

**THE IMPACT OF MONITORING AND EVALUATION ACTIVITIES  
AS A VIABLE TOOL IN THE PERFORMANCE OF THE MUNICIPAL  
AND METROPOLITAN ASSEMBLIES: A CASE STUDY OF THE  
ACCRA METROPOLITAN ASSEMBLY**

By

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A thesis Submitted to the Department of Construction Technology and Management,  
Kwame Nkrumah University of Science and Technology, Kumasi in partial fulfilment of the  
requirements for the award degree of

**MASTERS OF SCIENCE IN PROJECT MANAGEMENT**

November, 2019

## DECLARATION

I hereby declare that this submission is my own and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of other degree or diploma at Kwame Nkrumah University of Science and Technology, Kumasi or any other educational institution except where due acknowledgement is made in the thesis.

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## DEDICATION

I dedicate this work to my dear wife and children.

# KNUST



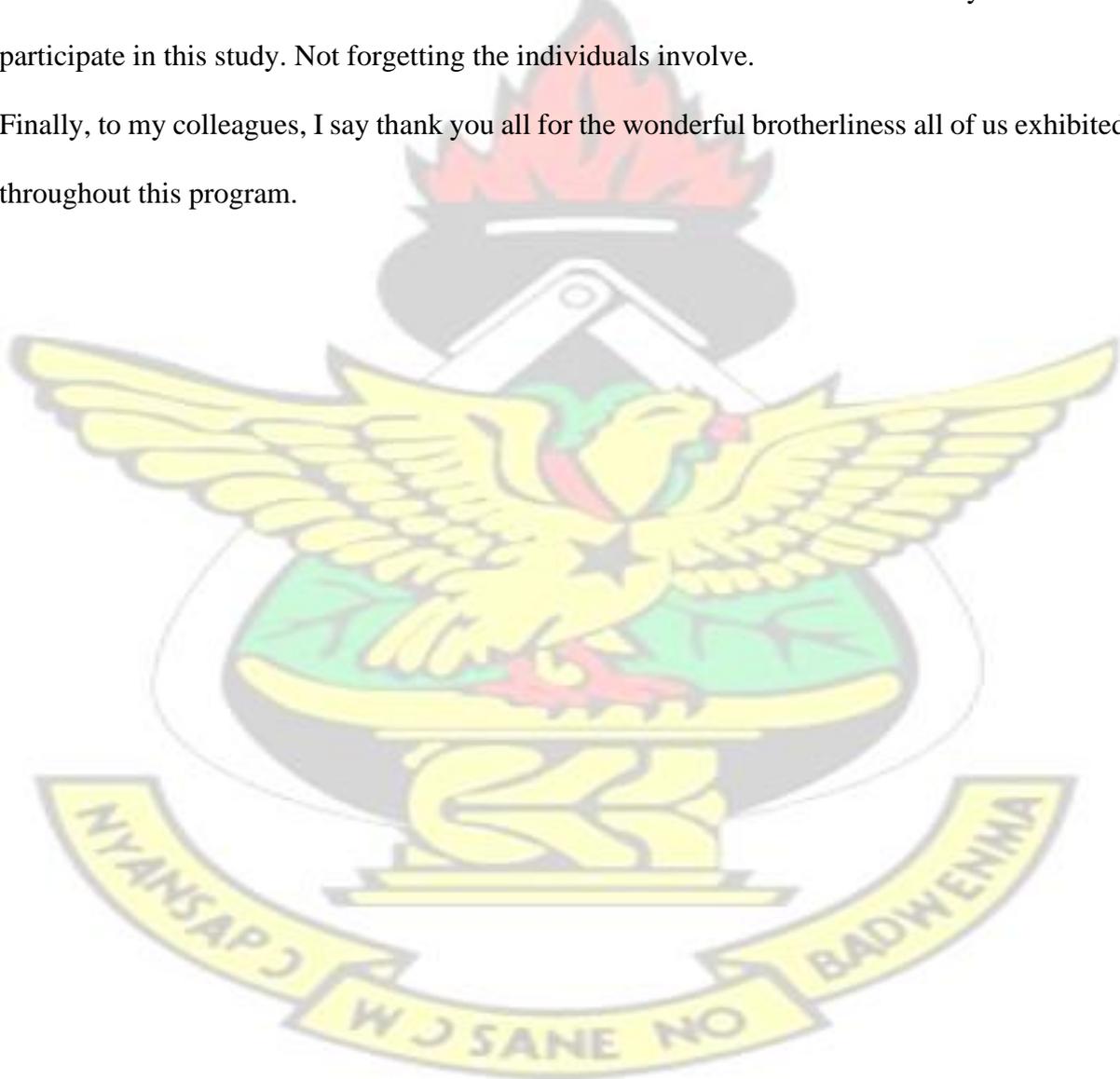
## ACKNOWLEDGEMENT

The first thanks go to God Almighty Glory be unto the highest God, the creator of the universe whose grace is upon me and has brought me this far.

My next appreciation goes to Professor Dickson Osei-Asibey and Dr. Alex Acheampong my supervisors, who guided me throughout this work. God richly blessed them and their entire household and may the peace of God which surpasses all things be upon them.

I also thank all the construction firms that allowed their staff even with their busy schedule to participate in this study. Not forgetting the individuals involve.

Finally, to my colleagues, I say thank you all for the wonderful brotherliness all of us exhibited throughout this program.



## ABSTRACT

Monitoring and evaluation have become a critical success factor in the operations of most organizations and could be a viable tool for sustained competitive advantage. Effective monitoring and evaluation activities help organizations to achieve value for money for their projects and programs, as well as ensures efficient utilization of the limited resources of the organization. The research attempted to discuss the effect of the activities of the monitoring and evaluation unit on the performance of Accra Metropolitan Assembly. The aim of the study is to access the impact of monitoring activities as a variable tool in the performance of the municipal metropolitan assembly. The study was conducted using both the random and the purposive sampling techniques with hundred (100) questionnaires distributed to potential respondents. Eighty-five (85) of questionnaires were returned and analysed for the results of the study. Directors, Heads of Departments, Project Coordinators, Line Managers and Supervisors and a random selection of Assembly members were interviewed and questionnaires administered to them to provide the needed information for the study.

The results show that 45% of the respondents are of the view that effective practices are not being implemented on monitoring and evaluation at the Assembly, even though 70% of respondents agreed to the significant role played by the monitoring and evaluation activities on the performance of the Assembly. In addition, the results of the study indicated that (91%) of the participants agreed that activities of monitoring and evaluation are not restricted to specific departments or units in the Assembly but every departments of the Assembly. The results also show that fifty-seven (57%) affirmed that monitoring and activities enhances and promotes the image of the Assembly, while (68%) believe that monitoring and evaluation unit of the Assembly enjoys the support of top management. It is recommended that adequate funding, requisite training and effective communication and collaboration with all the various

departments in the Assembly must be initiated to deal with the challenges of monitoring and evaluation at the Assembly.

It is further recommended that future researchers should attempt a comparative study of monitoring and evaluation activities of both private and public institutions, as well as identifying best practices for effective monitoring and evaluation exercises.



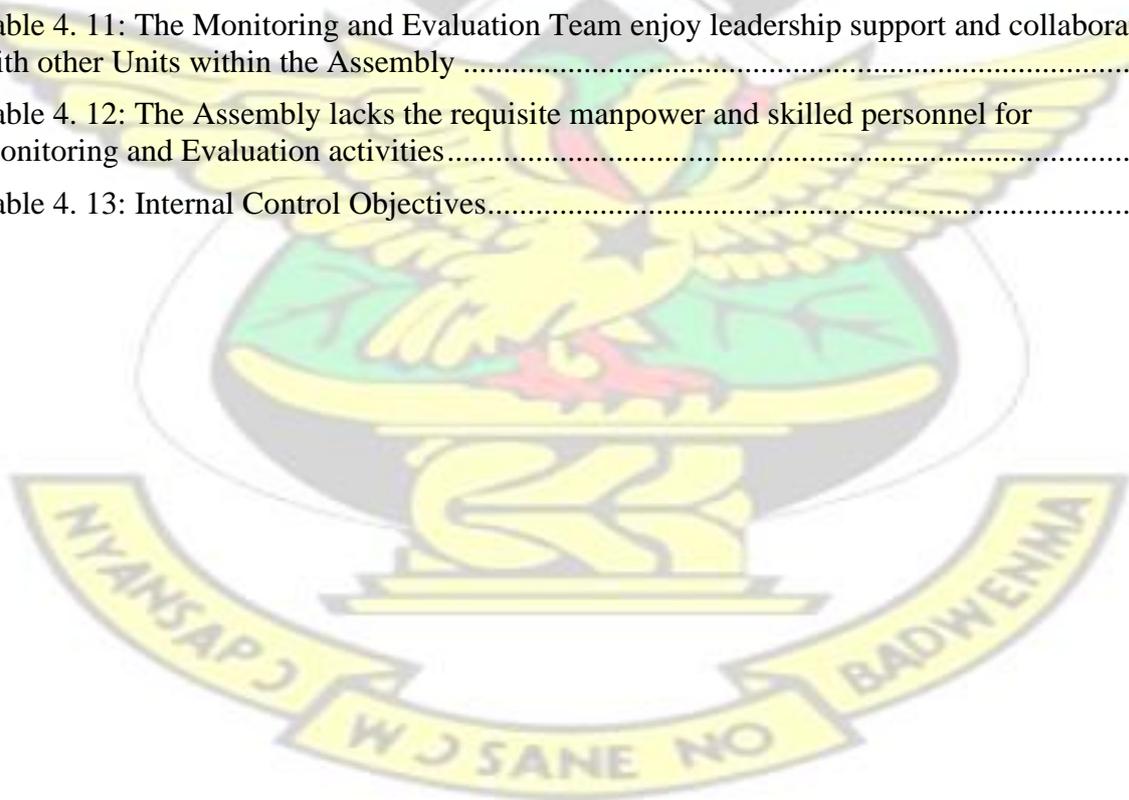
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## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

The competitive nature of the changing business environment has called for the adoption of measures and controls to ensure efficient use of the limited resources of the organizations. This involves regular tracking and assessment of progress of programs and projects in organizations. Monitoring and evaluation are not an entirely new management tool or phenomenon (Kuseek and Butt 2004). According to Stevenson (2014), different authors have highlighted the importance of monitoring and evaluation and its relevance in the project lifecycle. Hemphill (2013) posits that the evaluation and monitoring practices are irrelevant, insignificant and does not contribute much to the performance of organizations. He was of the view that evaluation activities as tool for growth must be relegated to the background in the organization's strategic plans.

However, according to Arthur Flake (2015), the evaluation and monitoring practices has a positive impact on the growth and competitiveness of any organization. He also asserted that, monitoring and evaluation had played a relevant role in the success and performance of organization and must therefore be given the highest priority by leaders in their quest for growth. He concluded that it is imperative that, organizations spend time and efforts in designing and implementing monitoring and evaluation techniques to ensure value for money for all their projects Mullins (2012) also postulated that the complexity of projects, changing technologies and the structure of organizations are factors necessitating the adoption of monitoring and evaluation systems in today's organizations. Madden (2015) concluded that successful and growth-oriented organizations must give high priority to the monitoring and evaluation activities in their operations. He enumerated the added advantage of deploying

effective monitoring and evaluation activities to include: assessing stakeholders' understanding of the project, minimize the risk of project failure, promote systematic and professional management, as well as assess progress in implementation.

However, this researcher is of the view that, the monitoring and evaluation has not lost its importance to organizations and could play a vital role in the organization's productivity if all identified challenges are addressed by the management of organizations.

According to Deborah Bruce Fulham (2013), nearly 80% of all projects failed because monitoring and evaluation were not implemented and were given little priority by management. She was of the view that, most organizations deploy monitoring and evaluation techniques as part of fulfilling requirements, and not necessarily using it as a mechanism of ensuring the success of projects and programs

However, most organizations have not realized the benefits and relevance of monitoring and evaluation on their performance, leading to schedule delays and over budget on project completion. Most organization have also not adequately addressed some of the challenges faced by monitoring and evaluation units, which had also negatively impacted their contribution to the performance of the organization. Some of the identified challenges included but not limited to lack of skilled and well-trained personnel, inadequate allocation of funding to monitoring and evaluation activities, and ineffective communication among various departments in organizations.

This research strives to evaluate the effect of monitoring and evaluation activities on the performance of the Accra Metropolitan Assembly.

## **1.2 STATEMENT OF THE PROBLEM**

The adoption of an efficient and effective monitoring and evaluation techniques in today's competitive business environment cannot be over-emphasised. Monitoring and evaluation

methodologies has been touted as one viable means by which organizations can gain sustained competitive advantage in any business environment. This is borne out of the fact, with the adoption and effective usage of monitoring and evaluation techniques, organizations are able to judiciously manage their limited resources, as well as achieve value for money for their projects and programs.

It is therefore imperative that management of organizations pay greater attention to their monitoring and evaluation activities as part of their competitive strategies

However, notwithstanding the numerous advantages to be gained for adopting an efficient monitoring and evaluation techniques, most organizations are faced with several challenges of adoption and acceptance of monitoring and evaluation methods. Some of these challenges include but not limited to inadequate funding for monitoring and evaluation techniques, non-availability of skilled personnel, lack of cooperation and collaboration among various departments within organization, and lack of proper and requisite training for personnel involved in monitoring and evaluation

### **1.3 AIM OF THE STUDY**

The aim of the study is to assess the impact of monitoring activities as a viable tool in the performance of the municipal and metropolitan assemblies.

### **1.4 OBJECTIVES OF THE STUDY**

The objectives of this study are:

1. To evaluate the impact of the monitoring and evaluation activities on the performance of the Accra Metropolitan Assembly
2. To assess the effects of monitoring and evaluation activities in ensuring prudent utilization of funds at the Accra Metropolitan Assembly

3. To identify the challenges faced by the monitoring and evaluation Unit in the performance of their assigned duties at the Accra Metropolitan Assembly.

### **1.5 RESEARCH QUESTIONS:**

The research attempted to address these questions:

1. What has been the role of the monitoring and evaluation in the Assembly's performance and growth strategies?
2. What are the difficulties faced by the monitoring and evaluation Unit in executing their assigned duties and responsibilities at the Assembly?
3. What are the innovative solutions to be designed to address the identified challenges?

### **1.6 SCOPE OF STUDY**

Accra Metropolitan Assembly in the Greater Accra Region is the location for the research. The choice of Accra Metropolitan Area as a study area was based on the fact that, it is one of the biggest Metropolitan Assemblies in the country and therefore representative of the general population in terms of number of programs and projects it executes, the number of staff/personnel employed in the Assembly.

### **1.7 LIMITATIONS OF STUDY**

The study is only limited to the MMDAs and in particular those MMDAs in the greater Accra region of Ghana. Therefore, the findings of the study could not be overly generalized to capture other MMDAs since the level of resources and overall activities carried out by these MMDAs across the country differ. The conclusions from the study is therefore limited the MMDAs in the Greater Accra Region even though it may apply to other MMDAs.

## **1.8 SIGNIFICANCE OF THE STUDY**

The result of the study will be of tremendous interest to the governing body of the Accra Metropolitan Assembly, including Board of Directors, top management, supervisors and line officers of the Assembly. The results could help in the formulation of policy initiative on monitoring and evaluation at the Assembly to ensure efficiency in the use of the limited resources of the Assembly.

The outcome of this study is also expected to provide useful insights for staff members and various departments of the Assembly about the need for the adoption and acceptance of innovative monitoring and evaluation techniques in their work.

Further, the results of the study will also serve as baseline source of information for future researchers on monitoring and evaluation techniques in workplaces. It would therefore add to the body of knowledge in the specific area of monitoring and evaluation in organizations.

## **1.9 ORGANIZATION OF STUDY**

This research consists of five chapters.

Chapter 1 dealt with the background of the study, the problem statement, research questions, objectives of the study, and the significance of the study.

Chapter 2 discussed the literature review of the topic, as well as the theoretical framework underlying the monitoring and evaluation activities as postulated by different authors and researchers

Chapter 3 looked at the sampling methodology, sampling size, research design research instruments, as well as the ethical and legal considerations of the study.

Chapter 4, is for the presentation and discussion of various research findings

Chapter 5 presents the researcher's observations, recommendations and conclusions from the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This session reviews relevant works regarding the concept of Monitoring and Evaluation (M&E) and relationship among the two. The issues that can disrupt the functionality of the M&E structure, the completion of project monitoring and evaluation barriers, experimental review, among others are touched on in this chapter.

#### **2.2 THE CONCEPT OF MONITORING AND EVALUATION**

The Monitoring and Evaluation (M&E) theory is described as an imperative studying and managerial instruments for enlightening the present and forthcoming days, programme organisation, execution and evaluation procedures (The Global Fund, 2011). There is increasing compressions on other institutions and governments to be quick to respond to the high needs from internal and external stakeholders for good governance, greater development efficacy, accountability and transparency and distribution of palpable outcomes (Gorgens and Kusek, 2009). Alongside this demands and interest in better performance results is an accompanying need for useful and useable results-based monitoring and evaluation systems to support the management of policies, programmes, and projects (Gorgens and Kusek, 2009). For various instances, sponsorships for such programmes originates from development organizations and donors and it is anticipated for that matter that these organisations which are mostly non-governmental organisations, bring about allotted finances that are transparent plus responsible way. Moreover, it is necessary for these implementing agencies to measure how far they are impacting as to the programme interventions.

In order to ensure accountability and transparency as well as progressively assessing results with regards to some set objectives is executed by means of establishing a vivacious structure of Monitoring and evaluation (M&E) those kinds of public advancement programmes (Hunters, 2009). As a result, a requirement for an M&E structure that enables implementing agencies collect precise records that contributes towards the evaluating of advancement about interferences and abet other stakeholders and managers to operate, resolve as well as make beneficial lessons, is needed International Federation of Red Cross and Red Crescent Societies (IFRC, 2011).

In many instances, agreeing with Nabris (2002), monitoring and evaluation are likely to be regarded and introduced as though they were one entity, which is not so. In reality, they are two separate organizational pursuits and/or administrative purposes are interactive, comparable and equally accommodative. For programme managers, it is of great essence to carefully acquire an insight of the theories and appreciate the distinction amid the two management theories in when and how they are really useful in the running of structures.

The Organization for Economic Cooperation and Development (OECD) (2002), and this research takes up the same meaning for M&E which explains Monitoring as “a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds”. In addition to OECD explanation, Freeman (2003) gave extra details which is “a day-to-day management task of collecting and reviewing information that reveals how an operation is proceeding and what aspects of it, if any, need corrections”. Monitoring, for the reasons of management regulation and knowledgeable resolutions, therefore, encompasses collection of data, recording, examining, communicating and utilizing information and if it is accurately

executed, it as an irreplaceable managerial instrument that provides adequate grounds for evaluation (Shapiro, 2006).

What is more, the Organization for Economic Cooperation and Development (OECD) explained Evaluation to be “the systematic and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results” (OECD, 2002). Evaluation which is regarded as a managerial instrument, was also termed by the UNFPA, as an inevitable experience which endeavors to evaluate steadily as well as empirically the significance, functioning and progress of partial as well as terminated programmes and assignments that increase the chances of getting results to what did or did not succeed and the reasons why. It commonly aims to determine five key areas of the project– the relevance, efficiency, effectiveness, impact and sustainability (UNFPA, 2004). The answers to various questions that tell the stories and failures that have succeeded then, subsequently to solve the cause are sought for. The variance in programme evaluation is what is expressed and are undertaken at different levels of the structures encompassing the ex-ante, mid-term, final and ex-post evaluation.

The baseline assessment is usually aimed at identifying the current status or level or intensity of a situation before an intervention or execution of a project. It is often done to access the needs of the people, feasibility of the project, among others. It is the basis for the mid-term and final evaluation of a project. Results from the mid-term or final evaluation are compared with the baseline evaluation results. The mid-term evaluation is done at a point where the project is ongoing. The period is usually at the middle of the project implementation. It depends, however, on the kind of project or the project plan, it could come any period between the baseline and the final evaluation. It could be done more than once though in some cases and it is performed once in the life of the project. It is done to determine the progress of the project implementation and will trigger new actions to be taken when necessary. The final evaluation

is done towards the expiration of the project or when the project is finally completed. It is done to evaluate the actual outcomes of the project as against the stated objectives (UNFPA, 2004).

### **2.3 SIGNIFICANCE OF MONITORY AND EVALUATION**

In projects, dissimilar drivers are encompassed such as incorporating sponsors, the heads of the effecting agencies, indigenous societies, project managers, field workers, associates, and the wider community. All these categories of persons may have varying appeals that fascinates them when project monitoring and evaluation is the subject matter. Therefore, various questions erupt when programme staff and managers or development interferences commences M&E events or why a structure which is at the integral section of management work at guaranteeing effectual Monitoring and Evaluation exercises are established. Monitoring and evaluation play a key role in determining the outcome of a project.

M&E structure as a base of information or function for programmes was regarded by Bashagi (2000). Issues such as efficacy, originality, sustainability, influence, importance and effectiveness of the project interventions are fed by the M&E structure (Bashagi, 2000). Welsh (2005) later created the aim of undertaking M&E was to assist programme superiors resolve on if events were being executed when they were prearranged and that information generated through the M&E activities acts as signals of strength and weakness for the programmes.

Furthermore, the efficient M&E structure grants feedbacks on programmes which highlights noble trainings as well as notes variances of carrying out plans then gives grounds for selection among options to aid better work done.

The reason why efficient M&E do exist on programme interventions, is to improve the decision-making process. By providing responses to project managers at various stages, and with regards to the findings, we achieve efficient and effective project performance. Decision makers may opt to: go ahead with the project one way or the other as it is presently carried on

or with amendments; expand the scope of the project by intensifying the focus group; duplicate the project in a different area, location or environment; or limit the project and transfer resources somewhere else, M&E is mainly carried out (ACF, 2011). Hence, M&E is widely known to fund empirical resolution practices in the completion of development interferences or programmes by laborious but at minimum cost tactics in gathering and in the use of data of excellent source on programme impacts, outcomes and performance (ACF, 2011). For a managerial tool, the primacy mission of an M&E structure should be to give report on structures in the rightful format as well as the precise time that adds to actual decision resolution procedures (Connelly, 2004). The M&E structure to this, provides supports to the programme managers with concise facts based on reports as it assembles facts from field and stakeholders, (International Federation of Red Cross and Red Crescent Societies (IFRC) 2011). Programme monitoring procedures and ongoing evaluation is of great essence to observe when they do not in themselves contain the decision resolution procedures instead, acts as inputs that handle project management choices with regards to the programme (Bashagi, 2000).

The knowledge acquired from information created through M&E exercises according to Shapiro (2006), help to assist in policy analysis and also notify policy development works as they provide policy makers with the fundamentals decision resolutions on development interference in a particular zone. It helps makers of the policy propose ways to advance or break with their works. Once more, the IFRC (2011) remembers M&E as a way of improving clarity and protecting the liability and adhering by showing whether or not assignments are performed as planned are of standards or sponsor requisites (IFRC, 2011). However, introducing or creating efficient M&E structures on development schemes gives a structure that assist programme superiors get to the external and internal responsibility obligation by providing proof-based outcomes (ACF, 2011).

To reach the requirements for donors as it gives proof on achievements, creating M&E structures in controlling the programme establishes great chances for implementing organisations (Bates and Jones, 2012). The M&E structure is a scholastic or capacity building works for it improves studying among team members. Also, Nabris (2002), elaborates on the manifestation of an efficient M&E structure, acting as an unchanging response procedure, providing knowledge in project recipients, and associates so as to learns from the experiences of each other (Nabris, 2002). Moreover, M&E adds to institutional education and insight by proving a means of thinking upon shared knowledge and modules that helps programme staff to acquire all the advantage of what and how they do it.

The running of M&E in the schemes is regarded to give great chances for responses of interested persons, particularly recipients, as indicated by IFRC (2011) to provide contributions into and views about the scheme. This encourages interested persons and produces shared knowledge. It is worth noting that following facts is not only for project runners but ought to be shared with recipients, sponsors and any other important interested persons (IFRC, 2011). M&E exercises also tackles external needs for fulfilment and containment, such as sponsor requires recording and accountability (Perrin, 2012).

From the work of Herrero (2012), undertaking continuous supervision on programmes makes effecting groups retain project practices as planned, costs, review and revise the project plan as required, review timelines and deliverables which help in the clarifications for alteration from the initial plan. Programme managers are however, given with a benefit of early caution signs in delays and cost variances and are also given proofs for reasons under the M&E. Monitoring is labelled in the UNDP (2002) M&E Handbook, as maybe a major management accountable of Programme supervisors and regarded as a good managerial instrument that can be utilized to enhance how governments and institutions have expected outcomes on any project/programme pursued and they require great performance response structure.

Nevertheless, these expounded significance of establishing efficient M&E structure on schemes, Welsh, states that M&E is not an instrument that substitutes particular management factors of scheduling, running, systematizing and scheming (Welsh, 2005).

## **2.4 SETTING UP PROGRAMME M&E SYSTEM**

According to the Global Fund (2009), a working M&E structure is a cornerstone that gives the planned information required to take great decisions for organizing and refining program presentation, creating policy and advocating messages and scheduling programs better. ACF (2011) asserts that, a programme M&E structure is a collection of processes, tools, staff, equipment and activities, required to gather, administer, probe, inform and distribute M&E information. However, a working M&E structure an inclusive of a number consisting of procedures and practices as well as fundamental M&E funds with the ability to supply on programmes capability to gather and organize data.

An elegant M&E structure hence have into detail the ways or procedures for gathering and using data including aim/uses of data, type of data to be gathered (both qualitative and quantitative), and frequency of data gathering. As such the description of a programme M&E structure should also specify: indicators to be tracked; definition of key words; targets (mid-term and final); what tools will be used to gather data; the persons who will gather, document and examine the data, (for example, recipients and other interested persons); and the types of reports that will be prepared, inclusive of whom, why and how often (NGO Connect, 2012).

Creating an M&E structure exceeds building a database. It requires the commencement of an M&E structure for a scheme, one ought to follow specific approaches or procedures that regard an activity that go above a statistical job or an exterior responsibility (Freeman, 2003). Freeman spreads that starting the M&E structure requires to be scheduled, managed, and adequate funds.

There is a requirement for supervisors to methodically choose and put down information on

how a Monitoring and Evaluation structure is done, as well as problems that go back to create an M&E structure once projects are on-going, for that matter from the word go, supervisors require to collect facts on the M&E structure (ACF,2011).

The query here requires the approaches that managers used creating the M&E structure. Even though no prior arrangement was stated with number of approaches needed for managers to create the M&E structure, a number of approaches have been indicated by various experts, writers, or specialist in the area of M&E and agencies like them go through in creating a programme M&E structure. For example, as Freeman (2003), stated six perilous steps, seven steps have been set out in from 2008–2011 M&E structure for BCPR and in the FHI (2004) document on Creating a Monitoring and Evaluation Work schedule (FHI, 2004). In a paper, Recommendation for Adaptation M&E in practice by the GIZ (2013), five primary approaches are portrayed to assist in the creation of a programme M&E structure. It is of great essence that though they have great approaches, they specifically state that, selecting some approaches to guide in the creation of the M&E structure must be no problem and for that reason of decreasing uncertainty in the series and practices needed for every approach, it is good to follow a well-defined approach (Kusek and Rist 2001).

## **2.5 MAKING THE M&E SYSTEM FUNCTIONAL**

Adopting the M&E structure in an agency will not necessarily mean all the aims of the promme will be in place. It is great in noting that a well-defined M&E structure works and is accepted to give a fabulous outcome in an institution (Gorgens and Kusek, 2009). Enthusiastic steps are required to the structure really efficient to bring out the best products or services. The amount of quality factors has been proposed by Khan (2003) and the World Bank (2004).

Gorgens and Kusek (2009) also groups the initial six parts under the Partnership, the People and Planning unit and the subsequent four part under Capturing, Collecting and Verification of

information and the last one as on the usage of data for making decision. They thought there was a particular relationship among these parts and shown for example that, without aligned institutional structures, gathering routine data or getting people to work together would be problematic. Even though it is required for each functional part, we also require to keep in mind that the part rely on each other (Gorgens and Kusek, 2009). With regards to Gorgens and Kusek these parts are appropriate to M&E structure of dissimilar schemes and are not sequential execution approaches and as such institutions and schemes solely look at or highlight on various factors relying on the eminence on the M&E structure.

To attain a successful project, a well combined features for great working location which is helpful in the execution of the M&E function must be presented. Agencies are required to identify adequate fund for the implementation of the M&E need. By so doing, it will bring about a culture of intentional monitoring and evaluation, sharing information, pursuing internal help in problematic situation and many importantly crediting success and failure (Khan, 2003).

#### 2.6 Factors affecting the effective implementation of M&E system

As a management pursuit, monitoring and evaluation continues changing. It is challenged with a number of hindrances in the course of designing and implementation. Experts and researchers on the subject have identified a number of problems. These in interest are oppositions or reduction from political support, key persons and limited cooperation as well as, maybe capacity constraints (GIZ, 2013). All the problems can differ from one programme to the other and it often rely on the aspect where the M&E structure is being executed. From Khan (2003) description, some cues were gotten from the various situations which are already mentioned, with regards to the way an institution's M&E systems will be grouped.

It is noticed that the M&E is an influential managerial instrument which is accustomed to assist policymakers and managers track success as well as exhibit the effect of a project. The building of a successful M&E structure as seen by Kusek and Rist (2001) is not that simple to

implement. Sustenance becomes a problem when the structure is established, as both building and maintaining the M&E structure needs continuous dedication, time and money, and a stable political environment. Problems associated with the creation and maintaining the M&E structure for a peculiar agency which is related to any of the four situations will include the following identified factors;

- Political factors: it requires a leader, according to Kusek and Rist (2001), to establish an efficient M&E structure. It is assumed that due to the fact that conveying facts into the wider audience may alter the institutional technicalities, budgeting, political schemes, and communal acuties of governmental efficiencies. The duty of a partisan leader, however, is important regarding the establishing and functional maintainability of the M&E structure (Kusek and Rist, 2004).

- Technical factor: M&E is similarly innovative for an expert in this area, as the M&E structure and hence a very important problem in a functionalization of the M&E structure which is the restricted encounter for persons and organizations. A great need for skilled professionals and capacity in building M&E systems is required according to Görgens and Kusek (2009) submissions. Stated by them, a lack of skilled M&E professionals and a lack of harmonized training courses and technical advice is also a reason (Görgens and Kusek, 2009).

- Misconception factor: there is an existing fallacy on the aim of M&E in a number of governmental organisations, especially in developing countries, has another important problem is being faced (Görgens and Kusek, 2009).

- Almost all the project executers have suspicions concerning the practices that have to do with the M&E thereby tagging it as a function of policies. This also requires to be spoken on as well as discredited to keep the structure running (Harvey, 2007).

- As stated, before by Kusek and Rist (2001), there is a possession and need fora structure which renders it as a challenge. Kusek and Rist (2001) admit to the request for M&E structure,

the slightest number of interested persons and obligation to be essential the structure to be established and be responsible any country or organization. In correlation to the need and possession is a deficiency of incorporating of M&E practice by leadership, agencies and project managers. The petition, recognition, and how far the M&E is entrenched in project formation will go in creation and maintaining an efficient M&E structure (Kusek and Rist 2001).

· Budget, time, and data collection: the finances, time, gathering of facts, are restricting factors for M&E especially in the examination stage. The chances of selecting the right data retrieving methods will influence the number of interviews that is to be completed with the aim of limiting the financial limitations. How you bring together the gathering of facts using quantitative and qualitative and its examination, as well as the number and professional encounters of a case study team, and the break down are all inclusive in the funds that were initially allotted for. The effect of time, that is knowing when it commences and terminates in the span of the M&E occurs, also determining the stretch of time for researcher in the industry, and time offered for responses from interested person. These issues always face the M&E structure for almost all the projects (The World Bank 2006).

Throughout the world, the execution of many projects has witnessed tremendous obstacles. It reflected in the project monitoring and evaluation, which are vital aspects in how projects are doing. These hindrances are mainly affected by the types of approaches that is utilized as well as the little amount of care provided for in this area. For every monitoring plan, the success and effectiveness of it rests solely on the strengths of the persons or organisations who have to do the necessary duty. Project monitoring implementation and evaluation is therefore faced with frail formal ability. Capacity building of agencies is necessary, not only for the current rectification of extremely bad outcomes, but also for the involvement based on a huge purpose and outcome examination (Bhagavan and Virgin, 2004).

There should be a need for synergy with other activities such as planning and budgeting, in the project cycle as monitoring and evaluation are processes. The poor connections that exist within planning and budgeting as one entity and project monitoring and evaluation as another, will have an adverse effect on the utmost goal of PM&E. Another vital consideration in scheduling for data gathering and examination is to note any biases, limitations, and threats to the accuracy of the data and examination (Chaplowe, 2008). To carefully plan for the data management of the M&E structure is also as it contains time and resource wastage (Chaplowe, 2008). Making budgets for PM&E duties and all other duties must be enlisted and scrutinized where needed. Inclusive of their cost, items associated with each task must be determined and there must be a money set aside for staffing, capacity building/training, external consultants, and other expenses for man-power.

Furthermore, the money planned for the project must be an inclusive of the following: travel and lodging, capital expenses, which also include, office equipment and supplies, facility costs computer hardware and software, and other expenses. Making budgets should be a determinant for including all tasks required for the project without making so much loses, so that the transportation, maintenance of vehicle, information management system, printing and publishing of M&E instrument can be supported. The poor connections that exist within these critical approaches for project monitoring and evaluation gradually acts as a problem for it smooth running of course (International Fund for Agricultural Development, 2002).

For the measuring of the outcome for project monitoring and evaluation, the approaches used restricts the successful execution of it (Gyadu-Asiedu, 2009). He also assumes that a problem with the various monitoring and evaluation models is that most of the measures are only capable of reporting on performance after they have occurred (Gyadu-Asiedu, 2009). According to Beatham et al., (2004) a conference of leading representatives from a group of design and construction companies noted that major problems with the key performance

indicators (KPIs) of the Construction Best Practice Program (CBPP) were that they do not offer the opportunity to change and that they are designed as post-results KPIs. An examination of the other KPIs reveals a similar situation (BQP/CPN, 2001).

Beatham et al., (2004) explain two alternatives of KPIs as measures of assessment under “lagging” or “leading” measures: key performance outcomes (KPOs) and perception measures. KPOs could be used to assess a sub-process and give indications for change in the next sub-process. In this way, they could be considered as leading indicators Gyadu-Asiedu (2009) added. The GNDPC (2010) also suggested that the limited resources and monetary allocations for the PM&E has posed to be a problem for the smooth running of the PM&E. Not complying as scheduled as well as following the steps for PM&E, incomplete data, poor quality of data, and the irregularities are all and more of the problems PM&E encounters in the construction sector of Ghana. A well-defined national database PM&E structure which is not in place as well as the creation of PM&E goals that are not accounted for and thereby not being able to examine the progress of projects and its accomplishments or to bring out the outcome of project are all hindrances to the successful execution of project monitoring and evaluation. The frail request for and consumption of PM&E data provide negative feedback to the execution of PM&E in the construction sector (Chaplowe, 2008). The advancement of a project monitoring and evaluation goals which are not steady with the needs and values of intended recipients as well as projects events that do not deliver the desired results efficiently are the problems facing project monitoring and evaluation.

## **2.7 EMPIRICAL REVIEW**

Ahenkan et al. (2013) established that assembly members are stakeholders with very high interest in the development of their district. However, the assembly members find it difficult to access information about the district’s projects and programmes (Ahenkan, et al., 2013).

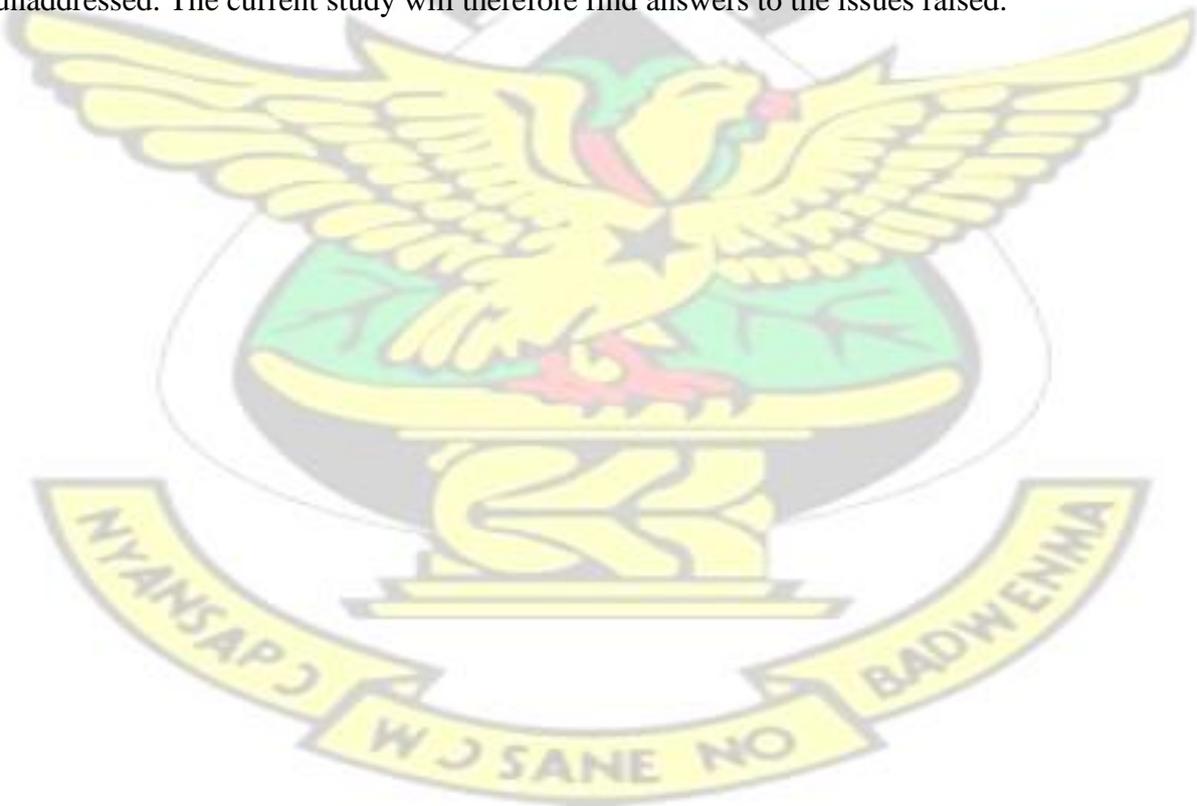
Hilhorst and Guijt (2002) observe that multi-stakeholder process may be subject to elite capture or illegitimate participation limiting marginalised groups to organise themselves in ways that enable active engagement and may be less well informed with information reaching them only through community leaders. This is why in most cultures' men tend to dominate every aspect of public participation and leadership. There is also a considerable belief that men are better placed to deal with strangers and ensure community interests in promoting development (Oreyo, et al., 2016).

In its report, the UNDP (2009) noted that to ensure community ownership of development projects men, women and traditionally marginalised groups should be involved in the planning, monitoring and evaluation processes.

Some studies revealed that participation in Metropolitan, Municipal and District Assemblies in monitoring and evaluation (M&E) is low. Mohammed et al., (2018) conducted a study on Stakeholder Participation in Monitoring and Evaluation of District Assembly Projects and Programmes in the Savelugu-Nanton Municipality Assembly, Ghana and found that stakeholder participation in M&E of projects and programmes was high among the Municipal Planning and Co-ordinating Unit (MPCU) members and the District Assembly members but low at the Zonal Council and community levels. This has impacted negatively on the transparency, accountability and the sustenance of projects and programmes. The study concludes that stakeholders were rarely involved in M&E of projects and programmes due to lack of concerted effort by the Municipal Planning and Co-ordinating Unit (MPCU) for grass root stakeholder participation and poor attitude on the part of community level stakeholders in M&E of projects and programmes.

## 2.8 CONCLUSION/LITERATURE GAP

The literature reviewed so far has thrown light on what goes into the concept of M&E. Again, attention was also paid to the factors that need to prevail to aid smooth implementation and effectiveness of M&E. Instituting an M&E system on a programme is expected to have some repercussions and the literature reviewed, has thrown light on some benefits likely to be experienced when appropriate steps for planning M&E systems are followed and the factors that affect the effective implementation of M&E. However, it is clear from literature that the specific M&E activities practiced by institutions/ organizations especially with regards to MMDAs is completely missing. It is also unclear as to how M&E practices can lead to ensuring the prudent utilization of fund. The question of whether Metropolitan, Municipal and District Assemblies (MMDAs) have the requisite personnel to handle M&E activities is also unaddressed. The current study will therefore find answers to the issues raised.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter discusses the research approach used for the study, the sampling techniques and sources of data used. The chapter also focuses on the validity and reliability of the study, as well as the ethical issues in the study.

#### **3.2 RESEARCH DESIGN**

The descriptive research method was used by the researcher in this study. A descriptive survey aims to provide empirical evidence of a situation as it naturally occurs, rather than explaining them. This method aims at describing and interpreting data collected through structured questionnaires and interviews. The questionnaires were designed to elicit responses from respondents on their views and opinions on the impact of the Monitoring and Evaluation on the performance of the Metropolitan Assembly. In addition, respondents were also tasked to identify the challenges of using the Monitoring and Evaluation as a viable tool for improving performance at the Metropolitan Assembly

For this study's relevance, a descriptive survey was more appropriate because it aids to solicit for important information from the research questions. According to Keller and Warrick (2009), the descriptive research design helps the researcher to ask direct questions and draw inferences from the responses gotten.

Purposive sampling was used for this study. Purposive sampling was chosen so the researcher could select respondents deemed fit for the research. 25 leaders were selected using the purposive sampling.

This is a study selected and studied, the findings reflect a description of the case. It allows an in-depth study by exploring how the case operates which could not be easily known.

### **3.3 SOURCES OF DATA**

Two main sources were used for the study, the primary and secondary sources of data collection. However, only primary data was used for the analysis. The secondary data was only used in making reference among others. The primary source of data collection were the administration of questionnaires and the conduct of interviews

Assembly leadership including Directors, Heads of Departments, and Project Coordinators, Line Managers and Supervisors and a random selection of Assembly members were interviewed and questionnaires administered to them to provide needed information for the study. The secondary sources of data included but not limited to books, journals, Internet and other relevant publications on the role of the Monitoring and Evaluation techniques on the performance and effective execution of projects and programs.

### **3.4 SCOPE OF STUDY**

The study focused on the impact of monitoring and evaluation activities on the performance and effective utilization of resources at the Assembly. The study also attempted to identify the potential challenges faced by the monitoring and evaluation unit in its assignments as well as highlight the innovative solutions to address these identified challenges.

### **3.5 AREA OF STUDY**

The Accra Metropolitan Assembly (AMA) was chosen as an area of study because it is one of the largest metropolitan assemblies in the country, with diverse and varied programs and projects, for which monitoring and evaluation is critical for the successful execution of these projects or programs

### **3.6 TARGET POPULATION**

The target population of the study was the members and staff of the Accra Metropolitan Assembly, with particular emphasis on the leadership of the Assembly, which includes directors, project coordinators, line managers and supervisors and the monitoring and evaluation team.

### **3.7 SAMPLING AND SAMPLE SIZE**

A sample can be defined as a subset of a population. Samples are used to draw conclusions and make a generalization on the whole population (Sekaran, 2000). Convenience sampling was adopted for this study. According to Bless and Higson-Smith (1995), convenience sampling takes all cases on hand until the sample reaches the desired size. For this study, a non-probability convenience sampling design was primarily used for this study due to its relevance. Bailey (1987) and Huysamen (1994) assert that is fast, easy and not costly. The researcher used interviews and questionnaires as the two main instrument for this study both structured and unstructured interviews were conducted to draw out the needed information from respondents. A non-probability purposive sampling technique design was primarily selected for this study due to the advantages attached to its use. Convenience sampling is less time consuming, relatively uncomplicated, inexpensive and is free of the statistical complexity inherent in probability sampling methods.

For the purpose of the study, purposive sampling technique was used to deliberately include respondents who were directly involved in the Monitoring and Evaluation practices at the assembly. The respondents were selected due to the fact that they are well-versed in Monitoring and Evaluation practices and have the expertise.

### **3.8 RESEARCH INSTRUMENT**

The researcher used interviews and questionnaires as the two main research instruments for this study. Both structured and unstructured interviews were conducted to elicit the needed information from respondents. In addition, the researcher designed open and closed-ended questionnaires for respondents to ensure that detailed information about the subject matter is well understood and answered succinctly by the respondents

In order to obtain a fair and proper understanding of the requested information, different questionnaires were set for the random sampling respondents and the purposively targeted respondents.

### **3.9 DATA ANALYSIS AND PRESENTATION**

Statistical Packages for Social Sciences (SPSS) was used for data analysis. SPSS was used to code the questions in the questionnaire. Descriptive statistical tools like frequency, bar charts, pie charts and percentages were used for the analysis.

### **3.10 DATA COLLECTION CONSTRAINTS**

Some of the constraints encountered by the researcher in the collection of data included the difficulty in accessing the needed information. It was realized that because of the sensitive and proprietary nature of some of the information, the researcher could not access such information. In addition, despite the assurances of protecting the privacy of respondents, some of the respondents were reluctant to give relevant information for this study.

### **3.11 ETHICAL CONSIDERATION**

The respondents were assured of the protection of their privacy and that their responses were purely for academic purposes. In addition, all references to previous authors were duly

acknowledged in this research work. Respondents were assured of confidentiality during the administration of the questionnaires. 100 questionnaires were self-administered and the purpose of the study was explained to the respondents.

### **3.12 VALIDITY AND RELIABILITY**

According to Sekaran (2001), the dependability of a measure indicates the stability and consistency with which that instrument is measuring. The validity of a measure has done to with whether a test analyses the variable it is supposed to measure very well (Sekaran, 2001). Before the 100 questionnaires were administered, a pre-test was done with 20 questionnaires. Prior to the study, questionnaires were pre-tested on respondents who did not fall within the sample size. The pre-testing was essential because it offered the researcher to detect ambiguous and irrelevant questions and eliminate them from the questionnaire. The anticipated validity and reliability of the data was achieved by using the mixed-method approach. This study achieved the validity and reliability of its data by adopting mixed method research approach. The mixed method approach is a combination of both the qualitative and quantitative research techniques. (Creswell 2003; Creswell, Piano and Vicki 2007; Johnson and Onwuegbuzien, 2004).

The mixed method approach of research helps in achieving validity and reliability of the results gotten from the survey, (Brannen 1992; Jick 1979; Kelle 2001; Tashakkori and Teddlie 1998; Wolfram Cox and Hassare (2005).

### **3.13 CHAPTER SUMMARY**

It needs to be pointed out that this chapter addressed the conduct of the study and focused on the methodology and processes of the study. Attempt was also made to ensure that respondents' privacy and confidentiality were protected, while the works of earlier authors

were duly recognized and acknowledged. In addition, the author ensured that the results of the study met the standards of reliability and validity for future research work.

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## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.0 INTRODUCTION

This part of the research gives the outcome of questionnaires distributed to respondents. The results are represented in table, pie chart and bar graph. In all, 100 questionnaires were given to various respondents out, of which eighty-five (85) responded and were collected for analysis and fifteen (15) were returned unanswered. 4.1 Demographic Characteristics of Respondents.

#### 4.1 Departments Respondents' Belong to at the Assembly

A summary of the various departments from which respondents were drawn from is presented on Table 4.1. It is observed that all the respondents were drawn from various departments/units/categories in the Assembly. They include; Top management & tender committee members, Monitoring and Evaluation officers, procurement officers, audit committee members, and project management officers. About twenty respondents each were selected from each department across the MMDAs in the Greater Accra Region Except for Top Management & Tender Committee member where 5 respondents were selected.

**Table 4. 1: Results on Departments Respondents' Belong to at the Assembly**

Frequency  
Percent

Top Management & Tender Committee member

5

6

Procurement officer

20

23.5

Audit committee member

20

23.5
Monitoring and Evaluation
20
23.5
Project management officer
20
23.5
Total
100
100

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**Figure 4. 1: Age Distribution of Respondents**

Source: Field Survey, 2019

The table above displays that 27% represents the respondents between the ages of 41 to 50 years. 36% represents the participants with ages between 31-40years. In addition, 22% represents the respondents who were less than 30 years and 15% represents those 50 years. These results show that 58% of the respondents were in the booming generation, reflecting the demographical nature of a changing workforce.

As posited by Jones Matthews (2002), organizations must take notice and recognized the impact of demographic changes on business operations. The demographic changes have the potential to change standard operating procedures for organization, for which monitoring and evaluation is not an exception.

**Table 4. 2: Gender distribution of respondents**

Gender	Frequency	Percentage
Female	37	44
Male	48	56
Total	85	100

(Source: Field Survey, 2019)

Table 4.2 from the table, mass of the participants who are male's amounts to 56% whereas females were 44%. The result is reflective of the notion that in most corporate entities, the proportion of males to females is not overly wide because of the changing demographics at most workplaces. This result is also in agreement with the article written by Jones Simone (2010) about gender representation at corporate offices. He was of the view that, despite the demographic changes in the population, most corporate environment is male-dominated, with men as pioneers and leaders in most organizations.

**Figure 4. 2: Respondents Level of Educational**

Source: Field Survey, 2019

From Figure 4.2, it can be observed that Bachelor's degree forms 51%, 33% represents those who attained Diploma, 6% represents master's degree and 10% constitute professional degree whereas none formed a Doctorate degree. The results point to the fact that, the organization has the necessary manpower with the requisite skills, competencies and knowledge to help in

the performance of the organization. The results also support Daryl Heath (2012) position that, organizations with educated staff or employee are able to provide the needed manpower resources in the achievement of any set goals or objectives of the organization. He also advocated that employers must aim at hiring, training and retaining the requisite manpower in order to achieve the competitive edge in an ever-changing business environment

**Table 4. 3: Number of years in the Assembly**

Response  
Frequency  
Percentage

< 5 years

9

11

5-10 years

58

68

Above 10 years

18

21

Total

85

100

(Source: Field Survey, 2019)

Respondents were required to indicate their years of professional experience with the Assembly. From Table 4.3, it can be observed that majority (68%) of the respondents have worked with the Assembly between 5 and 10 years. 11% of professionals at the Assembly have less than 5 years of years of professional experience. Out of 85 of the respondents, 18 said they have had more than 10 years of professional experience. This result point to the fact that, majority of the staff members has been working with the Assembly for a considerable number of years and therefore understands the working processes and the standard operating

procedures of the Assembly. They could therefore relate to the monitoring and evaluation methods of the Assembly and its importance in the operations and success of the Assembly. The result of this study is in line with John Piper (2014) conclusion that, active and long-service members of any organizations are great assets to any corporate entity. They contribute effectively to the performance of the organization by their broad knowledge, institutional memory and sense of purpose towards the realization of the corporate goals. As the results indicate, with such a high percentage of members (79%) with over 5 years of service, the Assembly could use such capital asset of their employees to improve on their operations.

**Table 4. 4: Number of years in the Monitoring and Evaluation Team.**

Response	Frequency	Percentage
< 5 years	24	28
5-10 years	50	59
Above 10 years	11	13
Total	85	100

(Source: Field Survey, 2019)

Figure 4.4 gives a tabular representation of the number of years that respondents have worked with the Monitoring and Evaluation Team in the Assembly. The result indicates twenty-four (24) respondents representing 28% of the sample have less than 5 years' experience working with the Monitoring and Evaluation team with the largest category of respondents representing

59% of the sample had 5-10 years of experience dealing with the Monitoring and Evaluation Team. The table further indicates that 13% of respondents have over 10 years of experience dealing with the Monitoring and Evaluation Team in the Assembly. The results point to the fact that, all employees of the Assembly had had varied experiences with the Monitoring and Evaluation Team, and therefore the activities of the Monitoring and Evaluation Team is not a new to them.

In addition, the experiences gained, as a result of the interaction and communication with the Monitoring and Evaluation team could make it easier to understand the procedures of the Monitoring and Evaluation Team and how their various departments contribution could help in the performance of the Assembly

This human resource advantage has been determined by Craig Bloomberg (2009) as one of the greatest assets of any corporate and must be used to gain competitive advantage

**Figure 4. 3: The Level of Job by respondents**

(Source: Field Survey, 2019)

The display by figure 4.3 revealed that 47% of the participants are Junior Staff, However, the Middle managers forms 33% whereas the senior managers forms 15%. It is instructive to note that the results of this study are in line with Robert Towns (2011) pyramid of leadership, that every organization structure should be separated by different levels of functionality and responsibility assigned to specific groups or teams. These functionalities and responsibilities could be as a result of several factors including education, work experiences, and levels of expectations within the defined group.

**Table 4. 5: Defined roles for each department for the performance of the Assembly**

Response  
Frequency  
Percentage

Yes  
67  
79

No  
18  
21

Total  
85  
100

(Source: Field Survey, 2019)

Table 4.5 shows that majority (79%) of the respondents agreed that the Assembly has defined and specific roles for each department in the Assembly, while (21%) of the respondents are of the view, that there are no defined and specific roles outlined for various departments in the Assembly. These number (18) respondents agreed that most of the functions of the various departments are duplicated and counter-productive. On the other hand, the result recorded a higher percentage (79%) for the existence of defined roles for each department of the Assembly. It can therefore be inferred that; each department is aware of its tasks and responsibilities in the Assembly. This is line with Elmer Town (2014) assertion that organizations that have outlined the functions of various departments are able to determine the contribution of each department to its success, as well as monitor and evaluate the activities of each department.

As indicated by the result of the table, 21% of respondents were of the view that the Assembly does not have defined roles and responsibilities for each department. This figure is higher by what is recommended by Clifford Tharp (2008). He posited all staff members of

any organization should have extensive knowledge about their roles and responsibilities for efficient performance of their work. He recommends that an acceptable percentage of less than three (3%) of its membership may not be fully abreast of the roles and responsibilities of their departments in any organization.

**Table 4. 6: Conduct regular monitoring and evaluation exercises for the various departments and projects**

Response	Frequency	Percentage
Yes	50	59
No	27	32
Not Sure	8	9
Total	85	100

(Source: Field Survey, 2019)

The results from Table 4.6 show that fifty-nine (59%) of respondents agreed that the Assembly conduct regular monitoring and evaluation exercises and activities on various departments, while thirty-two (32%) of the respondents were of the view that, no regular meetings are held on monitoring and evaluation activities on the various departments by the Assembly

In addition, 8 respondents representing 9% were not sure of whether the Assembly conducts any regular monitoring and evaluation activities on the various departments. The high results (59%) from the respondents affirm the importance that the Assembly attaches to the regular monitoring and evaluation of activities of the various departments. According to J.N. Barnett

(2015) organizations can only realise the benefits of any effective monitoring and evaluation of their departments and projects, only if regular monitoring and evaluation activities are organized and conducted by management to ensure compliance. It is the view of the author that, such regular monitoring and evaluation exercises would unearth deficiencies, gaps, and anomalies in the effective utilization of the limited resources of any organization. In addition, some challenges faced by organizations in deploying monitoring and evaluation activities could be identified and readily addressed by management

The result of this study is also in line with the assertion made by Robert White (2013) that timely, open, and regular meetings on monitoring and evaluation activities could act as catalyst for performance, since it allows pertinent issues and challenges to be addressed in an open, fair and transparent manner, devoid of mistrust and suspicion by all partners in any organization.

**Figure 4. 4: Rating of the role of the Monitoring and Evaluation activities in the Assembly**

The displayed by figure 4.4 gives respondents' feedback upon supervision and Valuation of works with regards to the Assembly's output. The results show that 55% of the respondents are of the view that, the controlling and valuing activities at the Assembly has not been effective, 12% of the respondents think that, the Assembly's monitoring and evaluation activities has been highly effective in contributing to the performance of the Assembly, while 18% of respondents agreed that the contribution of the monitoring and evaluation activities towards the performance of the Assembly has been effective.

The result from this study points to the conclusion reached by George Bann (2016) that though, monitoring and evaluation is recognized as an important tool in the management of corporate assets and effective utilization of the limited resources, it has not contributed to the success and performance of most corporate entities. He opined that, because the activities of monitoring

and evaluation are least understood by both management and the general staff, there has been a gap, as to the part executed by controlling and valuing to the overall achievement and performance by the organization. He also suggested that because it is fairly new phenomenon by business environment, controlling as well as valuing activities have not been given the top priority by management of most organization.

This position is also affirmed by the results of the study conducted by Neil McQueen (2001) who also ended that most supervising and evaluation activities should be relegated to the background by organizations to such an extent, that its contribution to the success and performance of organization has been minimal

However, 12% and 18% of the respondents rated the monitoring and evaluation activities at the Assembly as highly effective and effective respectively. Despite the numerous challenges enumerated by Allan Taylor (2013) by organizations in deploying effective monitoring and evaluation activities, he also concluded that the monitoring and evaluation activities had played a pivotal role in the performance and competitiveness of organizations in the 21st century. He concluded that, an efficient monitoring and evaluation regime at an organization would not only help ensure effective utilization of the limited resources of any organization, but also lead to the achievement of sustainable competitive advantage for any organization

David Francis (2014) also concluded that, monitoring and evaluation activities at organizations had made enviable contribution to their performance, by organizing, leading and ensuring that those organizations offer the necessary support, priority and attention to the needs of the monitoring and evaluation team.

**Table 4. 7: Existence of the Monitoring and Evaluation Team mandated to submit reports on the performance of the various departments of the Assembly**

Response  
Frequency  
Percentage

Yes
53
62
No
32
38
Total
85
100

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Source: Field Data, 2019

The display by Table 4.7 gives the submission of reports was mandatory. 62% of the respondents agreed that submission of monthly monitoring and evaluations reports of departments' performance was mandatory, while 32 respondents, representing 38% confirmed that they were not required to submit monthly reports on departments' performance. The non-submission of monthly reports for assessment of performance makes it difficult to determine the efforts by monitoring as well as valuing activities to the performance of the Assembly. This oversight lapses according to Larry Shotwell (2000) accounts for the inability of administrators to gauge the contribution of various departments to the overall performance and success of the Assembly. In addition, Shotwell postulates that the non-submission of monitoring and evaluation reports makes it difficult to identify any anomalies and shortfalls of each department in any organization. Further, departments may not be abreast of changing operating procedures as envisaged by management, since reports are not submitted to identify the gaps in operating processes in organizations

**Figure 4. 5: Existence of Monitoring and Evaluation activities restricted to specific departments/units within the Assembly**

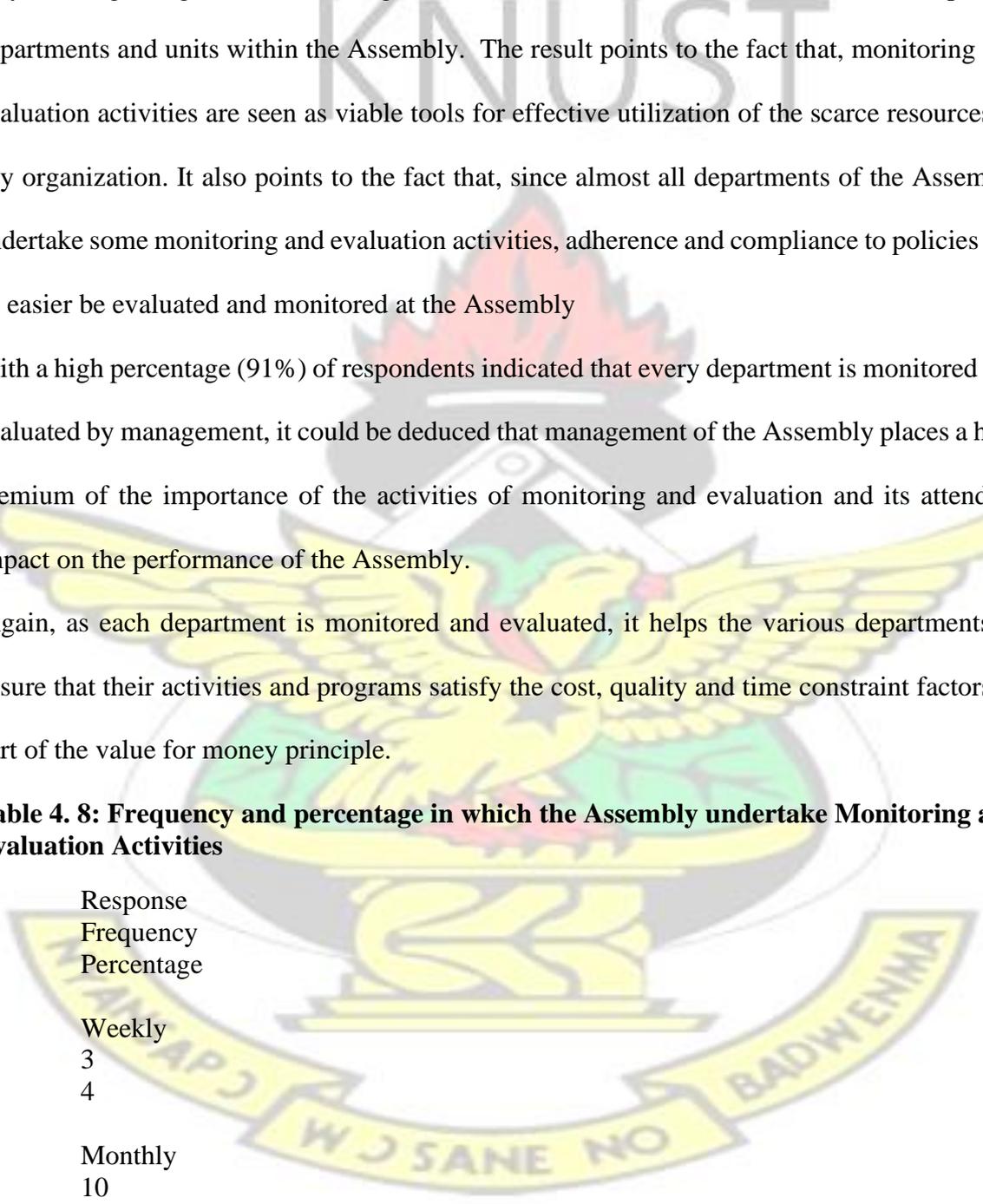
Source: Field Survey, 2019

A display by figure 4.5 revealed that mass (91%) of the participants signify that monitoring and evaluation activities are not restricted to specific departments or units in the Assembly with only 9% agreeing that monitoring and evaluation activities are restricted to specific departments and units within the Assembly. The result points to the fact that, monitoring and evaluation activities are seen as viable tools for effective utilization of the scarce resources of any organization. It also points to the fact that, since almost all departments of the Assembly undertake some monitoring and evaluation activities, adherence and compliance to policies can be easier be evaluated and monitored at the Assembly

With a high percentage (91%) of respondents indicated that every department is monitored and evaluated by management, it could be deduced that management of the Assembly places a high premium of the importance of the activities of monitoring and evaluation and its attendant impact on the performance of the Assembly.

Again, as each department is monitored and evaluated, it helps the various departments to ensure that their activities and programs satisfy the cost, quality and time constraint factors as part of the value for money principle.

**Table 4. 8: Frequency and percentage in which the Assembly undertake Monitoring and Evaluation Activities**



Response	Frequency	Percentage
Weekly	3	4
Monthly	10	12
Semi-annually	30	35

Annually  
42  
49

None at all  
0  
0

Total  
85  
100

KNUST

(Source: Field Survey, 2019)

Table 4.8 shows the frequency of monitoring and evaluation activities conducted by the Assembly. As can be seen from the Table 4.8, 49% and 35% of respondents agreed that monitoring and evaluations activities are done on annually and semi-annual basis respectively. In addition, 12% of respondents were of the view that, monitoring and evaluation activities are performed on a monthly basis, while only 4% of respondents claimed that, controlling as well as valuing works executed on weekly basis. Mackinnon (2015) postulates that, the frequency of conducting a monitoring and evaluation activities of the departments were based on the complexity of the transaction, projects or programs, the inception and completion date of the projects, the expectations of management and the availability of manpower to execute the said projects. In addition, the demands of regulatory agencies and the legal regime also play significant role with in relation to conduct of controlling as well as valuing works. With routine and mundane tasks, monthly and weekly monitoring and evaluation activities were satisfactory, while complex and time-based projects require less frequency in conducting monitoring and evaluation activities However, supervision as well as evaluation by regulatory agencies are predetermined with timelines and deadlines.

However, as posited by Jerry Tidwell (2016) to ensure that organizations achieve value for money for any venture, investment and procurement, it is imperative to conduct constant,

regular, and consistent monitoring and evaluation activities in order to keep them abreast with changing trends, as well as monitor and track the performance of the various departments in the organization.

**Table 4. 9: Monitoring and Evaluation activities play significant role in the overall performance of the Assembly**

Response	Frequency	Percentage
Strongly disagree	10	12
Disagree	7	8
Unsure	9	11
Agree	47	55
Strongly agree	12	14
Total	85	100

Source: Field Data, 2019

The display by table 4.9 above shows participants feedback in relation with controlling as well as evaluation works play a significant role in managing the asset of the Assembly. While 59 respondents representing approximately 70% of the respondents either agree or strongly agree on the significant inputs to controlling and valuing of works to the Assembly’s performance, 17 respondents representing 20% strongly disagree or disagree with contribution of the

controlling as well as evaluation of works by managing the assets belonging to the Assembly. However, 11% of the respondents were unsure about the function and importance of controlling as well as evaluating the works executed by the various departments belonging to the assembly. It is instructive to note that various authors have given different perspectives on the contribution of monitoring and evaluation activities on the performance and sustained competitiveness of corporate entities. According to Halladay (2013), Controlling as well as evaluating works could contribute significantly in organizational performance as well as unit is well –resourced and their activities prioritized by top management. They argued that the monitoring and evaluation activities of organization have the greatest potential of increasing the competitiveness of organization, since it helps in resource allocation, utilization and accountability of top management on use of corporate assets. It is also argued by Stevenson (2014), that monitoring and evaluation activities have led to management applying high due diligence and exercising oversight responsibilities to projects, and programs in their departments to ensure that value for money is achieved in any project execution.

Jay et al, (2014) asserted that, monitoring and evaluation activities at most organizations had played limited or no significant role in the success of the organizations. They are of the view that as one of the important tools of effective management of corporate assets, the activities and functions of monitoring and evaluation units have been narrowly defined and its application limited to few defined areas of organization and that has not helped the performance of organization.

**Table 4. 10: Controlling and Evaluating works promote and enhance the image of the Assembly**

Response
Frequency
Percentage
Strongly agree
21
25

Agree	19
	22
Unsure	17
	20
Disagree	10
	12
Strongly disagree	16
	6
Total	85
	100

KNUST

Source: Field Data 2019

The results in table 4.10 revealed that a significant number of participants (47%) Strongly agreed or agreed on the role that controlling as well as evaluation of works play in enhancing and promoting the image of the Assembly. Twenty (20%) representing 17 respondents were unsure whether monitoring and evaluation activities promote or enhance the image of the Assembly, while 26 respondents, representing 18% agreed that monitoring and evaluation activities do not positively enhance and promote the image of the Assembly.

The high percentage (47%) of respondents affirming the positive impact of evaluation and monitoring activities on the image of organization points to the fact, the Assembly must pay attention to its supervising as well as evaluation of works. It also shows that, monitoring and evaluation activities can positively impact the standard operating procedures of the Assembly, which would ultimately enhance its image in the competitive business environment

Allan Taylor (1999) argues that changes to organization standard operating procedures can only be affected only after an extensive monitoring and evaluation activities on its operations, The positive outcome from such monitoring and evaluation activities could then be apply to its operations, enhancing and promoting its corporate image to the public

The result is in line with the position of Bill Taylor (2014) that monitoring and evaluation activities of organizations can positively enhance and promote the image of the organizations. He argued that organizations that adopt stringent monitoring and evaluation activities become customer-cantered and focused, and are able to address the concerns and challenges faced by customers in a timely and friendly manner, ultimately enhancing their image.

In addition, Hemphill (2015) argues that organizations that deploy effective and efficient monitoring and evaluation activities are more likely to be highly rated as efficient, enjoyed high patronage to their goods and services. This positive image could therefore be translated to increase in market share position.

**Table 4. 11: The Monitoring and Evaluation Team enjoy leadership support and collaboration with other Units within the Assembly**

Response	Frequency	Percentage
Strongly agree	5	6
	10	12
Disagree	12	14
	14	17
Unsure	33	39
	39	47
Agree	33	39
	39	47

Strongly agree  
25  
29

Total  
85  
100

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Source: Field Data, 2019

From the results of the study in Table 4.11, majority of respondents (68%) are of the firm conviction that the leadership at the Assembly supports the activities and programs of the monitoring and evaluation unit of the Assembly

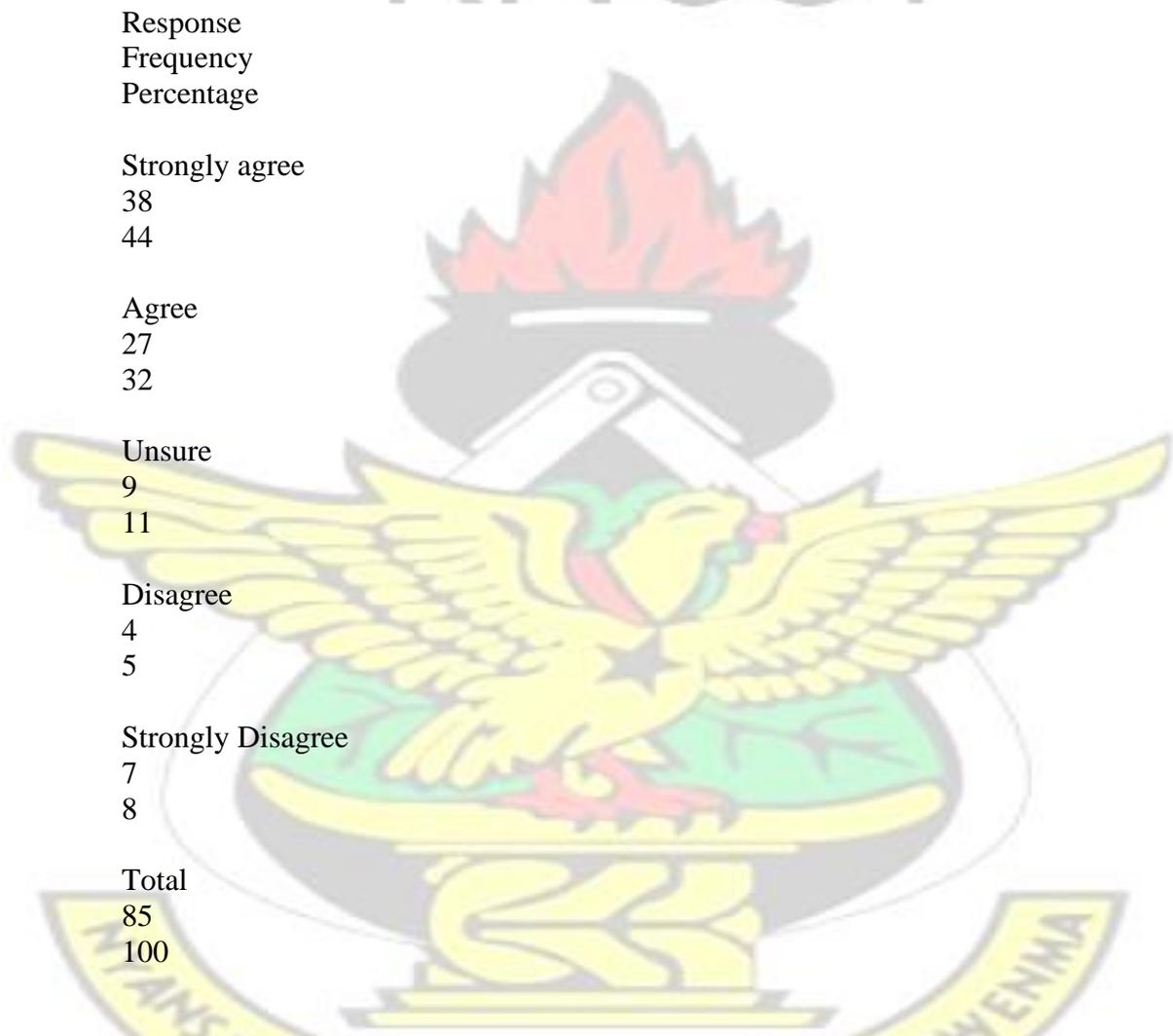
The results of the study also show that 6% of the respondents strongly disagree that the monitoring and evaluation team enjoy any leadership support and collaboration with other departments of the Assembly, while 14% of the respondents were unsure as to the role that leadership and other department play in achieving the objectives of the monitoring and evaluation team in the Assembly. Again, the study pointed out that there is lack of and ineffective collaboration with the various departments of the Assembly

Monitoring and Evaluation Unit could only achieve its objectives, if leadership gives the necessary support, as well as ensure effective collaboration among all departments in an organization. Cornfield (2013) also concluded that, leadership support for the work of the monitoring and evaluation team could serve as incentive and impetus for organizations to perform at optimum by adhering to the standard operating procedures of the organizations

The high figure of 14% of respondents who were unsure about the support given by leadership to the monitoring and evaluation team is also in agreement with the research findings and conclusions reached by J.N.Barnett (2013). He concluded that leadership in most organizations do not recognized the importance of monitoring and evaluation activities in their organization, and therefore little or no support is given to the activities of monitoring and evaluation units.

Barnett argued that the lack of leadership support has also negatively impacted the collaboration between the monitoring team and other departments in organizations.

**Table 4. 12: The Assembly lacks the requisite manpower and skilled personnel for Monitoring and Evaluation activities**



Response	Frequency	Percentage
Strongly agree	38	44
Agree	27	32
Unsure	9	11
Disagree	4	5
Strongly Disagree	7	8
Total	85	100

(Source: Field Survey, 2019)

The display by table 4.12 displays the results from participants when they were asked about the manpower requirement for monitoring and evaluation activities in the Assembly. Thirty-eight (38) respondents representing 44% of the respondents agreed that the Assembly lacks the trained personnel with the requisite skill sets and competencies in monitoring and evaluation

activities. Another 32% of the respondents are also of the view that the Assembly does not have the requisite human resources to execute their monitoring and evaluation activities.

It can therefore be concluded that a whopping 76% of the total respondents felt that the Assembly is not well equipped in terms of human resource capacity to effectively undertake any serious monitoring and evaluation activities.

However, a total of 11 respondents representing 13% asserted that the Assembly is endowed with the relevant and requisite manpower resources to ensure that monitoring and evaluation activities are well coordinated and executed at the Assembly. In addition, the Assembly has the needed skilled personnel who understand and appreciate the contribution of monitoring and evaluation activities on the performance of the Assembly

According to Danny Von Kamel (2017) opined that effective monitoring and evaluation activities could be done by personnel with the requisite training, education and knowledge, who are well versed in the techniques and processes of monitoring and evaluation.

He affirmed that organization which lacks the personnel with the necessary skill sets in monitoring and evaluation techniques ran the risk of inappropriate approaches and not gained the benefits of monitoring and evaluation. He concluded that organizations should pay greater attention to the hiring, training and retention of monitoring and evaluation personnel to ensure that all activities and operations are well evaluated and effectively monitored. Elmer Towns (2017) also reached the same conclusion that if the monitoring and evaluation unit is well resourced and accorded the needed priority, it would positively impact the steady performance of any organization.

**Table 4. 13: Internal Control Objectives**

Statement  
Mean  
Std. Dev.

Policies and procedures well-crafted and documented

3.24  
1.394

Lack of experienced and skilled monitoring personnel  
3.36  
1.396

Monitoring and evaluation activities are not given top priority  
3.26  
1.292

Inadequate allocation of funds for Monitoring activities  
2.62  
1.177

Effective orientation on monitoring and evaluation processes  
3.44  
1.210

Constant communication and collaboration among departments  
3.69  
1.202

Adequate funding is allocated to monitoring and evaluation  
3.31  
1.244

Management support for monitoring and evaluation activities  
2.73  
1.451

The display of table 4.13 revealed the feedbacks from participants when asked to evaluate the effectiveness of the current processes of monitoring and evaluation at the Assembly. Constant communication and collaboration among various departments in the Assembly was rated highest by respondents with a mean 3.69 and a standard deviation of 1.202.

This result is in conformity to the findings by Tom Rainer (2012) that, the successes of any monitoring and evaluation activities of the Assembly is achievable to the extent to which there is constant interaction, communication and collaboration among the various departments in the Assembly. The results are also indicative of the fact, that management at the Assembly should pay closer attention to programs and activities and various departments or units must be fully

informed or abreast to the importance of the monitoring and evaluation functions of the Assembly. Effective orientation on monitoring and evaluation policies of the Assembly was also highly rated by respondent having a mean of 3.44 and standard deviation of 1.210. According to Rick Warren (2015), active participation and acceptance of any monitoring and evaluation activities of an organization is based on effective orientation conducted for each department of the organization. Warren contends that if various departments of an organization are well oriented on their responsibilities and roles as far as monitoring and evaluation activities are concerned, a guiding coalition could be formed to ensure effective execution of all activities of the monitoring and evaluation team. The Assembly must therefore ensure that adequate orientation sessions are given to the various departments for them to gain in-depth knowledge about the activities of the monitoring and evaluation unit of the Assembly.

The results of the study also indicated that, adequate funding for monitoring and evaluation activities had a mean score of 3.31 and standard deviation of 1.244 and the lack of skilled personnel also had a mean score of 3.36 and standard deviation of 1.396.

The study found out that any monitoring and evaluation activities could be well executed if personnel are well trained and have the expert knowledge on the various techniques and changing trends on monitoring and evaluation activities. Management of the Assembly must therefore provide the necessary training, education and knowledge to monitoring and evaluation personnel to keep them abreast of monitoring and evaluation procedures. Trent Butler (2015) asserted that inadequate funding for monitoring and evaluation activities in organization has led to limiting such activities to specific business units to the neglect of all departments of the organization. This had the added disadvantage of overlooking other critical functional areas of operations, which may have adverse effects on the success or otherwise of the organization. In addition, lack of skilled personnel could also affect the relevance and completeness of the findings of the monitoring and evaluation activities of the organization.

The results of the study from Table 4.12 show that, the lack of managerial support has a mean score of 2.73 and standard deviation of 1.451. It is instructive to note, that while these statements were lowly rated, management support for the activities of the monitoring and evaluation team could positively contributed to the relevance of monitoring and evaluation activities at the Assembly. According to Patterson (2014), management support for any corporate initiatives has the potential of achieving its objectives, since adequate resources would be allocated and monitored to ensure its success, for which monitoring and evaluation functions are no exception.

### **Summary**

The analysis of the results points to the significant role the monitoring and evaluation activities could potentially play in the performance of the Assembly. The results also indicated that for any monitoring and evaluation activities to achieve its desired objectives, adequate funding as well as relevant and updated training be offered to personnel concern with controlling as well as evaluating works. The analysis gives the results also concluded that effective collaboration among various departments is a critical success factor, if monitoring and evaluation activities are to be employed in the functions of the Assembly. A well-crafted policy on monitoring and evaluation activities which is effectively communicated to all staff members through constant and regular training was also determined as one of the underlying reasons for a successful performance of the Assembly. It is hoped that if these identified challenges are addressed and given priority by the management, monitoring and evaluation activities could be a catalyst for the sustained performance of the Assembly.

## CHAPTER FIVE

### FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 INTRODUCTION

This part of the study summarizes the necessary as well as the relevant research outcomes of the study. Furthermore, conclusions drawn for the research is discussed in this chapter. The study attempted to evaluate the importance of the monitoring and evaluation activities on the performance of Accra Metropolitan Assembly as well as address the identified issues confronted by the Assembly in keeping and valuing works.

#### 5.2 SUMMARY AND FINDINGS

The outcome of the results showcases that, the years between 5 and 6 by the respondents forms 79% have been working in the Assembly. However, 83% which ranges from 5-10 years works at the Monitoring and Evaluation team. In the junior staff category, the percentage of staff members were 47% of the feedbacks from the participants whereas thirty-three (33%) of the respondents are in senior management positions and twenty (20%) are in top management positions. The mass (69%) displayed that the Assembly has defined roles and responsibilities for each department. In addition, the study findings point to the fact that 59% respondents concurred to regular and constant records keeping and valuing are undertaken by the Assembly at various departments. These regular monitoring and evaluation exercises had led to the discovery of gaps, anomalies and non-compliance to rules and regulations at the Assembly. On the contribution of the monitoring and evaluation activities to the performance of the Assembly, the results show that 55% of the respondents were of the view that, the monitoring and evaluation activities at the Assembly has not been effective, 30% of the respondents think that, the Assembly's monitoring and evaluation activities has been highly effective in

contributing to the growth of the Assembly, while 15% of the respondents were not sure as to the contribution of monitoring and evaluation activities on the Assembly's performance

Result from the study also suggest that majority (62%) of the respondents agreed that the various departments are mandated to submit reports on their activities and programs to ascertain their contribution to the growth of the Assembly, while (38%) of the respondents were of the view, that reports of the monitoring and evaluation are not submitted for verification, for any remedial actions to be taken by management.

It was also argued that, the mandated reports are also not detailed and rigorous enough to generate the necessary information for processing and effective analysis by management

Again, majority (91%) of the respondents indicated that monitoring and evaluation activities are not restricted to specific departments or units in the Assembly with only 9% agreeing that monitoring and evaluation activities are restricted to specific departments and units within the Assembly.

The results of the study also show the frequency of monitoring and evaluation activities conducted by the Assembly. Forty-nine (49%) of respondents affirmed that monitoring and evaluation activities are conducted on an annual basis, while thirty-five (35%) of respondents were of the view, that monitoring and evaluation activities are done on a semi-annual basis

It needs to be pointed out that the study found approximately (70%) of the respondents affirming that the monitoring and evaluation activities play a significant role on the performance of the Assembly, while few respondents (8%) strongly disagreed on the significant role played by monitoring and evaluation activities on the performance of the Assembly. On whether the monitoring and evaluation activities enhance and promote the image of the Assembly, the results of the study indicated (47%) strongly agreed or agreed that the image of the Assembly is enhanced by the activities of the monitoring and evaluation team the

role that monitoring and evaluation team, while thirty-eight (53%) were unsure whether monitoring and evaluation activities promote or enhance the image of the Assembly

Further, the results of the study, it could be seen that 68% of the respondents either s agreed to the leadership support and collaboration with other departments in the Assembly contribute positively to the effectiveness of the monitoring and evaluation activities in the Assembly. The results of the study also indicated that communication and network among various departments and well-crafted policies and procedures are keys to the success of the monitoring and evaluation activities at the Assembly.

In addition, the availability of adequate funding for monitoring and evaluation activities, as well as the provision of relevant training are all contributing factors for the success of monitoring and evaluation and its impacts on the performance of the Assembly.

### **5.3 CONCLUSION**

It could be concluded from the results of the study that, monitoring and evaluation plays a critical role in the success and performance of the Assembly. As one of the functional areas of any organization, the relevance and role of effective monitoring and evaluation activities cannot be overemphasised.

However, for any organization to enjoy the benefits of a constant, fair and regular monitoring and evaluation, adequate funding must be allocated to the monitoring and evaluation team, in addition to offering cutting edge training to keep personnel abreast with changing trends on monitoring and evaluation techniques

Secondly, a well-crafted monitoring and evaluation policy should be developed and effectively communicated to all departments in the Assembly to ensure compliance and achieve value for money for all projects, programs and activities of the Assembly

In addition, managerial support, regular and consistent meetings on monitoring and evaluation activities if instituted and well-coordinated could improve and increase the knowledge of employees, resulting in acceptance and adoption of monitoring and evaluation procedures in their operations

As asserted by Routroy and Kodaly (2016) in today's business territory, organizations must pay equal attention to all departments, in order to ensure a positive outcome from their performance. They posited that departments that are marginalized tends to be the cash cow of the organization, monitoring and evaluation activities must also be geared towards assessing their contribution to the growth of the organization

The study also identified some challenges faced by deploying monitoring and evaluation techniques in the Assembly. Some of these challenges were, inadequate funding, inexperienced and less trained personnel that lacks the requisite skills on monitoring and evaluation, as well as the non-availability of a well-defined, carefully crafted policy on monitoring and evaluation at the Assembly

Fredendall and Maxillas (2013) however asserted that departments that are not regularly monitored and their performance not sufficiently evaluated tend to contribute minimally to the growth of organization. They agreed that for any department to play any significant role in the organization role, its performance must be regularly monitored and evaluated to gauge their contribution to the performance of the entire corporate entity

The need for effective communication and high-end interaction and collaboration among the various departments to ensure successful monitoring and evaluation activities in the Assembly could not be over-emphasised. For any organization to realise the importance of monitoring and evaluation activities on performance, it is imperative that all departments within the organization are keep abreast and in constant communication with each other on the effects of monitoring and evaluation on their operations.

In addition, since monitoring and evaluation activities are team-based efforts, management must strive to ensure that departments work with each other in a very open, transparent manner to proper dissemination of information on monitoring and evaluation activities. This was seen as one of the critical success factors to evaluate the importance of monitoring and evaluation activities on the performance of the Assembly.

#### **5.4 RECOMMENDATIONS**

The author makes the following recommendations geared towards making the monitoring and evaluation activities a critical and viable tool for effective management of corporate assets and resource. Monitoring and evaluation activities have played significant role in the realization of corporate goals by,

1. Ensuring that limited resources are effectively harnessed and controlled for a positive outcome.
2. Monitoring and evaluation are considered a powerful management tool to help policy makers as well as donor-funded organization to track the cost, value and progress of any project. However, most monitoring and evaluation techniques are bedevilled with seemingly insurmountable challenges that need urgent resolution.
3. The problem with the Assembly with regards to ensure effective monitoring and evaluation activities is not necessarily about the various departments, but rather with the lack of priority and attention given to monitoring and evaluation function of the Assembly.  
Tallmadge Johnson and Stan Toddler agree, “The problem with monitoring and evaluation activities is not the department itself; the problem is the failure to use evaluation and monitoring tools to achieve its purpose of asset control and management.
4. In terms of the purpose of the activities of the evaluation and monitoring unit, the researcher agrees with Ken Hemphill, “It is my conviction that the beginning of the demise of the

monitoring and evaluation can be traced to a time when management failed to see the monitoring and evaluation activities as a critical and viable tool for effective management of corporate assets”

5. It is therefore recommended that, management and top administrators pay greater attention to the activities and programs of the monitoring and evaluation units of the Assembly. Management must provide leadership support in terms of constant and regular engagement of the monitoring and evaluation unit. It is hoped that these active interaction and engagement of the leaders would help management to learn and understand the challenges and prospect of the monitoring and evaluation towards the growth and success of the entity.

6. It is also envisaged that; effective teamwork could be developed among the various levels of leadership and management to ensure that monitoring and evaluation programs and activities are well coordinated with active participation and involvement of all departments of the organized.

