

CHRISTIAN SERVICE UNIVERSITY COLLEGE, KUMASI, GHANA



**CHALLENGES OF MONITORING AND EVALUATION IN THE
IMPLEMENTATION OF DEVELOPMENTAL PROJECTS AND
PROGRAMS IN THE ASUTIFI SOUTH DISTRICT ASSEMBLY**

SABINA OBENG

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IMPLEMENTATION OF DEVELOPMENTAL PROJECTS AND
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By

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**DISSERTATION SUBMITTED TO THE DEPARTMENT OF PLANNING
AND DEVELOPMENT OF THE FACULTY OF HUMANITIES; CHRISTIAN
SERVICE UNIVERSITY COLLEGE, IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTER OF SCIENCE DEGREE
IN MONITORING AND EVALUATION**

SEPTEMBER 2023

DECLARATION

Candidate's Declaration

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature Date

Name: Daniel Agyapong

Supervisor's Declaration

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

Supervisor's Signature Date

Name: Dr Bernard Adjei-Poku

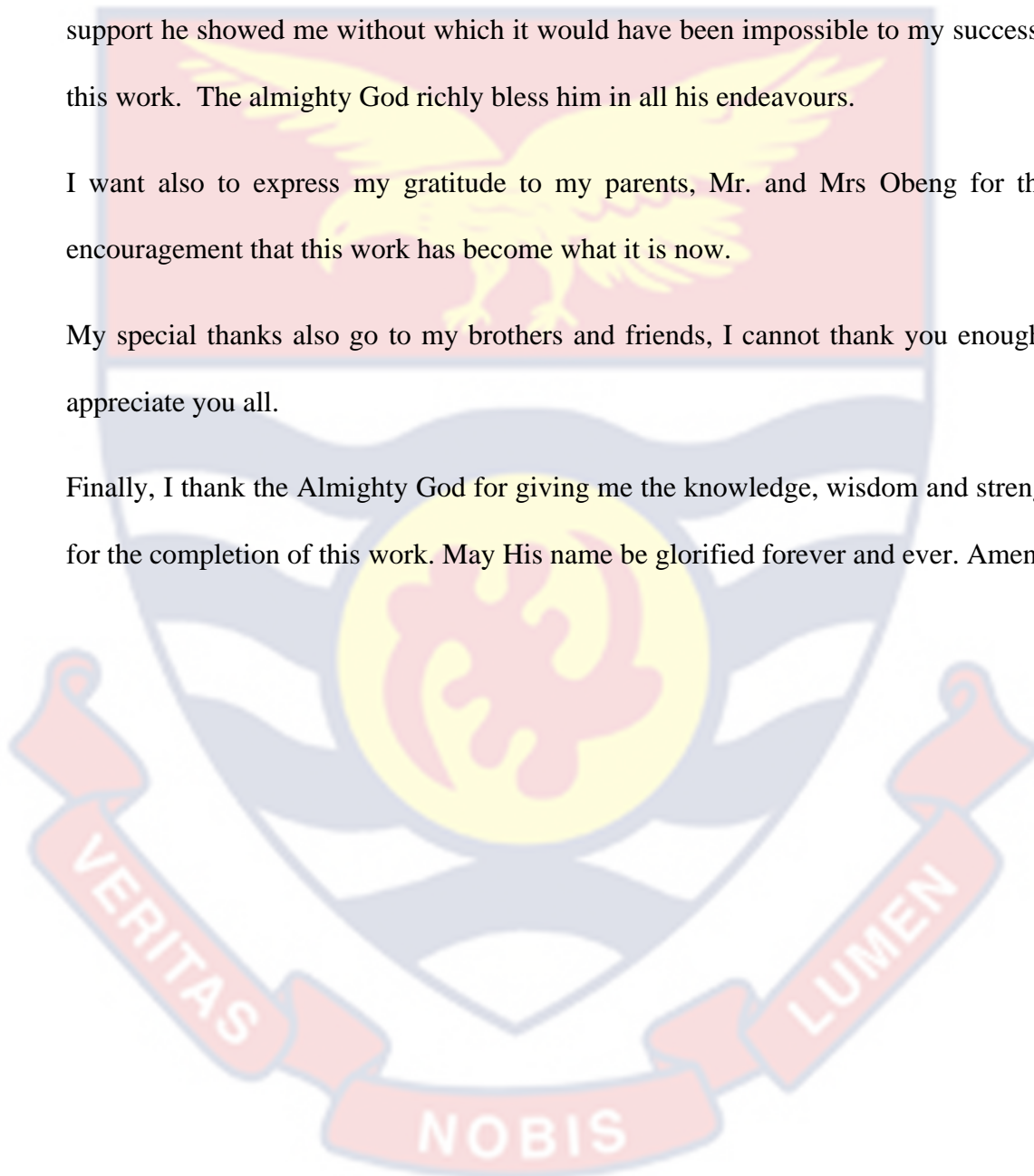
ACKNOWLEDGEMENT

The number of persons to whom I owe thanks for their contributions to the development of this thesis defies enumeration. I would first want to express my sincere gratitude to my supervisor Dr. Bernard Adjei-Poku for the guidance and support he showed me without which it would have been impossible to my success in this work. The almighty God richly bless him in all his endeavours.

I want also to express my gratitude to my parents, Mr. and Mrs Obeng for their encouragement that this work has become what it is now.

My special thanks also go to my brothers and friends, I cannot thank you enough, I appreciate you all.

Finally, I thank the Almighty God for giving me the knowledge, wisdom and strength for the completion of this work. May His name be glorified forever and ever. Amen.



DEDICATION

I dedicate this work to my family, for their morale and financial support throughout my levels of education. You people out did it.



ABSTRACT

The study focused on challenges of monitoring and evaluation in the implementations of development projects and programs in the Asutifi South District Assembly of Ghana. The purpose of the study was to establish the relationship between monitoring and evaluation and implementation of developmental projects in the District Assembly of Ghana. The study was also guided by the following objectives, thus, to identify and examine the challenges confronting monitoring and evaluation in Asutifi District Assembly, to analyse the measures taken by practitioners at the local government to conduct monitoring and evaluation of developmental projects in Asutifi South District Assembly and to examine the effect of those measures for M&E on the performance of the Assembly. The methodology used in this chapter or study was descriptive and quantitative. Literature was revied from various sources of information such as journal, magazines, internet and articles. Data was analysed to acquire accurate and consistent information. The key findings of the study established include the following; inadequate administrative support for in service training skills, sense of unfairness by those being evaluated, insufficient funds, poor existence of monitoring and evaluation in the district assembly, inadequate resources to implement evaluation policies and lack of professionals are the challenges confronting monitoring and evaluation in the district. Also, learning environment creation, effective project evaluation, using information to improve results, Human capacity for M&E, supportive M& E system, effective operations, supervision and Data Auditing are the effects on the measures adopted. The study concludes that the local sphere of government in Ghana must develop a comprehensive M&E system which would enable officials to measure the performance of the district and to identify weaknesses in this value-chain. M&E thus becomes a way of considering all projects undertaken

by a district to ensure continuous M&E.



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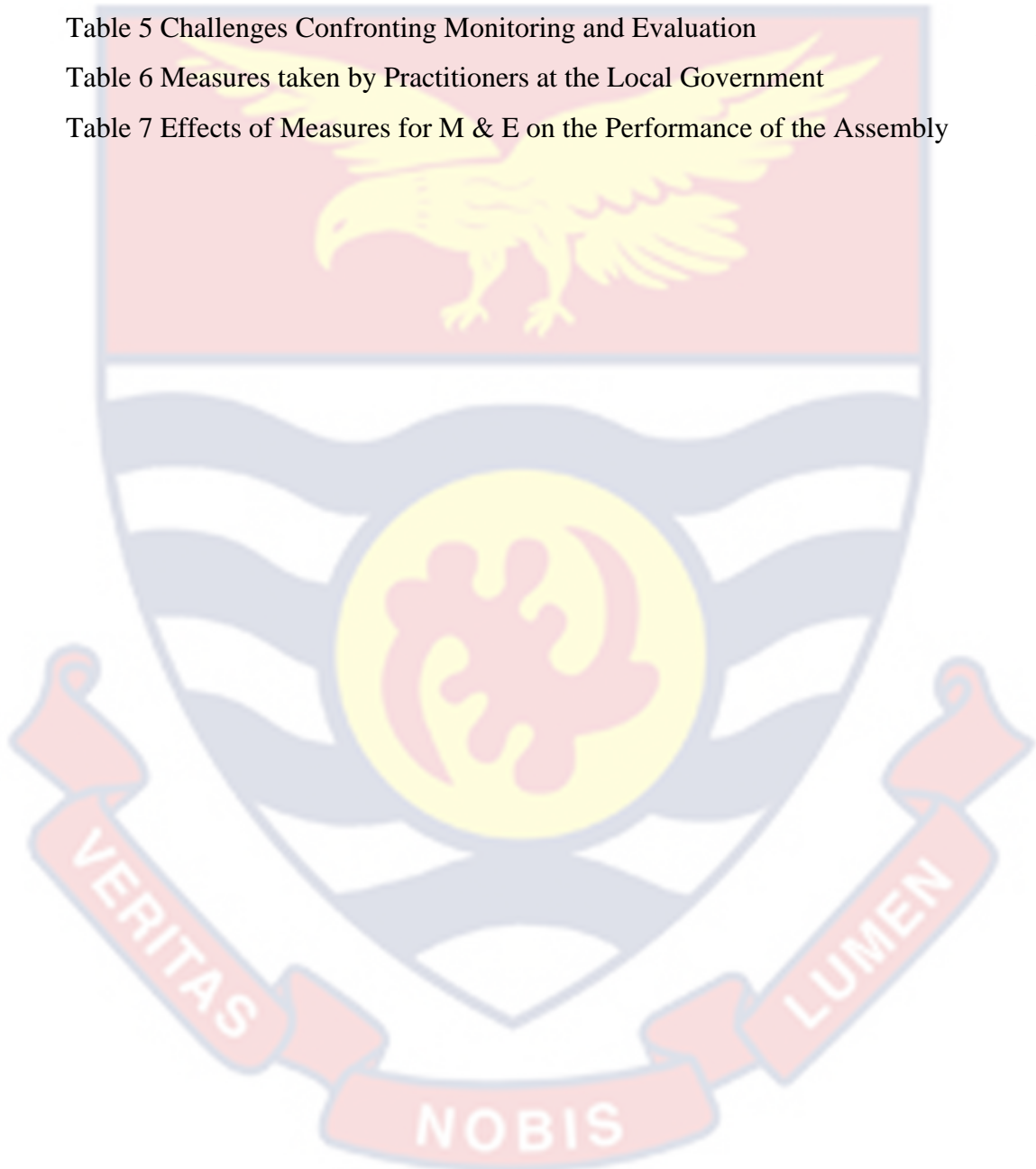
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CHAPTER ONE

INTRODUCTION

Background of the Study

A project is an effort made to develop a particular good or service that brings improvement and benefit (Anandajayasekaram and Gebremedhin, 2009). The finite nature of projects contrasts sharply with processes, or in other words, activities, which may or may not be permanent in nature. An iterative process leads to stable production and high quality. Delivering a successful product or service to a business is a key measure of a project's success. The success of project management, including managing the project within the approved scope, time, budget and quality, is closely linked to this. maintain customer relationships and prevent project teams from being overworked (Smith et al, 2007). Therefore, project requirements, outcomes and performance in terms of revenue increase or cost reduction are considered as a measure of project performance. The performance of a project is measured and evaluated using various performance indicators that can be linked to a number of factors, such as timeliness, customer acceptance and change, economic efficiency and customer satisfaction. business, cost, health, safety and quality (Lam and Wong, 2009). To provide direction to all project participants, project implementation measures are decided at the beginning of the project. Due to differences in focus, goals and perspectives, the project will not be successful (Baccarini, 2009). An important program management tool becomes monitoring and evaluation. According to Dyason (2010), assessment is an assessment whose primary purpose is to provide answers to questions about an intervention program or activity. Monitoring is the process of collecting and analyzing information about a particular program or intervention. All of these different definitions describe monitoring as an ongoing

process primarily based on the goals and activities planned during the work planning phase. This keeps the project on track and lets management know if something doesn't go as planned during construction. If done well, it can be a useful tool for effective project management and provides a solid basis for evaluation. The project's impact and its outcomes are more important in the assessment. Program or project interventions are often evaluated regularly to detect changes in predefined outcomes (Goyder, 2009). This helps the project manager to make decisions about the future of the project and whether the project will achieve its predetermined goals. Since managing complex projects will require corresponding short- and medium-term financial strategies, these strategies must be monitored and evaluated to meet efficiency and sustainability criteria. and efficient. and durability. is considered as the main tool to improve the quality of project management (Dobrea et al., 2010).

The monitoring process helps staff and project managers determine whether the project is progressing as planned (Houston, 2008). Monitoring thus provides a framework to minimize cost and time overruns while ensuring compliance with the required quality standards during project implementation. At the same time, evaluation is a tool for project planners and developers to determine how well the project has achieved the objectives described in the project documentation (Crawford and Bryce, 2013). Developing efficient monitoring and evaluation processes and activities can also be significantly hampered by a lack of technical expertise within an organization. Limited staff knowledge, expertise, and/or access to tools are hindrances to evaluation activities, as well as knowledge and expertise access. The purpose of this study was to examine the challenges of monitoring and evaluating the implementation of development programs and projects in the county council. The study focuses on the South Asutifi district and explains the impact of the difficulties

as well as the measures taken by the council to mitigate them.

Statement of the problem

By monitoring projects, policies, and programs and their impact on the services they provide, city governments can facilitate and promote the effectiveness and efficiency of services. service (Motingoe, 2012). The evaluation of the organization's activities and their impact on the organization's programs and projects should be part of this monitoring and evaluation process. M&E plays an important role in helping the city government identify early warning signs and evaluate the effectiveness of the system (Naidoo, 2011). Unfortunately, the absence of an urban rating system in the local government M&E system makes it unique, which is why the assessment of individual performance receives a lot of attention. more interested (Nar & Vardarler, 2014). This is the result of a lack of expertise on the part of city officials, political interference in the procurement process, lack of accountability and periodic elections resulting in operational changes, lack of funds to carry out evaluation and lack of suitable team. conduct assessments to verify the impact of implemented projects and the lack of political support for the M&E process. Due to the city government's inability to assess the effectiveness of the current system, public service delivery has faced resistance.

But so far, most of the research on M&E in local government has been descriptive in nature, ignoring how M&E is done despite all the difficulties. That is, to what extent these measures effectively affect political programs and projects, as well as what local expertise, appropriate technology or alternative methods are used by parliamentarians to avoid avoid M&E despite difficulties. Surprisingly, impact assessment has not received much attention, especially from most local authorities in Ghana. For this reason, little is known about the effectiveness and efficiency of

M&Es and the causes of poor service delivery are also unknown.

Studies have shown that projects with weak or inadequate monitoring and evaluation processes often perform poorly in terms of scale, timeliness, and resource utilization. The identification of opportunities to improve a project's M&E plan depends primarily on an assessment of the project's monitoring and evaluation processes and their impact on performance. The purpose of this review is to regularly evaluate project performance to help project managers take corrective action and to provide information on future strategies for getting started and implemented. present project.

Objectives of the Study

General Objective

The main objective of the study is to look at the challenges of monitoring and evaluation in the implementations of development projects and programs in the District Assembly of Ghana.

Specific Objectives

- i. To identify and examine the challenges confronting monitoring and evaluation in Asutifi District Assembly.
- ii. To analyse the measures taken by practitioners at the local government to conduct monitoring and evaluation of developmental projects in Asutifi South District Assembly.
- iii. To examine the effect of those measures for M& E on the performance of the Assembly

Research Questions

- i. What challenges confront the monitoring and evaluation in Asutifi District Assembly?
- ii. What measures has been taken by practitioners at the local government to conduct monitoring and evaluation of developmental projects in Asutifi South District Assembly?
- iii. What effect does those measures for M& E has on the performance of the Assembly?

Significance of the Study

The research results will help researchers working in the field of project management, especially monitoring and evaluation, understand the impact of specific monitoring and evaluation (M&E) activities on project management. project manager. judgment. project implementation. This research will help sponsor-funded projects develop their strategic agenda. The study will collect data on the ongoing monitoring and evaluation of the project for analysis to establish best M&E practices to improve project performance. They will identify areas for improvement for better project outcomes and identify current gaps in M&E practices. For better project outcomes, this research will greatly enhance our understanding of the complex relationship between M&E practices and project performance. The findings and recommendations of the study will help improve the efficiency and effectiveness of project management in pursuit of the Sustainable Development Goals (SDGs). This research will also generate new information that other researchers and scholars can use to advance their own research. Project managers, project staff, and sponsors will identify weaknesses in the current monitoring and evaluation system that, if corrected, could increase the

success of their projects. In addition, the results will significantly enhance the knowledge of researchers with expertise in project management, particularly in the application of monitoring and evaluation techniques. It will also provide stakeholders with the knowledge needed to effectively establish and implement monitoring and evaluation procedures to effectively avoid the errors identified in the research.

Scope of the Study

The geographical site of the study is the Southern District of Asutifi. The study will assess the challenges in implementing project monitoring and evaluation. It is important to talk about the company's perception of M&E activities, their potential, and associated challenges. This organization was chosen as the subject of the case study because its main industrial activities involve many projects with different impacts. For this reason, M&E is working hard to ensure that tough measures are also taken to ensure implementation.

Overview of the Methodology

These are the steps that would be taken to gather thorough data and information for the thesis.

For this study, a deductive research strategy would be used. When conducting deductive research, theory is moved in order to explain the causal connection between variables (Bell, 2018). It largely depends on the application of scientific principles involving a highly structured approach and the choice of a sizeable sample in order to draw conclusions that can be generalized (Bell, 2018). It entails putting controls in place to ensure validity and gathering quantitative data for analysis (Sim et al., 2018). For this study, a quantitative research approach will be used. A quantitative research strategy uses existing databases, questionnaires, and tests to collect large, reliable, and

often representative amounts of data (Sallis et al,2021). The quantitative strategy adheres to the deductive line of thought (Awuzie & McDermott, 2017). Utilizing statistical and mathematical techniques, facts are identified, verified, and other connections or correlations are made. It adopts positivism and adheres to the procedures and regulations that govern natural science and sees social reality as an external and objective reality.

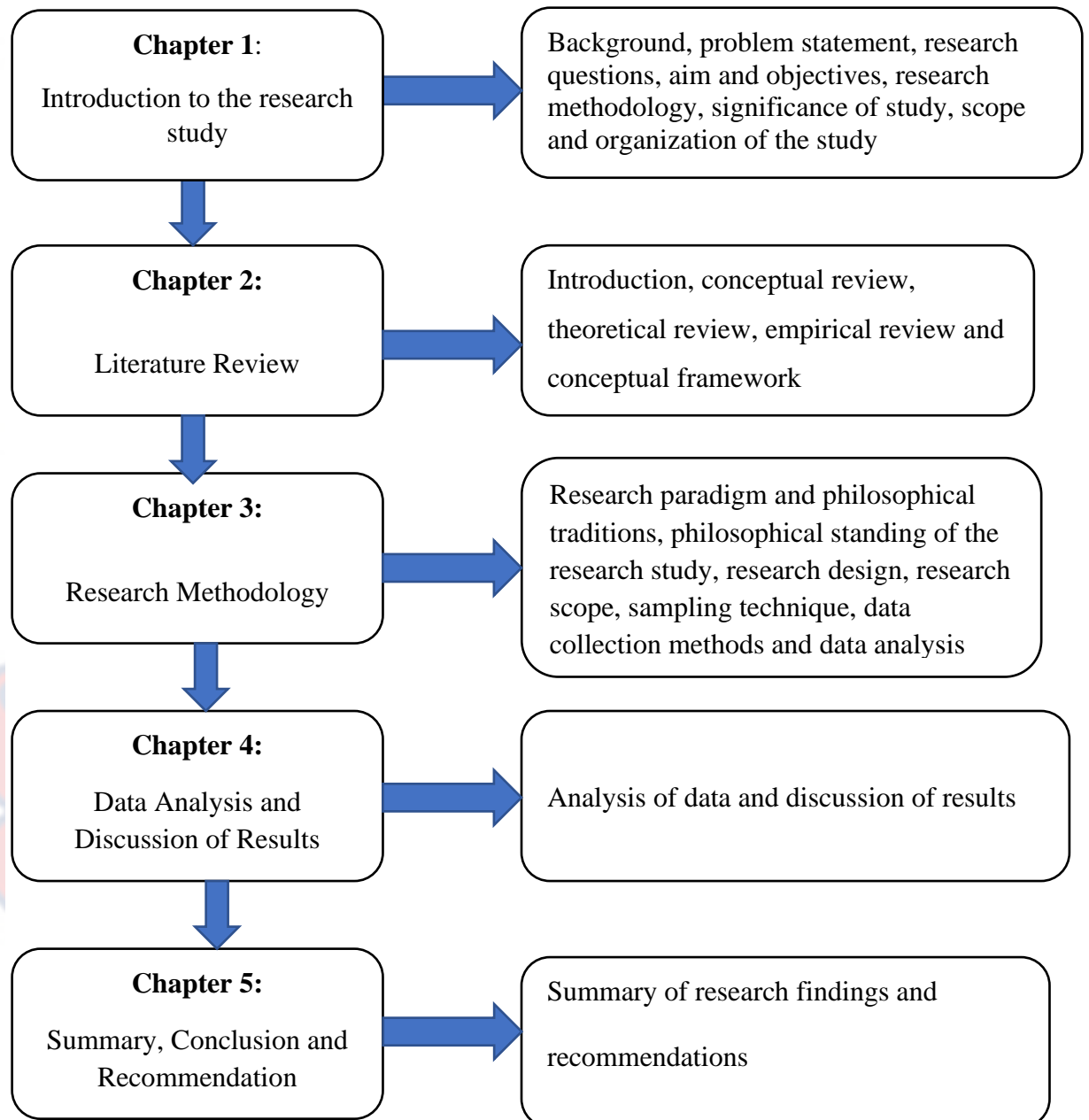
The primary data will be gathered from the Assembly using survey questionnaires. The study will also use secondary sources of data. All employees in the procurement and supply chain department will be the study's target population, and a sample size of hundred (100) would be purposefully selected. Secondary data from books, journals, etc. would be adopted. The use of questionnaires helps gather information from the respondents using the purposive and convenience sampling technique. The 25th version of the Statistical Package for Social Sciences (SPSS) would be used to analyze the data gathered. Descriptive analysis would be used in the study's execution.

Assurance will be made in protecting the privacy of the respondents by a strict standard of anonymity, and also the research is also for academic purposes.

Organization of the Study

This study is organized into five chapters. Chapter one is the introduction which covers the background of the study, the statement of the problem, the objectives of the study and the significance and scope of the study, as well as limitations of the study. Chapter two presents the related literature review regarding M & E. Chapter three describes the detail of research methodology that would be used by the researcher to solicit information in the course of compiling this research work.

Chapter four presents the findings, presentation and analysis of data collected. Chapter five summarizes all the findings, draws conclusions and makes necessary recommendations. The research organizational structure is shown in **Figure 1.1**.



Source: (Author's Construct, 2023)

CHAPTER TWO

LITERATURE REVIEW

Introduction

This part presents a review of literature and the critical features covered comprising of conceptual review, theoretical reviews, and the empirical reviews.

Conceptual Review

The Concept of Monitoring and Evaluation

The concept of M&E and its philosophical underpinnings have changed and evolved over time. This is especially true if one takes into account the changes in project management theory since the 1950s practice, when M&E focused heavily on the use of resources and the scientific understanding of ideas (Muindi), 2018). M&E's focus is on management discipline and concerns about the discipline's development to compromise its underlying principles (Mahlala, 2019). A review of the literature reveals that there is no consensus on the definition of M&E as it contains many controversial, although contradictory, definitions (Khan 2014; Shapiro 2014). Some scholars believe that compliance, auditing, and performance management are primarily accounting; however, other scholars almost exclusively approach M&E from an accounting perspective (Phiri, 2015). M&E performance is often evaluated in academic settings based on time, cost, customer satisfaction, customer turnover, health and safety, and quality (Gesuge, 2022). However, quality, time and cost are always considered the most important and popular metrics, according to Cheung et al. (two thousand and thirteen). However, after reviewing this concept using common phase-specific indicators, monitoring and evaluation can be measured (Jiang et al., 2020). Therefore, they stated that the first phase will involve users, owners, the public, and stakeholders participating in the project on a large scale. The second phase

will then test developers and contractors; those who evaluate M&E performance in the micro-platform and those who are affected by project time, cost and quality.

Performance of Monitoring and Evaluation Systems

M&Es often require some structural support, such as a separate review unit with at least one designated internal lead to ensure the system is set up and developed. In addition, the system must support the strategy and be consistent with the core values of the organization (Rick, 2016). Functional monitoring and evaluation include twelve elements, including organizational structure and personnel capacity for the M&E system, M&E partnerships, M&E plans, cost estimates for M&E work plans., advocacy, communication and culture for the M&E system. Regular monitoring, periodic surveys, useful databases for M&E systems, supporting monitoring and data audits, evaluation and research, and the use of information to improve results are all examples of routine surveillance (UNAIDS, 2018). A study by Bbosa et al. (2023) on developing self-assessment capacity. In addition, interviewees cited the lack of formal structures and processes to promote reflection and learning as an organizational problem, as well as the lack of open, transparent internal dialogue within the organization. transparent and important. The potential of using assessment as a learning tool was also widely recognized at the time and there was a need for such assessments.

Training and Performance of Monitoring and Evaluation

The technical capacity of the organization to conduct the assessment, the importance and involvement of human resources in policy making, and their motivation to influence solutions can all be factors. element. important determinants of how assessment lessons are learned, discussed, and perceived (Yusuf et al., 2017). It is necessary to clearly divide and assign tasks to each staff member of the project, if

this number is not enough, a training plan should be developed for the missing skills. Continuous and intensive on-site support is required for field staff in projects where staff are dispatched to the field to carry out project activities on their own (Ramesh et al., 2018). An organization's focus on improving its employees, whether as individuals or as contributors to the business, is one of the most important aspects of employee skills and competencies development. The self-fulfilling prophecy of increased employee performance may be the result of organizational responses combined with increased expectations after the opportunity (Wanjiku, 2015). To improve performance, Foresti (2015) argues that it requires a variety of learning strategies, not just objective training. This includes the time the project staff spend on the assessment as well as the time the evaluator spends on the site. They also include secondments to research institutions and opportunities to work on impact assessment within the organization or elsewhere. 2% of the fund's budget is spent on capacity building, including monitoring and evaluation of CDF projects, despite the fact that disbursements from the Constituency Development Fund are growing faster. The Council's current capacity for people and skills cannot meet the needs of the Council and other community agencies with which the Council works. Strategic Plan, CDF Board of Directors 2011 Several important factors must be taken into account in the project for effective monitoring and evaluation. To become a quality person, one must use the right skills, solid methods, enough resources and responsibility (Jones et al., 2009). Qualified personnel and financial resources are included in the resources. Rogers (2008) recommends using stakeholder dialogue in data collection, hypothesis testing, and interventions to encourage greater participation and recognize differences. All of this needs to be done with political influence in mind and within a supportive institutional framework.

Time and Performance of Monitoring and Evaluation

Document review often refers to the time aspect of measuring the success of a project. According to a study by Pretorius et al. (2012), project management firms with established time management processes generate more successful projects than those with less established processes. The life cycle of a project is the total time elapsed from the start of an on-site project to its actual completion, expressed in days or weeks. According to research by Yusuf et al (2017), construction companies often want to track the difference in project implementation time and confirm the contractor's payment request for progress. According to Kariungi (2014), projects in the energy sector are completed on time thanks to factors such as efficient procurement procedures, favorable climatic conditions, timely financial resources and rational use of Resource management tools, project planning. One of the success factors is the realization of the project within the defined parameters. According to the project charter or statement of work, the performer must create a scope of work that can be completed within a given time frame and includes achievable goals and milestones (Yusuf, 2017). Monitoring provides data on the current (and over time) progress of a policy, program or project against associated goals and outcomes. Evaluations provide evidence of why goals and outcomes have been achieved or have not been achieved. It aims to solve problems related to causality. The focus here is on extending the traditional M&E function towards a clear focus on results and impact. Evaluation complements monitoring in that it can help clarify the events and trends that the monitoring system detects when it detects signs that efforts are not going in the right direction (e.g. when public objects do not use the service, when costs increase, when there is a real problem objection, apply an innovation, etc.).

Strength of Monitoring Team

High performance is often achieved by motivated teams (Zaccaro et al., 2015). This shows that a team will perform better and bring more value to the organization as it becomes stronger. This also applies to project management monitoring and evaluation teams. Interestingly, Pretorius et al. (2015) found no correlation between project outcomes and the maturity of quality management practices in project management organizations. However, the researcher believes that to ensure the success of the project, managers must aim for quality in all areas and processes, including in the quality control team. The document reviewed identifies the various criteria used to evaluate the effectiveness of the monitoring team, which is considered one of the factors affecting the success of the project. These factors include: funding available, number of supervisory staff, expertise of supervisory staff, frequency of monitoring, stakeholder representation, and information systems. The effectiveness of the M&E team and the cooperation among its members is at its highest (Abrahams, 2015). Because of the many project activities, the implementation phase is the riskiest and most likely to fail. The project M&E team should be particularly active in monitoring and providing timely feedback during this period. Last but not least, compared to the implementation phase, monitoring and evaluation and other management activities are less stressful during the closing process. Reporting on project outcomes and planning for new projects accounts for the majority of follow-up tasks during this period (Kyriakopoulos, 2015; Chin, 2015).

Theoretical Framework

The constructs and variables that the present study is based on are described and explained using three important theories. Expectancy theory and the stakeholder theory are two examples.

Expectancy Theory

The main tenet of the Vroom (1964) model, the theory of expectations, is that the actions of individuals are largely influenced by their perceptions or attitudes and by the outcomes of those actions. This theory also emphasizes the importance of preferences in motivating an individual's behavior and how certain important actions are motivated by expected outcomes. According to Vroom (1964), the index of expectations that a person uses to decide whether to act or not, is created when there is an opportunity to receive a reward or favorable outcome. The same theory can be applied to the employees of an organization to explain whether or not they perform a particular action. In theory, employees will act only if they believe it will benefit them and provide a reward or other favorable outcome. Encouragement, clear organizational structure, and training are just some of the characteristics that make employees behave this way. The relevance of expectation theory to the present study derives from this. Because it focuses primarily on attitudes and motivations that lead to perception of a particular thing, expectation theory is relevant to current research. In this case, it is about M&E and the Council will interact with the concept in a positive and constructive way if they feel that participating in an M&E will enhance their personal growth. The opposite is also true.

Stakeholders Theory

Mansuri and Rao (2013) described this theory and pointed out that it focuses more on stakeholder contributions and outcomes, their interests and what they are involved in than on profit maximization profit. Stakeholder theory, according to Patton (2008), deals with how different groups and individuals interact with the structures and operational constraints of a system. Collectively, this theory aims to clarify how business leaders interact with the overall organizational structure, people,

and processes. According to several studies, stakeholder relationship management and organizational development is the most important thing a management can do (Ramabodu and Verster, 2010; Raniga and Simpson, 2012). This theory fits naturally with current research and the stakeholder engagement variable because it is comprehensive and dynamic enough to hypothesize that stakeholder engagement is necessary. set.

Empirical Review

M & E Planning Process and Project Performance

Monitoring and evaluation planning is necessary to improve the performance of government projects. Government initiatives largely funded by the World Bank are the main focus of the research. The purpose of this study is to identify how project monitoring and evaluation can help government function better. Descriptive statistics were used in this study and the results showed that most of the respondents felt that the monitoring and evaluation process was inadequate in the various projects in which they were involved. On the other hand, project management provides the organization with control tools that improve planning. capacity, implementation and monitoring of project activities, according to research by Muhammad et al. (2023) in Project Performance, with Variables, Project Planning, Execution and Control Process at the Malaysian School of Computer and Information Sciences, Aljuf University. The objective of the study was to identify these processes for planning, implementing, and monitoring project performance improvement. Transformational models are used to show how each phase contributes to project performance management. To this end, information on different projects and models for planning, implementing, monitoring and recommending project implementation was studied. The results show that the project planning process has an influence on project performance. Furthermore, a

study by Singh, Chandurkar and Dutt (2017) shows that the main driver of development projects is monitoring and evaluation. The purpose of this study was to determine how development programs would respond to monitoring and evaluation. Management should fully support and participate fully in the monitoring and evaluation process, as the study recommends, as this will help them make informed and informed decisions.

Technical Expertise

The biggest challenges of today's technology projects, especially when technology tools are used in project management practice, are pointed out by a study by Hwan (2020) showing the importance of technology awareness in project monitoring and control. This study also helps to analyze the underlying relationships between technical expertise and project performance. Next, understand how the project team can benefit from this experience to drive improved project performance. The results of this study, shows a link between project performance and project teams with the right technical skills. Becoming a technical expert in project monitoring and evaluation can play an important role in helping project teams manage projects effectively and efficiently. Research shows that it is difficult to separate technology use from project performance, and that the lack of such a relationship affects project performance. A study by Sunindijo (2017) Faculty of Built Environment, Australia, focused on the multi-level activities of project managers and how they have a significant impact on project performance. Along with 16 other skills, additional research has identified four skills project managers need to be successful. These four abilities include mental, people, acting, and technical skills. The objective of the study was to verify whether project technical skills affect project performance, thus, 107 responses by project team members to the questionnaire used for data collection.

Research results indicated that the project's technical team leader has an influence on the project's performance. Vision, sensitive intelligence, interaction skills, dynamic leadership, interpersonal influence, integrity, quality management, and document and agreement management are some of the ingredients. skills have an impact on the good performance of the project. The actual organizational priorities that employees need to improve, whether as individuals or as service providers to the company, are among the key factors in the development of employees' skills and abilities. The openness of the organization combined with the growing hopes for this opportunity lead to the self-fulfilling prophecy of higher employee performance (Vanessa and Gala, 2018). According to Musomba et al. (2018), the technical capacity of the organization to conduct assessments, examine the participation rate of human resources in the policy-making process, and the motivation to question management decisions can be important determinants of how M&E practices are based on lessons learned, communicated and perceived. M&E processes strive to be objective and up-to-date. In their study, Ahsan and Gunawan (2019) show that achieving independence occurs only when it is achieved by individuals who are not under the control of those designated to be in charge of strategy and implementation.

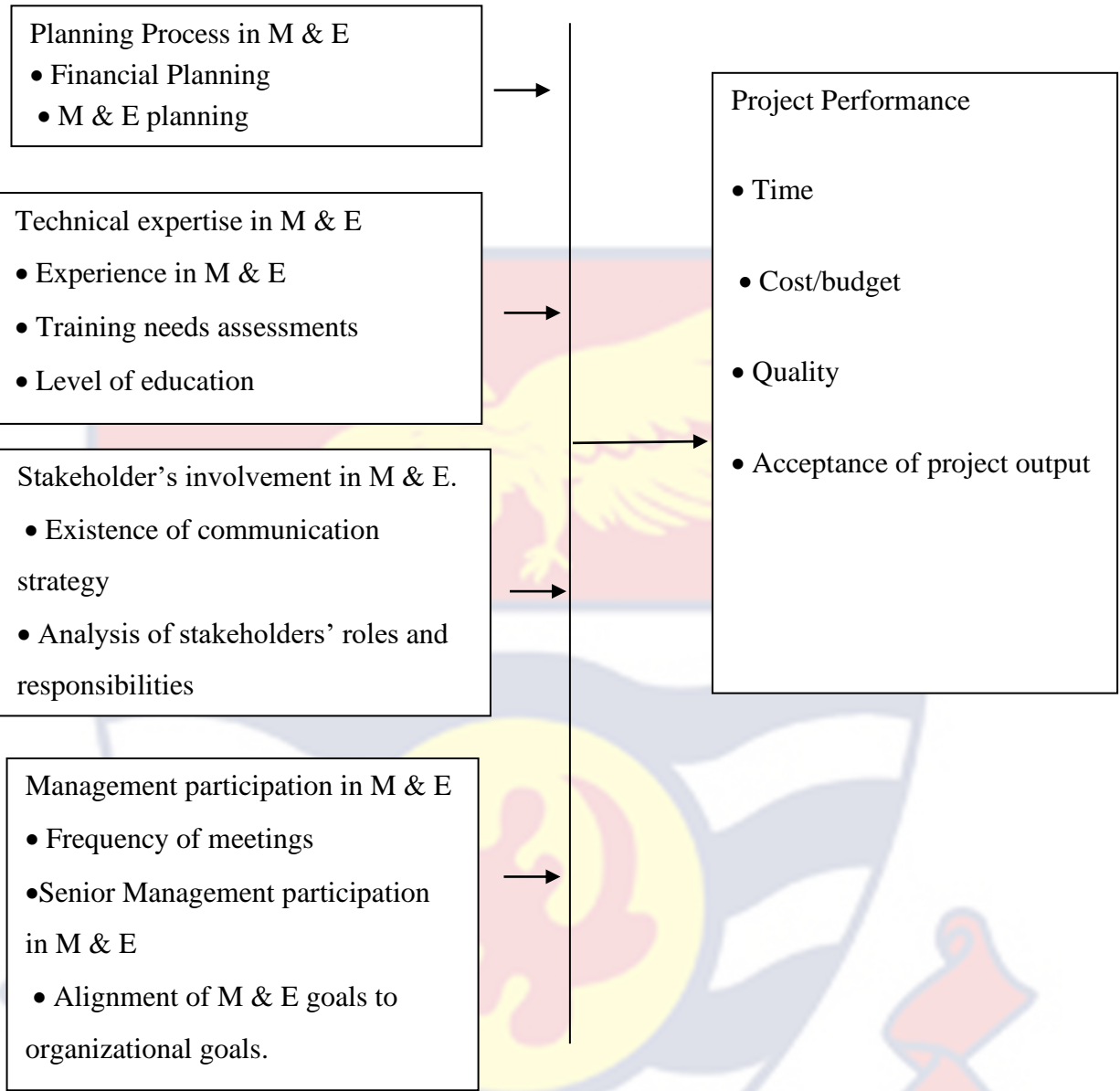
Management Participation in Monitoring and Evaluation

The objective of Zikwael's (2018) study was to determine how senior management involvement in project management affects project performance. This is a comprehensive review of the software industry by country. The objective of the study was to assess how senior management supported project implementation and to identify the senior management support processes necessary for the success of the project and compare them with actual organizational supports. 213 project managers work on software development in Japan, Israel and New Zealand, with 17 processes

defined to support senior management. To identify critical processes, the impact of senior management support processes on project performance was examined in each of these countries. Compare performance levels set by managers for small and large operations support processes. According to research, processes that support senior management are important for improving project performance. Project management performance is strongly correlated with executive support as it provides critical insight into project delivery, steers processes in the right direction, and motivates all project teams. judgment. actively participate in project implementation. The project plan has been revised to comply with management decisions and approvals. Management needs strong support in project monitoring and evaluation activities to provide clear direction and guidance. The project team evaluates the performance of the project to support management's interest in the project. They understand the importance of project execution as well as the consequences of failure. Clear management support is also important for the project team. Project finance and project lifecycle management are two categories where management support and commitment can be divided into two categories. In addition to regularly reminding the project team that the highest level of project perfection is acceptable, the project sponsor's primary responsibility is to resolve any potential conflicts with the project manager. project (Bickman, 2017).

Conceptual Framework

The study's independent variables were planning process, technical expertise, stakeholder engagement, and management involvement, while the performance of Asutifi South District projects was variable. The relationship between the dependent variable and the independent variable can be summarized in Figure 2.1 below.



CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter provides an overview of the different methods used to achieve the research objective. Introduction, research philosophy, strategy, approach, design, population and sample size, units of analysis, sampling techniques, data types and scales, data collection and analysis tools, research validity and reliability. All instrumental and ethical considerations are covered. To solve the problem of generalization over a population or a theoretical formula, Kothari & Garg (2017) defined research methods as the methodological or technical steps used to diagnose the problem, collect data or facts, analyze the data, and interpret the results of the study.

Research Philosophy

A researcher's interpretation of the world or their general orientation of how they see it can be seen as their philosophical worldview (Creswell, 2014). Positive philosophy would be applied to research. Research philosophy is concerned with how knowledge is created and formed (Saunders et al., 2007). Research methodology and philosophy were part of the research paradigm. Positivism or interpretive research methods are two main research philosophies that can help a researcher improve his understanding and knowledge of the research topic. In contrast, a positivist considers how one or more variables affects the others (Kaplan & Duchon, 1988). This research will be a positivist philosophy because philosophy uses scientific methods, forming and testing hypotheses using standardized research tools such as surveys.

Research Philosophy Adopted for Study

The research philosophy of positivism were applied to this study because of the practical nature, independent of social agents, and based on the collection of facts. It is based on an objective ontological point of view.

Research Strategy

The mixed method, the quantitative method, and the qualitative method were the three main methods discussed here. According to Creswell and Creswell (2017), quantitative research is an objective investigation of a social or human problem based on testing a hypothesis or theory consisting of variables. Data is measured numerically and statistical techniques are used to evaluate the validity of a theory or hypothesis. According to Dawson et al. (2006), positivism is also based on quantifiable observations that lead to statistical analysis. Therefore, the quantitative research method is used in this study to meet the purpose, objectives and research problem. According to Remenyi et al. (2014), research strategy defined the overall route or direction of the research as well as the methods used to carry out that research.

Research Strategy Adopted for Study

A quantitative research strategy following the positivist research philosophy were applied. This was supported by a review of the literature showing that quantitative research strategies have been commonly used in similar studies (Kissi et al., 2015).

Research Approach Adopted

The research methodology relates to how the academics decided whether or not to base their work on a theory at the outset. Deductive, abductive, and inductive

research methods are the three main types (Saunders et al., 2019). The theory development, hypothesis testing, and strategic design for deductive research are carried out. On the other hand, the inductive research approach involves the gathering, analysis, and development of data. The methodology used for a specific research project depends on a variety of elements, including research strategy and philosophy.

Quantitative approach

The methodology collects numerical data or data that is transformed into forms that are suitable for statistical analysis in order to quantify the problem under investigation. Through the use of mathematical models and statistical techniques, quantitative research methods enable the measurement and analysis of social phenomena. It converts the respondents' attitudes, behaviors, and opinions into numerical form (Creswell, 2014). In contrast to qualitative research, where generalization is unlikely and replication of related research is frequently advised, the results from the sample are then generalized to the entire population.

Research Design

Creswell (2014) noted that research designs are plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis. It refers to the plan and structure of investigation in order to obtain answers to research questions.

Descriptive Survey Research Method

In order to collect and analyze data, the descriptive survey research method selects a small portion of the entire population using sampling techniques. Generalizations are drawn from the results. The technique is deemed appropriate because it works well for gathering unique data to describe respondents' opinions and

attitudes. The descriptive survey method is thought to be the best way to gather original data for the purposes of describing a population that is too big to observe directly, making it appropriate for this study (Tshuma & Mafa, 2013). As a result, it makes it possible for the researcher to make precise observations of the environment. Objectivity aids by the descriptive survey's use in this study.

Data Collection Instruments

Structured and semi-structured questionnaires were both used as data collection tools in the study. The questionnaires were created with the intention of achieving the study's goals. The researcher personally administered the structured questionnaires to participants, then collected the completed forms.

Both qualitative and quantitative analyses of the data were done. For accuracy, the information was edited and coded. The main tools used to present the data were frequency tables, charts, and percentages.

Data Collection Procedure

Researchers gathered data for this investigation from a variety of sources, including primary and secondary sources. The primary data was helped by respondents in this study area. Secondary data was gathered by reading journals and articles. The study's beneficiaries had an equal chance of selection in this manner.

Prior to data collection, a pilot study is carried out among the staff to evaluate the validity of the questionnaire and make sure it was reliable for two (2) weeks. During the pilot study, the chosen employees received questionnaires and explanations of terms and concepts. The feedback was taken into account when the questionnaire was put together. Aside revisions, the researcher also noted additions and deletions. After that, expert judgment improved the instruments' validity even

further. These changes were then implemented and its validity as a whole was ensured before it was finally confirmed.

Pre-Testing

A pilot study built the capacity of the research tools used in a similar study and produced similar results (Kothari, 2011). The researcher performed a pre-test in the study area before using the device. The sample population for the pilot study selected for pre-testing was 12 respondents, representing 10% of the total sample population. Pilot testing exercises were conducted in a way that reflects actual research. The researcher's observations made during the pilot test helped improve the wording to make it easier for respondents to interpret them.

Validity and Reliability of the Research Instruments

Validity of Research Instruments

The researcher used content validity through experts and supervisor's opinion. Content validity drew an inference from test scores to a large domain of items similar to those on the test.

Reliability of the Instrument

Many academics contend that reliability essentially implies uniformity but not accuracy, so instrument reliability was measured to ascertain internal consistency to produce the desired results. According to Bramble & Mason (2017), data collection methods used instruments with reliability indices of 0.5 and higher. According to Berthoud (2017), any research instrument should have a reliability index of 0.7, or 70%. On the standardized items, Cronbach's alpha was used. This reliability coefficient shows how strongly a set's items are positively correlated with one another.

Ethical Considerations

In ensuring ethical principles, the researcher got an introductory letter from Christian Service University College. This letter was forwarded to the study organisations assisted the researcher to collect the data. The respondents were given the needed information to make an independent decision. They were also made to understand that any information they provided would be treated with the utmost confidentiality.

Unit of Analysis and Data Sources

According to many scholars, the reliability of instruments is measured to determine internal consistency to produce desired results, since reliability essentially implies uniformity, not accuracy. According to Bramble & Mason (2017), data collection techniques uses tools with a confidence index of 0.5 or higher. According to Berthoud (2017), any research instrument must have a reliability index of 0.7 or 70%. Cronbach's alpha is applied for normalization purposes. The confidence coefficient represents the degree of positive correlation between the elements of a set.

Type of Data and Scale of Measurement

According to Kothari and Garg (2018), proper and appropriate data collection is essential to answer any research question because it is often difficult to collect data or the available data may be incomplete. Data is an essential element that helps answer a research question or problem. There are two main types of data that need to be measured and analyzed, according to Dalati (2018). Both quantitative and qualitative data are present. Categorical data (descriptive or nominal; ranking or ordinal); and quantitative data (continuous; discrete) are both examples of quantitative data. On the other hand, qualitative data includes written documents, direct observations and interviews. When deciding what type of data to use for research,

there are many factors to consider. This includes the type of research method, the type of data needed (nominal, ordinal, interval, or scale), and the type of statistical analysis applied when analyzing the data (Crossman, 2019). In general, qualitative data is used in conjunction with qualitative research strategies, while quantitative data is used in conjunction with quantitative research strategies Saunders et al. (2019). Therefore, consistent with the study design chosen for this study, quantitative data were used for this study.

Scales of Measurement

According to Crossman (2019), choosing the right scale is essential to ensure systematic and reliable data collection. The four different levels and scales are nominal, ordinal, interval, and proportional (Dalati, 2018). Depending on the measurement range and the scale involved, the researcher evaluated one or more of the four basic characteristics of the measurement (Crossman, 2019). The identity, magnitude, and zero-based minimum of these measures are part of their properties. To ensure measurement consistency, an ordinal scale is used for this research project. The questionnaire is developed primarily using a five-point Likert scale.

Population and Sample Size

The focus of the study is the employees of Asutifi South District Assembly who worked in the Procurement Department and other selected departments namely, account and stores. The accessible population was made up of 200 employees

Sample Size

A sample is a small portion of a population chosen for observation and analysis, whereas sampling is the process of choosing a predetermined number of subjects from a defined population as representative of that population (Mcfadden,

2021; Etikan et al, 2016; Pandey & Pandey, 2016). One can draw certain conclusions about the characteristics of the population from which a sample was taken by looking at the characteristics of the sample (Barratt et al., 2015). It was more appropriate to treat the population as a study sample given the size of the target population. Therefore, 100 people were chosen at random for the study sample out of the total population of 200 based on the characteristics to aid the study attain its objectives. The study's participants were the researcher and the chosen sample.

Sampling Technique

Snowballing and purposeful sampling techniques were used to select and compile the sample for this study. According to Saunders et al. (2019), purposeful research enables the researcher to make choices based on which examples would most effectively help them address their research questions and accomplish their objectives. When the desired sample needs to be obtained, the method is also beneficial. In order to improve the chances of determining the sample size and finding the desired sample, the Snow-balling sample was also used.

Data Analysis and Presentation

Data organization, according to Kombo and Tromp (2018), is the process of putting data into a systematic format and ensuring that it is organized in order. The term “data analysis” refers to the process of examining collected data and drawing conclusions (Oso & Onen, 2011; Cooper & Schindler, 2011; Kothari, 2011; Kombo & Tromp, 2011). During data analysis, underlying structures are discovered, key variables are extracted, anomalies are found, and underlying assumptions are tested. It is about examining the information obtained and drawing conclusions.

Data analysis were performed quantitatively. Data entry was facilitated using

Social Science Statistics package (SPSS). The study first determined the parameters and indicators for each independent variable before using the ordinal/Likert scale to measure the independent variables. The scale is an ordinal scale from 1 to 5, with 1 meaning "strongly disagree" and 5 meaning "strongly agree", based on theories and models from the literature review. According to Kothari (2018), 5-point Likert scales are very beneficial because they showed how much a person feels towards the topics mentioned in the question. Data collection is simpler, cheaper, easier to analyze, and faster to use. The researcher performed a normal distribution test for the dependent variable to establish the normality of the data. Descriptive statistics such as frequencies and percentages were used for demographic analysis. The mean and standard deviation were also used to analyze the research question.

The relevance of the research application was tested using the p-value for the F-statistic. If the p-value is less than 0.05, it concludes that the model is significant and has predictive factors.

Chapter Summary

This chapter discussed the methods used to carry out the study. It comprised of the study design, the study area, study population, sampling method, data collection, and analysis as well as ethical consideration. The next chapter presents the results.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

Introduction

The data presented and the analysis of the data gathered from the respondents are covered in this chapter. A total of one hundred (100) questionnaires were given to the respondent, and they were all collected. The analysis was conducted using the questionnaire items, which were arranged in accordance with the objectives and research questions outlined in the proposal. The results were presented in the form of frequency distribution tables, means, standard deviations, etc. to provide clearer explanations and to facilitate the analysis. After properly coding and imputing the survey data, these modes of data presentations were created using SPSS V.26 and Microsoft Excel.

Demographic Characteristics of Respondents

The demographic details of the study's respondents are covered in this section. These consist of how respondents were distributed according to their age, gender, marital status, and educational attainment, and how the findings were presented in relation to the study's goals.

Age of Respondent

The study focused on the impact of the respondents age on the study. Table 4.1 below shows the results.

Table 1 Age of Respondent

| | | Frequency | Percent |
|-------|-------------|-----------|---------|
| Valid | 20-30 YEARS | 20 | 20.0 |
| | 31-40 YEARS | 54 | 54.0 |
| | 41-50 YEARS | 22 | 22.0 |
| | 51-60YEARS | 4 | 4.0 |
| | Total | 100 | 100.0 |

Source: Authors Fieldwork,2023

From table 4.1 above, 20(20%) of the respondents had ages between 20 years and 30years while 54(54%) of the respondents had ages between 31years and 40years. Also, 22(22%) of the respondents had ages between 41years and 50years whilst 4(4%) of the respondents had age between 51years and 60years. This is an indication that majority of respondents were satisfactorily exposed to the challenges of monitoring and evaluation. Further it is attuned to Emeti (2015) who asserted that age maturity is important to improve perceived reliability of generated results.

Gender of Respondents

The researcher sought to know the gender of respondents. Table 4.2 below shows the respondents.

Table 2 Gender of Respondents

| | | Frequency | Percent |
|-------|--------|-----------|---------|
| Valid | Male | 70 | 70.0 |
| | Female | 30 | 30.0 |
| | Total | 100 | 100.0 |

Source: Authors Fieldwork,2023

Out of the total respondents of the study, 70 (70%) were males whilst 30(30%) were females. This was because the males dominated the study. Given that the female

pool did not lag far behind, it appears that the Asutifi South District Assembly Projects Monitoring and evaluation personnel was predominately male. This is a positive implication, especially in light of the sizeable female pool, given that Adan (2012) had argued that while the public service had historically been dominated by men for a long time, women have recently become a larger portion of the employee pool. Amadi (2014), who noted the considerable ground women had to cover to be included in the public service, also supports this.

Marital Status of Respondents

The researcher sought to know the marital status of respondents. Table 4.3 below shows the respondents.

Table 3 Marital Status of Respondent

| | | Frequency | Percent |
|-------|---------|------------------|----------------|
| Valid | MARRIED | 55 | 55.0 |
| | SINGLE | 45 | 45.0 |
| | Total | 100 | 100.0 |

Source: Authors Fieldwork, 2023

From table 4.3 above, 55(55%) of the respondents were married while 45(45%) of the respondents were single. Respondents' marital status did not in any way influence the respondent's outcome of the study.

Educational Background of Respondents

According to Cheng et al. (2013), education is essential for developing critical and applicable skills and competencies for successful employment as well as for a person's social life. The study sought to know the educational background of the respondents. The results are shown in Table 4.4 below.

Table .4 Educational Level of Respondents

| | | Frequency | Percent |
|-------|-------------------------|------------------|----------------|
| Valid | Diploma | 25 | 25.0 |
| | Higher National Diploma | 35 | 35.0 |
| | Degree | 40 | 40.0 |
| | Total | 100 | 100.0 |

Source: Authors fieldwork, 2023

25(25%) of the respondents had an education up to a diploma while 35 (35%) of the respondents have been trained up to a higher national diploma. In the study, 40 (40%) of the respondents had a first degree. This shows that the learning situation of the respondents has improved significantly. As a result, it can be inferred that those with a higher national qualification are better prepared for the job market and the ever-changing needs that characterize market dynamism than those with people with lower qualifications. Furthermore, it can be inferred that a significant proportion of highly educated respondents have a reliable qualification to competently answer questions about challenges in monitoring and evaluating performance. implementation of development projects and programs at district councils.

Descriptive Statistics

Descriptive results of the respective variables studied in this research are reported in the subsection. Comprehensively, this subsection discusses descriptive statistics ascertained on the research work.

Challenges Confronting Monitoring and Evaluation

The study sought to look at the challenges confronting monitoring and evaluation in the study area. Specifically, the respondents were asked to indicate challenges in monitoring and evaluation. The status of this variable was rated on a 5-

point Likert scale ranging from; 1. Strongly Agree. 2. Agree. 3. Neutral 4. Disagree 5. Strongly Disagree. The results on this are summarized as shown in the table 4.5 below.

Table 5 Challenges Confronting Monitoring and Evaluation

| Item | N | Mean | Std. Deviation | Ranking |
|--|-----|------|----------------|-----------------|
| Inadequate Administrative support for an in-service training in skills associated with assessment and monitoring | 100 | 1.25 | .435 | 1 ST |
| Sense of unfairness by those being evaluated | 100 | 1.48 | .577 | 2 ND |
| Insufficient funds | 100 | 1.59 | .494 | 3 RD |
| Poor existence of monitoring and evaluations in the District Assembly | 100 | 1.67 | .682 | 4 TH |
| Inadequate resources to implement evaluation policies | 100 | 1.75 | .435 | 5 TH |
| Lack of professionals | 100 | 1.89 | .634 | 6 TH |
| Valid N (listwise) | 100 | | | |

Source: Authors Fieldwork, 2023

From the Table 4.5 above, the item ‘Inadequate Administrative support for an in-service training in skills associated with assessment and monitoring’ with a mean value of 1.25 and standard deviations of 0.435 ranking 1st. Sense of unfairness by those being evaluated with a mean value of 1.48 and standard deviations of 0.577 ranking 2nd. Insufficient funds with a mean value of 1.59 and standard deviation of 0.494 ranking 3rd. Poor existence of monitoring and evaluations in the District Assembly with a mean value of 1.67 and standard deviation of 0.682 ranking 4th. Inadequate resources to implement evaluation policies with mean value of 1.75 and standard deviation of 0.435 ranking 5th. Lack of professionals with a mean value of 1.89 and standard deviation of 0.634 ranking 6th. All the items used to measure the

construct indicated agree establishing that there are challenges of achieving effective monitoring and evaluation. The results conform to the research works of Eboo (2019).

Measures taken by Practitioners at the Local Government to Conduct Monitoring and Evaluation of Developmental Projects in Asutifi South District Assembly

The study sought to look at the measures taken by practitioners at the local government to conduct monitoring and evaluation in the study area. The respondents were asked to indicate challenges in monitoring and evaluation. The status of this variable was rated on a 5-point Likert scale ranging from; 1. Strongly Agree. 2. Agree. 3. Neutral 4. Disagree 5. Strongly Disagree. The results on this are summarized as shown in the table 4.6 below.

Table 6 Measures taken by Practitioners at the Local Government

| | N | Mean | Std. Deviation | Ranking |
|---|-----|------|----------------|-----------------|
| Setting Program goals | 100 | 1.66 | .555 | 1 ST |
| Define data collection methods and Timeline | 100 | 1.85 | .892 | 2 ND |
| Combining the improvement and the accountability functions of expert evaluation | 100 | 1.95 | .880 | 3 RD |
| Recruiting Professional expertise to undertake evaluation | 100 | 2.01 | .948 | 4 TH |
| Plan for dissemination and donor reporting | 100 | 2.06 | .983 | 5 TH |
| Creating an Analysis Plan and Reporting Templates | 100 | 2.11 | 1.072 | 6 TH |
| Identify M&E Roles and Responsibilities | 100 | 2.53 | 1.566 | 7 TH |
| Valid N (listwise) | 100 | | | |

Source: Authors Fieldwork, 2023

From the Table 4.6 above, the item “Setting Program goals” with a mean value of 1.66 and standard deviations of 0.555 ranking 1st. Define data collection

methods and Timeline with a mean value of 1.85 and standard deviations of 0.892 ranking 2nd. Combining the improvement and the accountability functions of expert evaluation with a mean value of 1.95 and standard deviation of 0.880 ranking 3rd. Recruiting Professional expertise to undertake evaluation with a mean value of 2.01 and standard deviation of 0.948 ranking 4th. Plan for dissemination and donor reporting with mean value of 2.06 and standard deviation of 0.983 ranking 5th. Creating an Analysis Plan and Reporting Templates with a mean value of 2.11 and standard deviation of 1.072 ranking 6th. Identify M&E Roles and Responsibilities with a mean value of 2.53 and standard deviation of 1.566 ranking 7th. All the items used to measure the construct indicated agree establishing that measures taking by local government in reducing the challenges of achieving effective monitoring and evaluation can be relied upon. This result conforms to Akanbang and Abdulla, (2021) who researched on the topic Participatory monitoring and evaluation in local government: a case study of Lambussie District, Ghana

Effect of measures for M& E on the performance of the Assembly

The study sought to look at the effect on the measures taken by practitioners at the local government to conduct monitoring and evaluation in the study area. The status of this variable was rated on a 5-point Likert scale ranging from; 1. Strongly Agree. 2. Agree. 3. Neutral 4. Disagree 5. Strongly Disagree. The results on this are summarized as shown in the table 4.7 below.

Table 7 Effects of Measures for M & E on the Performance of the Assembly

| | N | Mean | Std. Deviation | Ranking |
|--------------------------------------|-----|------|----------------|-----------------|
| Learning environment creation | 100 | 1.89 | .764 | 1 ST |
| Effective Evaluation on Projects | 100 | 1.91 | .830 | 2 ND |
| Using information to improve results | 100 | 2.06 | 1.013 | 3 RD |
| Human Capacity for M& E | 100 | 2.07 | 1.037 | 4 TH |
| Ensuring effective operations | 100 | 2.11 | 1.100 | 5 TH |
| Supervision and Data Auditing | 100 | 2.11 | 1.109 | 6 TH |
| A supportive M&E system | 100 | 2.17 | 1.064 | 7 TH |
| Valid N (listwise) | 100 | | | |

Source: Authors Fieldwork, 2023

From the Table 4.7 above, the item “Learning environment creation” with a mean value of 1.89 and standard deviations of 0.764 ranking 1st. Effective Evaluation on Projects with a mean value of 1.91 and standard deviations of 0.830 ranking 2nd. Using information to improve results with a mean value of 2.06 and standard deviation of 1.013 ranking 3rd. Human Capacity for M& E with a mean value of 2.07 and standard deviation of 1.037 ranking 4th. Ensuring effective operations with mean value of 2.11 and standard deviation of 1.100 ranking 5th. Supervision and Data Auditing with a mean value of 2.11 and standard deviation of 1.109 ranking 6th. A supportive M&E system with a mean value of 2.17 and standard deviation of 1.064 ranking 7th. All items used to measure the stated concept agree that it is possible to build on the effectiveness of actions taken by local governments to reduce challenges in implementing monitoring and evaluate the effectiveness. This finding is consistent with a study by Eboo (2021), which investigated the effects of project monitoring and evaluation on the performance of district development funds a case study by Wassa East District.

Discussion of the Main Findings of The Analysis

This section discussed the main findings of the above analysis in line with the research question and other literature.

Challenges Confronting Monitoring and Evaluation

There are a number of challenges to overcome when an organization wishes to develop its monitoring and evaluation procedures and activities. Finding the right resources to get the job done and cultivating a culture of process support are just two of the many elements of an effective M&E program. M&E can be a particular challenge for many organizations because most do not have access to full-time auditors. As a result, acquiring the required technical expertise can be a significant barrier to creating an M&E framework and implementing it successfully. Monitoring and evaluation is one of the simple methods for successful project management at any level because it provides information on the status of the project and the effectiveness of actions. Monitoring and evaluation data are useful for decision making and lobbying. Monitoring and evaluation shows that the project is progressing or needs help. This is supported by Joseph S. (2010), who provides an example of how evaluation can be used in management to increase clarity.

Research results have demonstrated that the current M&E system has limitations such as no reliable way to collect data to make quick decisions. Managers and project managers do not receive information from M&E to help them plan and make decisions. This observation is very similar to the strategy proposed by Busject (2010), who emphasized the need for training to be able to provide quality data.

Despite the fact that M&E tools are used in these projects, it seems difficult to carry out these inefficient M&E activities. Projects/programs address a number of key

issues, such as inadequate community and stakeholder engagement, low budget support for M&E activities, and lack of qualified M&E personnel and technique.

Measures taken by Practitioners at the Local Government to Conduct Monitoring and Evaluation of Developmental Projects in Asutifi South District Assembly

It was found that Regional Council involvement in project planning and implementation was generally rated as good, while Regional Council involvement in M&E was assessed as weak in measure stakeholder involvement in the planning, implementation, and M&E of projects and programs. This is consistent with the views of Hilhorst and Guijt (2006) remarked that although key stakeholders are frequently involved in certain planning processes, their presence in monitoring & evaluation of actions is often absent or inadequate. Ahenkan et al. (2013) also noted that while there are some structures to promote community participation in the planning process, there are no clear structures and procedures for community participation in monitoring development interventions in the districts. Evidence from research suggests that M&E projects and programs can be concentrated at the city level; as a result, ratings may be poor due to excessive focus on participatory planning, to the detriment of M&E at the regional board level. In addition, because participatory planning has long been considered, there may have been some degree of discernible planning involvement, depending on the results of the study.

Effects of Measures for M & E on the Performance of the Assembly

The Constitution requires local governments to implement programs aimed at improving the welfare and welfare of the people within their jurisdiction. However, projects at the local government level face a number of obstacles. The local government must meet the requirements for timeliness, efficiency, effectiveness and

quality of delivery before a project can be considered a success. According to Lawal and Onohaebi (2010), project monitoring is very important and beneficial to the organizations involved as it helps to better understand the progress of the project. In light of this situation, the County Council should implement strategies such as increasing the involvement of infrastructures in planning, implementation, monitoring and evaluation, creating an environment that allows facilities to infrastructure sets its own goals, helps them achieve them, and improves their ability to regularly report to the communities they serve and to the city government. Along with side works, the City Council should work to raise awareness among community members.

Chapter Summary

In practice, M&E acts as a lever to measure when a project starts, the progress achieved within a given time period, and how the project implementation method matches the requirements and stated objectives of the project. client. Furthermore, the results presented emphasize the need to conduct a critical analysis of M&E processes that have a significant impact on project success criteria. Naidoo (2011) supports this view by reiterating the need to empower M&E professionals to contribute to the rigorous application of M&E practices that lead to project success. Although the client always places a high priority on the success of the project, the relationship between these parameters must be given great importance during the project implementation in order to achieve those successes. Accordingly, consistent and ongoing M&E activities tend to ensure that projects are completed according to project success criteria. This is consistent with the findings of Papke-Shields et al. (2010), who argue that project scope management has a direct impact on M&E procedures and continues to be a key success factor in project implementation.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION & RECOMMENDATIONS

Introduction

This final chapter of the study provides a summary of the entire study. The summary of the major findings as well as the conclusions that can be drawn from these findings are presented in this chapter. It concludes with a recommendation to the monitoring and evaluation team in the district.

The main research instrument used was the questionnaires and the information obtained used in the discussion of chapter Four.

Summary of Findings

The study was guided by three main objectives and these were to identify and examine the challenges confronting monitoring and evaluation in Asutifi District Assembly, to analyse the measures taken by practitioners at the local government to conduct monitoring and evaluation of developmental projects in Asutifi South District Assembly, to examine the effect of those measures for M& E on the performance of the Assembly. The study applied a descriptive design, with the questionnaire used as the main data collection tool from the respondents. Trends in the collected data are analyzed using descriptive statistics to include frequencies, tables, means as well as standard deviations. The study found inadequate administrative support for in service training skills, sense of unfairness by those being evaluated, insufficient funds, poor existence of monitoring and evaluation in the district assembly, inadequate resources to implement evaluation policies and lack of professionals are the challenges confronting monitoring and evaluation in the district.

The other finding to this study was that the measures taken by practitioners are setting program goals, defining data collection methods and timelines, combining the improvement and accountability functions of expert evaluation, professional expert recruitment, Analysis Plan and Reporting Templates creation and Identifying M&E Roles and Responsibilities are the measures taken by the monitoring and evaluation team in the district.

Last but not least, the study found out that, learning environment creation, effective project evaluation, using information to improve results, Human capacity for M&E, supportive M& E system, effective operations, supervision and Data Auditing are the effects on the measures adopted.

Conclusion

Local governments in Ghana especially Asutifi South District Assembly need to create a comprehensive M&E system to meet their legal and regulatory obligations. The District managers should measure their performance (inputs, management, outputs and results) to identify weak links in the value chain. To ensure continuity of M&E, M&E has become a method that takes into account all projects undertaken by a district. This must be done in line with the county's service delivery goals and operational budget execution plan. This requires consideration of environmental constraints, asset and resource management, working conditions and a range of other factors that can positively or negatively impact an organization's performance. However, developing such a comprehensive system is not without challenges, so districts need to think about what important elements should be included in their particular system. Local governments in South Africa need to create a comprehensive M&E system to fulfill their legal and regulatory obligations. City officials could use such a system to assess city-wide performance (inputs, management, outputs and

outcomes) to identify weak links in the value chain. To ensure continuity of M&E, M&E becomes a method that takes into account all projects undertaken by the municipality. This must be done in accordance with the municipality's IDP, service delivery objectives, and operational plan to implement the budget. This requires consideration of environmental constraints, asset and resource management, working conditions and a range of other factors that can positively or negatively impact an organization's performance. Creating such a comprehensive system is not without challenges, however, so city governments should consider what important elements need to be included in their particular system.

Recommendations

The management ought to think about hiring outside consultants for planning monitoring and evaluation. In addition, they may think about enhancing employee capacity for planning monitoring and evaluation. As this will help in enhancing the M & E technical expertise, the responsible authorities should offer scholarships and study leaves to employees who are eligible for technical training in monitoring and evaluation.

The teams in charge of monitoring and evaluating projects should think about implementing cutting-edge information and communications technology when conducting these tasks in order to collect real-time data. For the sake of sustainability, it is necessary to involve all stakeholders in project M & E at every stage because they play a vital role as the project's consumers. As a result, stakeholder cooperation should also be promoted.

Last but not least, the management and stakeholders should be made aware of the value of their involvement in monitoring and evaluation.

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APPENDIX

QUESTIONNAIRE

Data Collection on the Topic: Challenges of Monitoring and Evaluation in The Implementations of Development Projects and Programs in The District Assembly of Ghana. Kindly read this questionnaire carefully and fill in the answers appropriately according to your own knowledge or opinion either by circling or ticking the correct option or writing in the blank space provided. Information gathered will be strictly confidential. Thank you for your kind cooperation.

Section A: Profile of the Respondents

1. Name of department/unit
2. Position of Respondent.....
3. Age: Years
4. Gender: male [] female []
5. Marital status: 1=Married [] 2=Single [] 3=Widowed [] 4=Divorced/separated []
5=widowed/widower []
6. Level of education: 1=Certificate [] 2=Diploma [] 3=Bsc/BA degree []
4=Msc/MA degree [] 5=others specify

Section B: Challenges confronting monitoring and evaluation

Please tick where applicable **Strongly agree (1), Agree (2), Neutral (3), Disagree (4), strongly disagree (5)**. Tick (✓) *the* boxes that most closely fit your opinion.

| | SA(1) | A(2) | N(3) | D(4) | SD(5) |
|---|-------|------|------|------|-------|
| 6. Poor existence of monitoring and evaluation systems in the district Assembly | | | | | |
| 7. Lack of professional expertise to undertake evaluation | | | | | |
| 8. Administrative support for and in-service training in the skills associated with assessment and monitoring are extremely inadequate. | | | | | |
| 9. Sense of unfairness by those being evaluated | | | | | |
| 10. Lack of adequate funds. | | | | | |
| 11. Lack of resources to implement evaluation policies. | | | | | |

SECTION B: Measures taken by practitioners at the local government to conduct monitoring and evaluation of developmental projects in Asutifi South District Assembly

Please tick where applicable Strongly agree (1), Agree (2), Neutral (3), Disagree (4), strongly disagree (5). Tick (✓) *the* boxes that most closely fit your opinion.

| | SA(1) | A(2) | N(3) | D(4) | SD(5) |
|---|-------|------|------|------|-------|
| 12. Identify Program Goals and Objectives | | | | | |
| 13. Defining Data Collection Methods and Timeline | | | | | |
| 14. Identify M&E Roles and Responsibilities | | | | | |
| 15. Creating an Analysis Plan and Reporting Templates | | | | | |
| 16. Plan for Dissemination and Donor Reporting | | | | | |
| 17. Recruiting professional expertise to undertake evaluation | | | | | |
| 18. Combining the improvement and accountability functions of expert's evaluation | | | | | |

SECTION C: Effect of measures for M& E on the performance of the Assembly

Please tick where applicable Strongly agree (1), Agree (2), Neutral (3), Disagree (4), strongly disagree (5). Tick (✓) *the* boxes that most closely fit your opinion.

| | SA(1) | A(2) | N(3) | D(4) | SD(5) |
|--|-------|------|------|------|-------|
| 19. Creating a learning environment | | | | | |
| 20. Ensuring effective operations | | | | | |
| 21. A supportive M&E system | | | | | |
| 22. Supervision and data auditing | | | | | |
| 23. Human Capacity for M&E | | | | | |
| 24. Using information to improve results | | | | | |
| 25. Effective evaluation on projects | | | | | |

THANK YOU!!