporting misuse of development fund	20	40	10	20	10	2.60	1.314
Information on Monitoring and evaluation is freely shared to political connections	10	15	40	25	10	3.10	1.119
Politics mostly influences aspects of projects to be monitored	15	30	10	35	10	2.95	1.317

**Source: Author's field survey, July 2019**

#### **4.6.2 Extent of politics' influence on effective monitoring and evaluation**

The findings of the research showed that 35% of participants stated that influence of politics had a very small effect on efficient project monitoring and assessment, while 20% reported that political influence had a moderately small effect on efficient project monitoring and assessment. In total, 55% of participants indicated that there was very little political influence on efficient project monitoring and assessment

**Table 4.13: Extent of politics' influence on effective monitoring and evaluation**

Political influences' effect on M&E	Frequency	Percentage (%)
Very Low	7	35
Slightly Low	4	20
Neutral	3	15
Very High	3	15
Slightly High	3	15
<b>Total</b>	<b>20</b>	<b>100</b>

**Source: Author's field survey, July 2019**

On the other hand, the findings showed that 15% of the respondents perceive that influence of politics has very high impact on effective monitoring and evaluation of projects whereas another 15% of them also reported that influence of politics has slightly high impact on effective monitoring and assessment of projects.

*The Political Head gives the final authorization for release of funds to embark on any activity. Hence the timely released of funds by the Political Head ensures effective and smooth M & E during project implementation.* (Participant 9).

In all, 15% of the respondents stated that they were neutral as to whether political influence had a very large or small effect on the efficient monitoring and assessment of development projects. Markus and Tanis (2010) noted that interference of politics plays a critical but poorly understood role in determining the success or failure of the management of the process of projects that dominate attempts to form international regimes or, more usually, institutional arrangements in global culture.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This section presented a summary, findings and recommendations on the research issues and study objectives. The chapter is structured into four parts. Section one focuses on the research, two on the overview, three on the findings and four on the recommendations.

#### 5.2 Summary of Major Findings

Monitoring and Evaluation, which is a main project management instrument, is designed to assess the process of collecting, recording and reporting issues on any or all elements of project performance, project assessment, programme, design or policy, execution and outcomes. Effective achievement leads to quality road projects. Despite this, several obstacles have been identified that offset the efficiency of monitoring and assessment teams. As a consequence, this research focuses on variables that influence the efficiency of monitoring and assessment of government projects on urban highways in the Kumasi Metropolis. The results were reported in contour with the study objectives.

##### 5.2.1 Demographic Traits

The findings on the demographic characteristics of the participants revealed that 70% were males whereas 30% are females. The work experience of the respondents analysed in years indicated that 35% of them have work experience within the range of 1-5 years while another 35% of them also have work experience in the range of 18-23 years. Together, these two age ranges constitute the largest majority of the participants. On

the average, the respondents have quite remarkable experience within their field and thus, can provide adequate information on the issue under investigation. The educational attainment of the respondents revealed that 85% of them had obtained first degree qualification with 10% having secondary education while the remaining 5% had obtained second degree qualifications in various fields of endeavour. The age of the respondents showed that 35% of them (representing small majority) fall within the age range of 41-50 years. On the status of the workers, the study found out that 65% of them belonged to the senior staff category while the remaining 35% belonged to the junior staff category.

### **5.2.2 Level of Training on Effective Monitoring and Evaluation**

The study found out that at least a large proportion of the participants have received some form of training on monitoring and evaluation at some point in time on their jobs. For those who have not received any form of training on monitoring and evaluation on their jobs, they indicated that, they rely on what they have studied in school or personal initiatives to equip themselves with knowledge. Significantly, much of the participants received their trainings within periods over last two years or more; as such these trainings were not conducted for them frequently or on regular basis to equip them with the needed skills to deliver on their jobs.

However, due to the trainings the participants have received, they have good understanding and knowledge of monitoring and evaluation. Most of them rated as very good their understanding of the concept monitoring and evaluation. The reason being that; the modules they have undertaken during training programmes broadened their scope on the concept as they now have in-depth knowledge on monitoring and evaluation. The training programmes were primarily organized by the department of



urban roads. This also confirms the earlier finding where up to 55% of the participants received trainings on monitoring and evaluations by means of workshops organized by their organizations. The training equipped them with certain skills and competence which were lacking prior to their participation in the training programmes. In all, the study found out that the trainings received by the participants increased their knowledge on monitoring and evaluation while making them to be more productive.

### **5.2.3 Budgetary Allocations towards Monitoring and Evaluation of Projects**

The findings of the study showed that a large majority of the participants perceive budgetary allocations provided to their departments are to a small extent adequate in meeting their financial obligations. This is because; their expenditure on various items always falls short of the budgetary allocations made to them. On the other hand, minority of the participants noted that the monies provided to them to oversee monitoring and evaluation of development programmes are moderately or averagely adequate. These respondents were of the view that monies provided to them somehow help them accomplish their set objectives and as such they view budget allocations to them as adequate. The amount of money allocated to these departments to a long extent can influence their effectiveness in performing their roles. This is because; inadequacy of funds can hamper the availability of essential materials needed for the employees to work productively. An interview with some of the employees on the same revealed this.

In most cases, monitoring and evaluation cost are captured in projects budgets while there are separate budgets lines for monitoring and evaluation. Similarly, there is realistic estimation of evaluation cost. The findings revealed that budgetary allocations towards monitoring and evaluation of projects within the urban roads department have very high impacts on the performance of monitoring and evaluation. This is because,

the day-to-day operations of the department entail financial commitments, and the inadequacy of funds to undertake this would imply compromising on the quality of work to be done.

#### **5.2.4 Stakeholder Participation in Project Evaluation**

The essence of stakeholder involvement is to provide input for consideration and help in shaping and for the betterment of decision making. The findings of the study showed that 65% of the participants perceive stakeholder involvement in monitoring and evaluation of projects in their departments to be on a moderate level. Significantly, stakeholders were involved in the midterm evaluation relative to the other stages within the evaluation framework. Majority of the departments have undertaken evaluation of projects within the 2018/2019 financial years and submitted their monitoring and evaluation reports to donors/sponsors of the projects (primarily composed of Regional Coordinating Councils and Metropolitan, Municipal and District Assemblies). This implies that none of these departments have submitted project evaluation reports to communities or other stakeholders. Key stakeholders were given feedback on the monitoring and evaluation processes, stakeholder engagements are coordinated in systematic fashion while the views and opinions of the stakeholders are incorporated in the process of monitoring and evaluation of projects.

#### **5.2.5 Political Influence in the Monitoring and Evaluation of Projects**

The influence of politics or political power in the monitoring and assessment of development projects has been highlighted in literature by several studies. In some instances, these influences are deemed to be positive and accelerate the work of monitoring and evaluation, but other times, these influences become stumbling blocks for persons who monitor and appraise such projects. Evidence from the study showed

politics to a moderate extent influences monitoring and evaluation processes as far as road construction projects are concerned in the Kumasi Metropolis. Also, a large majority of the participants considers political inputs as negative in the implementation of monitoring and evaluation in development projects while minority of them considers it as positive contributions towards the implementation of projects monitoring and appraisal. The results also revealed that political influence has very high negative impact on effective monitoring and evaluation of projects. This is because, if the political input is negative, it will result in compromising the quality to be performed by the staff. Also, due to political influence, aspects of projects to monitored and evaluated can be determined which in the long run does not auger well for good monitoring and evaluation outcomes.

### **5.3 Conclusion**

This study performed an in-depth assessment of the variables affecting the efficiency of tracking and evaluating public projects on urban roads in the Kumasi Metropolis. The literature review showed that the award of contracts for county roads was mainly susceptible to nepotism and fraud. The agreement may be awarded to a bidder who has cited very low and yet may not be the most effective bidder. The agreement may not be performed to completion in the long run. Monitoring and assessment, a main project management tool that involves the process of collecting, recording and reporting issues on any or all elements of project results, has a tendency of ensuring that projects meets required standards.

Evidence from the study fairly shows that while training of employees or staffs have positive impacts on their skills and productivity, the current regime of training is inadequate to meet the performance demands of employees within the institutions

sampled. For a higher output to be achieved, the staffs of these agencies must be trained regularly with specific training objectives so that impacts of trainings can be measured against targets set out prior to the training programmes. Secondly, budgetary allocations made to these departments should be increased since the results showed the amount of money allocated to monitoring and evaluation of projects largely influences the success or efficiency of the process. As these monies are made available, internal control mechanisms must also be instituted to check misappropriation of these funds while political interference in the evaluation processes must also be checked since these occurrences do not auger well for good monitoring and evaluation processes. Finally, there should be broader stakeholder engagements during project evaluations and more so, their views should be captured in these reports.

#### **5.4 Recommendations**

Based on the findings, the study proposed the following recommendations for a better accomplishment of monitoring and evaluation of projects.

##### **5.4.1 Regular Training Programmes for Employees**

The importance of employee training on their skills development and productivity cannot be overemphasized. As a result, the employees at the urban roads department particularly those into monitoring and evaluation should be taken through periodic training sessions on various modules. This would build up their capacity and make them more productive (all things being equal). These trainings should have clearly defined goals for the impacts to be measurable. Also, individual innovativeness by means of training should be rewarded so as to serve as motivation for the employees to embark personal training and development programmes.

#### **5.4.2 Increased Budgetary Allocations for Monitoring and Evaluation of Projects**

Evidence abounds that financial constraints hampers the delivery of good service and the monitoring and evaluation of road projects in the urban roads departments is no exception. Over the years, the institution has been bedeviled with inadequate financial resources and to a large degree this has resulted in their underperformance. It is therefore in good fate for the financial resources made available to these institutions to be increased while measures are instituted by these departments to ensure that the monies are used for their intended purposes. Estimates for monitoring and evaluations should be realistically stated.

#### **5.4.3 Increased Stakeholder Participation**

Although stakeholder engagement is important in project implementation, it needs to be managed with care as too much stakeholder's involvement could lead to undue influence on the evaluation, and too little could lead to evaluators dominating the process, Patton (2008). To this end, the institutions must engage more stakeholders since the current practice is engaging mostly assembly men and women who represent the people. The views of the stakeholders must also be taken into considerations while evaluation reports must also be submitted to them as against the current framework where reports are submitted only to donors or sponsors of the projects.

#### **5.4.4 Depoliticizing the Monitoring and Evaluation Process**

The findings of the study showed that some projects evaluations suffer from political interference. These interferences were in the form of which aspects of project to evaluate and sharing of evaluation reports to persons with political influence. This occurrence compromises the evaluation process and as a result, the intended outcomes are not attained. The institutions should devise laid down mechanisms to deal with political interference.

## REFERENCES

- Aryeetey, E. (2001). Priority research issues relating to regulation and competition in Ghana.
- Beloucif, S. (2003). L'Islam entre l'individu et le citoyen. *Religion et politique: Une liaison dangereuse*, 145-155.
- Churchill, G. A., & Iacobucci, D. (2006). *Marketing research: methodological foundations*. New York: Dryden Press.
- Creswell, J. W., Hanson, W. E., Clark Plano, V. L., & Morales, A. (2007). Qualitative research designs: Selection and implementation. *The counseling psychologist*, 35(2), 236-264.
- Daniels, T. (1994). "Results of a Nation-wide Survey on Micro, Small and Medium Enterprises in Malawi", GEMINI Technical Report No 53. PACT Publications, New York.
- Gitman, L. J. (2007). *Principles of Managerial Finance*. New York: Addison Wesley.
- Kazooba, CH. (2006). Causes of small business failure in Uganda, A case study from Bushenyi and Mbarara Towns African. *African Studies Quarterly*, 8(4).
- McMahon, R. G. (2001). Growth and performance of manufacturing SMEs: The influence of financial management characteristics. *International Small Business Journal*, 19(3), 10-28.

- Acevedo, G. L. Rivera, K. Lima., L. Hwang., H. (2010). *Challenges in monitoring and evaluation: An opportunity to institutionalize M &E systems*. Fifth conference of the Latin America and the Caribbean Monitoring and Evaluation Network. Washington DC, World Bank.
- Amjad, S. (2010). *Performance-Based Monitoring and Evaluation for Development Outcomes: A Framework for Developing Countries*.
- Amkeni Wakenya. (2009). *Strengthening the capacity of Kenyan civil society to participate more effectively in democratic governance reforms and in deepening democracy in Kenya*. Amkeni Wakenya Annual progress report.
- Bakewell, O. Garbutt, A. (2005). *The Use and Abuse of the Logical Framework Approach*. The International NGO Training and Research Centre (INTRAC). Retrieved from [http://www.intrac.org/data/files/resources/518/The\\_Use\\_and\\_Abuse\\_of\\_the\\_Logical\\_Framework\\_Approach.pdf](http://www.intrac.org/data/files/resources/518/The_Use_and_Abuse_of_the_Logical_Framework_Approach.pdf)
- Bamberger, M., Rugh J. & Mabry, L. (2006). *Real World Evaluation: Working under Budget, Time and Data Constraints*. Sage Publications. California.
- Barton, Tom. (1997, January). *Guidelines to Monitoring and Evaluation: How are we doing?* Care, Uganda.
- Baum, W. C. Tolbert, S. M. (1985). *Investing in Development: Lessons of World Bank Experience*, Washington D. C.: World Bank, 1985.
- Bornstein, L. (2006). *Systems of Accountability, webs of deceit? Monitoring and evaluation in South African NGOs*. *Development*, 49(2), 52-61. Doi:10.1057/palgrave.development.1100261.

- Brest, P. (2010). *The power of theories of change*. *Stanford innovation review*.
- Britton, B. (2009). *Organizational Learning in NGOs: Creating the Motive, Means and Opportunity*. Praxis paper 3. The International NGO Training and Research Centre (INTRAC)
- Businge, C. (2010). *The impact of donor aided projects through NGOs on the social and economic welfare of the rural poor*. “what do the donors want?”: case study of Kabarole Research and Resource Centre. Uganda Martyrs University, Uganda.
- Clark, H. Taplin, D. (2012). *Theory of Change Basics: A Primer on Theory of Change*, New York: Actknowledge
- Clark, T. S. Kastellec. J. P. (2012). The Supreme Court and Percolation in the Lower Courts: An Optimal Stopping Model. *The Journal of Politics*, Vol. 75, No. 1, January 2013, Pp. 150– 168
- CLEAR Mid Term Evaluation (2014). *Final Evaluation Report*. Universalia Management Group, e-Pact, Oxford Policy. Itad
- Cornielje, H. Velema, J. P. Finkenelflugel, H. (2008). Community based Rehabilitation Programmes: Monitoring and Evaluation in order to measure results. *Leprosy review*
- Crawford, P. Bryce P. (2003). Project monitoring and evaluation: A method of enhancing the efficiency and effectiveness of aid project implementation. *International Journal of project management*, 21(5):363-373.



- Ebrahim, A. (2006). Placing the Normative Logics of Accountability in ‘Thick’ perspective. Working paper no. 33.2
- Edmunds, R. Marchant, T. (2008). *Official statistics and monitoring and evaluation systems in developing countries: friends or foes?* Partnership in Statistics for Development in the 21st Century. OECD’s Development Co-operation Directorate, the PARIS21 Secretariat, France.  
<http://www.paris21.org/sites/default/files/3638.pdf>
- Gebremedhin, B. Getachew, A. Amha, R. (2010). *Results based monitoring and evaluation for organizations working in agricultural development: A guide for practitioners*. International Livestock Research Institute, Nairobi, Kenya.
- Gideon, Zhou. (2013). Utilization of monitoring and evaluation systems by development Agencies: The case of the UNDP in Zimbabwe department of political and administrative studies. *Asian Journal of Empirical Research* 3(4):447-463, Harare, Zimbabwe. [http://www.aessweb.com/pdf-files/ajer%203\(4\),%20447-463.pdf](http://www.aessweb.com/pdf-files/ajer%203(4),%20447-463.pdf).
- Gorgens, M. Kusek, J.Z. (2010). *Making Monitoring and Evaluation Systems Work: A Capacity Development Toolkit*. The International Bank for Reconstruction and Development. The World bank Washington D.C 1818 H Street, NW.  
[http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/03/05/000333037\\_20100305004732/Rendered/PDF/533030PUB0moni101Official0Use0Only1.pdf](http://www-wds.worldbank.org/external/default/WDSContentServer/WDSP/IB/2010/03/05/000333037_20100305004732/Rendered/PDF/533030PUB0moni101Official0Use0Only1.pdf)

- Grove, N. Zwi, A. B. (2008). Beyond the Log frame: A new tool for examining health and peace building initiatives. *Development in practice*, 18(1), 66-81
- Guijt, I. (1999). *Participatory monitoring and evaluation for natural resource management and research. Socio-economic Methodologies for Natural Resources Research*. Chatham, Natural Resources Institute, UK:
- Hailey, J. James, R. (2003, November). NGO Capacity Building: The Challenge of Impact Assessment. Paper presented to the New Directions in Impact Assessment for Development Methods & Practice Conference. IDPM University of Manchester.
- IFAD. (2008). *Project level monitoring and evaluation: who really wants to know*. Office of Evaluation, The annual report on results and impact of IFAD operations.
- Jacobs, A. Barnett, C. Ponsford, R. (2010). *Three approaches to Monitoring: Feedback systems, participatory monitoring and evaluation and Logical Frameworks*. Institute of Development studies, 41(6), 36-44
- Jennifer, C. (2014). Investing in Monitoring, Evaluation and Learning Issues for NGOs to consider.
- Kelly, L., David, R., & Roche, C. (2008, December). Guidance on M&E for Civil Society Programmes. Prepared for Aus AID Programme Managers.
- Khan, K. (2003). *Strengthening of Monitoring and Evaluation Systems*. Pakistan Poverty Alleviation Fund, Islambad. <http://preval.org/files/b10.1.pdf>

Kusek, J. Z. Rist, C. R. (2004). *Ten Steps to a Results-Based Monitoring and Evaluation System*, Washington D. C.: World Bank,

Lahey, R. (2009). *Monitoring and Evaluation in the Government of Canada, "Lessons Learned. From 30 years of M&E development.* Accessed on 5/5/2013 from <http://siteresources>.

[Worldbank.org/intlacregtoappovana/Resources/Paper\\_Robert\\_Lahey.p df](http://Worldbank.org/intlacregtoappovana/Resources/Paper_Robert_Lahey.pdf)

Mackay, K. (2006). *Institutionalization of monitoring and evaluation systems to public sector management.* Independent Evaluation Group, Evaluation Capacity Development Working Paper Series no. 15

Mackay, K. (2007). *How to build M&E System to support better Government.* Washington DC, World Bank

Martinez, D. (2011). *The logical framework Approach in Non-governmental Organizations.* University of Alberta. Elsevier.conference-serices.net/resources/cpa2011.0514.paper.pdf

Mayne, J. (2007). *Best Practices in Results-Based Management: A Review of Experience, A Report for the United Nations Secretariat, Volume1: Main Report.* UN Workshop on Best Practices in Results-Based Management in Geneva.

Morra, L. G. I. Rist, R. C. (2009). *The Road to Results: Designing and Conducting Effective Development Evaluations,* World Bank, Washington D. C.

- Mwangi, I. K. (2005). Regional Development Strategies for Enhancing Urban-Rural Linkages: Experiences and Implications for Local Economic Development in Kenya. In Un-Habitat (2005) Report On The Inter-Regional Conference On Urban-Rural Linkages Approach To Develop.". In: *Electroanalysis*, 18(24):2441-2450. Wiley Interscience; 2005.
- Nabris, K. (2002). *Monitoring and Evaluation, Civil Society Empowerment*, Jerusalem, PASSIA.
- Njiiri, P. N. (2015). Influence of monitoring and evaluation systems use on performance of non- governmental organizations: A case of agribusiness projects in Murang'a county, Kenya (Doctoral dissertation, University of Nairobi).
- Paul, S. (1983). *Strategic Management of Development Programmes*. International Labour Organization, Geneva.
- Rick, J. (2001). *Practical guidelines for the monitoring and evaluation of capacity building: Experiences from Africa*. Occasional paper 36. International NGO Training and Research Centre (INTRAC).
- Rist, R. C. Boily M. H. Martin F. (2011). *Influencing change: building evaluation capacity to strengthen governance*. Washington DC, World Bank
- Robert, L. (2010). *The Canadian M&E System: Lessons Learned from 30 Years of Development*. World Bank, Washington, DC.
- Roche, C. (1999). *Impact Assessment for Development Agencies: Learning to Value Change*, Oxford: Oxfam GB.
- Rubin, F.A. (1995). *Basic Guide to Evaluation for Development Workers*, Oxford: Oxfam GB.

- Spooner, C. McDermott. S. (2008). *Monitoring and evaluation framework for Waverley Action for Youth Service Social Policy Research Centre Report*. University of New South Wales.
- Taplin, D, Clark, H. C. E. Colby, D. (2013). *Technical Papers: A Series of Papers to support Development of Theories of Change Based on Practice in the Field*. The Rockefeller Foundation. New York.
- Taplin, D. Clark, H. C. Collins, E. Colby, D. C. (2013). *Theory of Change Technical Paper: A Series of Papers to Support Development of Theories of Change Based on Practice*. Center for Human Environments 365, Fifth Avenue New York, NY 10016.
- Taut, S. (2007). Studying Self-Evaluation capacity Building in a Large International Development Organization. *American Journal of Evaluation*, 28; 45 doi: 10.1177/1098214006296430
- Tucker, V. (1999). *The Myth of Development: A Critique of a Eurocentric Discourse. Critical Development Theory: Contributions to a New Paradigm*, London: Zed Books.
- United Nations. (2008). *United Nations Today*, United Nations, Department of Public Information, New York.
- UNAIDS. (2008). *Organizing framework for a functional National HIV Monitoring and Evaluation System*, Geneva.
- UNDP. (2009), *Handbook on Planning, Monitoring and Evaluating for Development Results*, United Nations Development Programmes, New York.

UNDP. (2001). *United Nations Development Programmes*, UNDP News, New York:

UNDP. (2012). *Results-based Management Handbook*, United Nations Development Group, <http://www.undg.org/docs/12316/UNDG-RBM%20Handbook-2012.pdf>

Woodhill, J. (2005). *M&E as learning: Rethinking the dominant paradigm*. World Association of Soil and Water Conservation.

Woodhill, J., & Guijt, I. (2002). *A Guide for Project Monitoring and Evaluation*. Rome: IFAD.



## APPENDIX 1

### QUESTIONNAIRE FOR RESPONDENTS

I am an MSc. Student and conducting a study on “Expert View on Factors Influencing Performance of Monitoring and Evaluation of Government Projects at the Department of Urban Roads in the Kumasi Metropolis”. Your organization has been chosen as a study area. I wish that you take full participation in the study through interviews/questionnaire administration. The data you provide will be used in a research activity intended to produce scientific knowledge. Nonetheless, participation in this study is completely voluntary and you reserve the right to decide not to respond to certain questions or withdraw at any time in the course of the interview/ questionnaire administration without any penalty. By signing or thumb printing this form, you are giving your consent to participate in the study. Notice that whatever data you disclose will only be used for academic purposes and will be treated as strictly confidential as possible and that will be reported in a way that no one will know your specific responses. If you have any questions and queries regarding this study, please do not hesitate to contact me at **0242876297**. You may also contact my Supervisor, Dr. Charles Peprah (**0501349218**) from Department of Planning, KNUST, and Kumasi.

#### SECTION A: BACKGROUND INFORMATION

1. Gender a. Male [  ] b. Female [  ]
2. Work Experience (years)
  - a. 1-5 [  ] b. 6-11 [  ] c. 12-17 [  ] d. 18 -23 [  ] e. 24 or more [  ]
3. Level of Education
  - a. Secondary [  ] b. First degree [  ] c. Second degree [  ]
4. Age (years) a. less than or equal to 20 [  ] b. 21-30 [  ] c. 31-40 [  ] d. 41-50 [  ]
  - e. 51 or above [  ]
5. Status of Worker/staff
  - a. Junior Staff [  ] b. Senior Staff [  ]

#### B. LEVEL OF TRAINING AND EFFECTIVE M& E

6. How well do you understand the term Monitoring and Evaluation?
  - a. Excellent [  ] b. Very Good [  ] c. Good [  ] d. Average [  ] e. Low [  ]
7. Have you received any training on monitoring and evaluation?
  - a. Yes [  ] b. No [  ]

8. When did you receive the training?

- a. This year [ ] b. Last year [ ] c. Last two years or more [ ]

9. How frequent do you receive training on M& E?

- a. very frequent [ ] b. slightly frequent [ ] c. Not frequent [ ]

10. How many days do the training on M& E take?

- a. One day days [ ] b. 2-4 days [ ] c. 5-6 days [ ] d. 7 days or more [ ]

11. Where did you receive the training on M& E?

- a. School [ ] b. Personal initiative [ ] c. Workshop by the organization [ ]  
d. Gained in the process of working [ ] e. Other, specify

12. Who organization the training on M& E?

- a. External donor [ ] b. Ministry of Roads & Transport [ ] c. Urban roads [ ]

13. How would you rate the level of training has impacted on your M&E skills?

- a. High [ ] b. Medium [ ] c. Low [ ] d. No impact [ ]

14. Do you think inadequate training could impact on M& E?

- a. Yes [ ] b. No [ ]

15. If yes, how does inadequate or lack of training impact on effective M& E?

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

16. Rate the influence of level of training on effective performance of M&E.

- a. Very low [ ] b. slightly low [ ] c. Neutral [ ] d. Very high [ ] e. Slightly high [ ]

### SECTION C: BUDGETARY ALLOCATION

17. To what extent do you feel the money allocated for M&E is adequate?

- a. Small extent [ ] b. Moderate extent [ ] c. Large extent [ ]



18. The following are statements on M&E indicate your feeling in each by SA-strongly agree (5), Agree(4), N-neutral(3), D-disagree(2), SD-strongly disagree(1).

Statement	SA	A	N	D	SD
a. The budget of projects undertaken usually provide a clear and adequate provision for monitoring and evaluation activities					
b. Money for M&E are usually channelled to the right purpose					
c. A realistic estimation for monitoring and evaluation is usually undertaken when planning for projects.					
d. There are separate budget lines for its monitoring and evaluation					
e. There is a challenge in sourcing and securing financial resources for monitoring and evaluation of outcomes					
f. Concerns are M& E team are sought during budgetary allocation for M& E					

19. To what extent does budgetary allocation affects the performance M & E?

- a. Very low [ ] b. slightly low [ ] c. Neutral[ ] d. Very high[ ]  
 e. Slightly high [ ]

**Section D: Stakeholder Participation**

20. To what extent do you involve stakeholders to participate on monitoring and evaluation?

- a. Small extent [ ] b. Moderate extent [ ] c. Large extent [ ]

21. At what point do you engage stakeholders?

- a. First term evaluation [ ] b. Midterm evaluation [ ] c. End term evaluation [ ]  
 d. At all stages of evaluation [ ]

22. In financial year 2017/2018 have you been involved in conducting M&E in development projects? a. Yes [ ] b. No[ ]

23. If no, please kindly explain

.....  
 .....

24. If yes, where did you submit your M&E reports?

- a. Donor / Sponsor (e.g., RCC, MMDAs) [ ] b. Community [ ]  
 c. Other, specify.....

25. Did you involve other external stakeholders in M& E activities?

- a. Yes [ ] b. No [ ]

26. Is there any M&E committee for projects and programmes?

- a. Yes [ ] b. No [ ]

27. The following are statements on stakeholders involvement indicate your feeling in each by SA-strongly agree (5), A-agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1).

Statement	SA	A	N	D	SD
a. Stakeholders are given feedback of the M&E process					
b. The department has devised means and ways of managing stakeholder's engagement.					
c. Stakeholders views are usually in cooperated in the M&E process					
d. stakeholder meetings all around the county on M&E budget allocations is often conducted					

28. Rate the influence of stakeholder participation on effective monitoring and evaluation of projects?

- .a. Very low [ ] b. slightly low [ ] c. Neutral [ ] d. Very high [ ] e. Slightly high [ ]

### SECTION E: INFLUENCE OF POLITICS

29. To what extent does politics influences on monitoring and evaluation process?

- a. Small extent [ ] b. Moderate extent [ ] c. Large extent [ ]

30. Do you consider political influence (input) positive in the implementation of M&E in development projects?

- a. Yes [ ] b. No [ ]

The following are statements on influence of politics, indicate your feeling in each by SA-strongly agree (5), A-agree (4), N-neutral (3), D-disagree (2), SD-strongly disagree (1).

Statement	SA	A	N	D	SD
a. We have measures to ensure politics does not interfere in the monitoring and evaluation process					
b. The major challenge faced is separation of political influence in delivery of services					
c. We have set channels for reporting in case of misuse of development fund					
d. Information on monitoring and evaluation with regard to political connection is freely shared					
e. Politics mostly influences aspects of projects to be monitored					

31. Rate the extent in which politics influences on the effective Monitoring and Evaluation of public projects.

- a. Very low [ ] b. slightly low [ ] c. Neutral [ ] d. Very high [ ] e. Slightly high [ ]

## APPENDIX 2: INTERVIEW GUIDE

### LEVEL OF TRAINING AND EFFECTIVE M& E

1. Do you receive adequate training on M& E? If yes, what kind of training do you receive on M& E?

2. To what extent does training affect effective monitoring and evaluation in your organization?

### BUDGETARY ALLOCATION

3. Does your institution provide funds for M&E? [Probe for further response]
4. To what extent does budgetary allocation affects the performance M & E?

### STAKEHOLDER PARTICIPATION

5. Which stakeholders do you involve in monitoring and evaluation and what are their level of involvement?
6. How does stakeholder participation influence effective monitoring and evaluation?

### INFLUENCE OF POLITICS

7. To what extent does politics influence on monitoring and evaluation process?
8. Do you consider political influence (input) positive in the implementation of M&E in development projects? and if yes, how?
9. How does politics influence effective Monitoring and Evaluation of public projects?