DRIVERS AND BARRIERS TO EFFECTIVE CONSTRUCTION PROJECT MONITORING AND EVALUATION AT THE METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLIES (MMDAS) IN THE GREATER ACCRA REGION

By

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DECLARATION

I hereby declare that this submission is my own work 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 any other degree or diploma at the Kwame University of Science and Technology, Kumasi or any other educational institution, except where due acknowledgement is made in the thesis.

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ABSTRACT

MMDAs play a crucial role to national development. They ensure that orderly development of infrastructure within their jurisdiction. The study explored the drivers and barriers to effective project monitoring and evaluation by MMDAs in the Greater Accra Region. The

aim of the study is to identify and evaluate the drivers and barriers faced by the MMDAs in the implementation of project monitoring and evaluation within their jurisdiction. In order to achieve the aim, the following objectives were set; to critically examine the project monitoring and evaluation practice of the assemblies, to identify the drivers to effective project monitoring and evaluation by the MMDAs, to identify the barriers to effective project monitoring and evaluation by the MMDAs and to propose the processes required for effective project monitoring and evaluation by the MMDAs. Literature was reviewed and subsequently a questionnaire developed to gather data from the relevant respondents from the major stakeholders in the MMDAs. The data was analyzed by using descriptive statistics which included normal frequency distribution as well as the relative important index (RII). The study revealed that monitoring and evaluation of physical development at the MMDAs is key to addressing problems such as collapse of buildings, flooding, gas explosion, fire outbreak among others the country has been experiencing. It was revealed again that despite the effort of the MMDAs, EPA and Fire service departments on the above subject, there exist problems with monitoring and evaluation of developmental projects by the Assemblies. It was evident that inadequate logistics for monitoring, inadequate funding or budgetary allocation, lack of public education on the assembly's bylaws and weak institutional capacities constituted the most significant contributing factors to the implementation of monitoring and evaluation within the MMDAs. The study thus recommended that budget allocation for the departments responsible for project monitoring and evaluation should me be made available on time to expedite their works and also the Assemblies should be provided with adequate logistics for effective project monitoring and evaluation.

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DEDICATION

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

Local Government Act 1993 (Act 462) of the Republic of Ghana places responsibility on Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana to plan and regulate the physical developments within their jurisdictions. In their effort to achieve this, MMDAs are required by law on issuing building permits and monitor all developmental projects both new and old within their jurisdiction. The effective management of building permits helps to ensure that all physical developments are in conformity with the development schemes of the Assemblies (Quartey, 2011). Kpamma and Adjei-Kumi (2014) define building permit as a building development permission approved to any wellintentioned or potential developer or person by a statutory authority or organizations to construct buildings or related structures in an accepted place; within an established time setting and in line with local or national building regulations. It is a lawful document covering any building property for which its plans are found to be suitable for implementation and subsequent human habitation or use (Zucker et al. 2008). Building permits are usually granted for the construction of permanent structures such as residential, industrial and commercial buildings. It also includes temporary structures such as booths, metallic containers, local made-up metal containers (also known as container shops), advertising and signs post to mention but a few.

Besides ensuring that the physical development of an MMDA is carried out in an orderly manner, building permits provide other several benefits. The permits provide the necessary guarantee that a proposed construction project is to a large extent suitable for construction. That is the proposed land on which the building is to be constructed is ideal, the material specifications for the building are satisfactory, the general architectural, engineering and

planning standards are met and, in each approach, causative for human use whether or not for business, industrial production, recreation or worship activity. That is the acquisition of building permits ensures the quality of building construction products and less impact on the environment (Local Government Act 462, 1993; Kpamma and Adjei-Kumi, 2014). After the issuing of the permits, the MMDAs are required to monitor the construction projects to ensure that, the development is within what was approved by the assembly.

Monitoring is described by Gage and Dunn 2009, Frankel and Gage 2007 as the systematic process of collecting, analyzing and using information to track a programmer's progress toward reaching its objectives and to guide management decisions. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach. Monitoring is conducted once a programme has begun and continues throughout the programme implementation amount. Monitoring is sometimes referred to as process, performance or formative evaluation (Gage and Dunn, 2009; Frankel and Gage, 2007). Evaluation on the other is described as the systematic assessment of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institution's performance (Frankel and Gage 2007). Evaluation focuses on expected and achieved accomplishments, examining the results chain (inputs, activities, outputs, outcomes and impacts), processes, discourse factors and relation, so as to know achievements. Evaluation aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved (Gage and Dunn, 2009; Frankel and Gage, 2007). In relation to construction projects, monitoring and evaluation seeks to ensure that both ongoing as well as completed projects are completed in according with approved specifications and project requirements. Thus, MMDAs in Ghana are require to monitor ongoing and completed

construction projects to see to it that they comply with approved schemes and standard specifications.

1.2 PROBLEM STATEMENT

The management of building permit involves two processes: (1) the issuing of the permit and (2) monitoring of the construction project to which the permit was issued to ensure that there is compliance. Most MMDAs in Ghana have measures put in place to ensure that every development project is given permit before the project is constructed. However, after issuing the permit monitoring becomes a problem (Kpamma and Adjei-Kumi, 2014; Quartey, 2011). Over the years, the problem of poor project supervision and the indiscriminately erection of structures at unauthorized places have created much problem for the country. These encounters are common due to meagre monitoring and evaluation strategies by the MMDAs (Tengan et al. 2014).

Currently, there are several challenges in Ghana where after a developer has received permit for residential building, the project is turned into industrial building or used for commercial purposes without approval from the assembly. All these among others contribute to the frequent collapse of buildings in Ghana (Local Government Act 1993 (Act 462); Kpamma and Adjei-Kumi, 2014; Taiwo and Afolami, 2011). The above problems raise questions about the effectiveness of the MMDAs in monitoring construction projects in Ghana. The current study seeks to investigate into the drivers and barriers to effective project monitoring by MMDAs in Ghana using the Accra Metropolis as case study.

1.3 AIM AND OBJECTIVES OF THE STUDY

1.3.1 Aim

The aim of the study is to assess the processes required for effective project monitoring and evaluation within the MMDAs in Ghana.

1.3.2 Objectives

In order to achieve the research aim, the subsequent objectives were set:

1. To identify the drivers of effective project monitoring at the MMDAs;
2. To identify the barriers to effective project monitoring at the MMDAs; and
3. To propose measures for effective project monitoring and evaluation for the MMDAs.

1.4 RESEARCH QUESTIONS

The following research questions were set based on the gaps in knowledge identified in section 1.2.

1. What are the drivers to effective project monitoring and evaluation by the MMDAs?
2. What factors serve as barriers for effective project monitoring and evaluation within the MMDAs?
3. What processes are required for effective project monitoring and evaluation by the MMDAs?

1.5 SCOPE OF THE STUDY

The study assessed the drivers and barriers to effective project monitoring by MMDAs in

Ghana. The Accra Metropolis is used as the case study. Thus geographically, the current study is limited to the Accra Metropolitan Assembly (AMA). The AMA was chosen because apart from its being the capital city of Ghana, several infrastructure projects are being developed in this place every now and then.

1.6 METHODOLOGY

The study commenced with an extensive review of literature on construction project monitoring. The drivers and barriers to effective project monitoring were identified in the literature. The source of these information were from journals, books, the internet, previous thesis reports among others. After the review, the current study used structured questionnaires to gather primary data from the study area. Institutions that are involved in project monitoring at the Accra Metropolis namely the Accra Metropolitan Assembly, the Environmental Protection Agency and the National Fire Service were selected for the study. The challenges these institutions face with the monitoring construction projects were identified. The data obtained was analyzed using descriptive statistics. The analysis of the questionnaire was done using the Statistical Package Social Scientist (SPSS) software.

1.7 SIGNIFICANCE OF STUDY

The study will support the various MMDAs in Ghana in the execution of their duties as it highlights all the barriers associated with monitoring of construction projects within one of the major cities of the country. Findings of the study will shed light on project monitoring and evaluation practices at the various assemblies and a proposed processes required for effective project monitoring and evaluation in Ghana. Thus, MMDAs and other public agencies would use the study's findings which will assist them in coming up with better policies as well as strategies that would assist in they carrying out their core

duties. Also, the study will give professionals as well as academicians in the industry a repertoire of understanding on how monitoring and evaluation stand to play a role in improving the quality of building construction products and consequently their impact on the environment. Finally, recognizing that research normally comes up with more questions than answers it sought to provide, it is hoped that the research limitations would assist to generate research interests with regards to effective project monitoring and evaluation at the various MMDAs as well as other public agencies.

1.8 LIMITATION OF THE STUDY

Shortage of germane literature specific to the Ghanaian situation was experienced. Nevertheless, the researcher relied on relevant literature, some of which have been conducted in other African countries so as to follow to the settings of the country. Also, some of the study's participants were reluctant to give full statistics owing to the fact of organizational confidentiality. However, this was solved with aid of assuring the personnel that the facts they provide will be handled with confidentiality and it was solely for academic purpose.

1.9 ORGANIZATION OF THE STUDY

The study was organized into five chapters. The first chapter being chapter one presents the background and statement of the research problem. It indicates also the overall purpose and objectives of the study, the scope, methodology, justification of the study among others. The second chapter (i.e. chapter two) reviewed literature on the monitoring of construction projects by the Assemblies in Ghana. The purpose of the chapter was to help establish the gaps in the existing literature and consequently develop methods to address them. Moreover, the literature review also helped to define appropriate methodology for

undertaking the current study. The third chapter (i.e. chapter three) included the research data, study population, sample size and sampling technique, data collection instrument and analysis used in providing answers to the research questions and meeting the research objectives. The fourth chapter (i.e. chapter four) presented the study's results including discussions with literature. That is, it was in the fourth chapter that the relationship between the findings of the current study and existing works were established. The final chapter (i.e. chapter five) concluded the study by summarizing the study's findings and providing evidence base recommendations for the industry and the academia.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter presents a review of the literature on the roles of MMDAs in Ghana with respect to infrastructure delivery. Definition of the term monitoring and evaluation are presented. Drivers and barriers to effective project monitoring and evaluation have also been reviewed.

2.2 DEFINITION OF KEY TERMS

2.2.1 Monitoring and Evaluation

Monitoring and evaluation are extensively recognized as vital to the implementation of development projects. The two words monitoring and evaluation are not easy to define. It becomes difficult when one tries to make the difference between the two words. In some cases, they are used interchangeably. However, in project implementation, the two words are different. Valadez and Bamberger (1994) define monitoring as a continuous internal management activity with the aim of achieving project objectives within a specified period and budget. Monitoring gives a quick response to the progress of a project. It is also described as operational and administrative activities that track resource acquisition and allocation, production, and the delivery of services. McCoy et al. (2005) the National Development Planning Commission (NDPC, 2006) shares a similar definition with Valadez and Bamberger (1994) on monitoring. For instance, McCoy et al. (2005) outlines monitoring as a continuous exploit that measures the progress of a development project by means of a set of policies such as project outputs, progress of the project translation to objectives, and the way the project is achieved. In addition, the National Development

Planning Commission (NDPC, 2006), defined monitoring as the firm congregation and examination of the evidence of an ongoing project to assist timely choice-making, ensure answerability and provide the basis for appraisal and knowledge. This definition centers on three areas namely monitoring as an iterative procedure that begins from the commencement of plan, policy, programme or project application, monitoring as a process of data gathering and monitoring as a corrective instrument.

Evaluation can be defined as the internal management activity used to assess the suitability of a project in terms of its design and implementation methods to achieve objectives. It also assesses the results of a project (Valadez and Bamberger, 1994). Evaluation from the perspective of the preceding researchers is an activity, which is systematically used to determine the significance of an intervention or a project. This definition is restricted by some important standards in the judgment of the consequence of interference. One of the principles is that, evaluating findings of involvement should be reliable and should affect policymaking by program associates based on lessons learned. Furthermore, the objectivity of project evaluation requirements to attain well-adjusted analysis, and resolve viewpoints of dissimilar stakeholders (including main participants) with different sources and methods.

In summary of the definitions above, monitoring and evaluation as used in project cycle are focused on input-output processes of project implementation. While the latter looks at the input-output processes, the former looks at the out-put effects or project results and project impact processes (Valadez and Bamberger, 1994). From the above definitions and discussions, Monitoring and Evaluation are seen as two diverse organization tools that are meticulously related, interactive and equally supportive.

Through repetitive tracking of project progress, monitoring can provide quantitative and qualitative data useful for scheming and applying project evaluation exercises. On the other hand, evaluations support project monitoring. Targeted population in the setting of designed anticipation defines monitoring in this study as the constant valuation of the functioning of project activities in the setting of application plans and the use of project contributions. The aim is to find out if the project would achieve its objectives, categorize slip-ups and find ways of correcting them. Evaluation is defined as the intermittent valuation of the significance, routine, efficiency, and influence of the project in the context of its stated objectives. It often involves assessments challenging information from outside the project time, area or population. The idea is to evaluate the influence of the project on the lives of the public. It measures whether the project has accomplished its goal or not.

2.3 CONCEPT OF MONITORING AND EVALUATION

2.3.1 Types of Monitoring Development Projects

MacDonald et al. (1991) looks at monitoring in three ways; namely: trend monitoring, application monitoring, and efficiency monitoring. These three categories are key in project monitoring. Trend monitoring as the name suggests is used to measure progress of a project while ongoing. It helps to give records of the progress of the project and wellspaced time interval so that the long-term development of the project can be determined. Before projects are implemented, it means a problem has been identified. Hence, the implementation monitoring is used to assess whether the activities involved in monitoring are effectively followed as planned to address a problem. The activities involved in monitoring development projects need to be assessed whether there were shortfalls or not and whether it helped to achieving the project objectives. The effective monitoring is therefore used to fulfill the objectives of the projects.

In view of Cook (1997), monitoring is grouped into the subsequent headings – presentation monitoring, profit monitoring and sustainability monitoring. Project implementation involves available resources like funds, materials and labour to make it successful. Performance monitoring is used to track the use of those resources so as to identify delays and problems. Some projects have multiplier effects on beneficiaries and other stakeholders who are not directly associated with the project. An example is a school project, which can be assessed by more than two communities or towns. Benefit monitoring is used to determine the performance zones, which are by meaning separate the project direct control. After a project has been implemented it needs to be sustained to continuously provide its benefit to the society. Sustainability Monitoring is used to assess the extent to which projects would continue to deliver the services they are supposed to condense through their economic life.

2.3.2 Techniques (Approaches) in Monitoring and Evaluation

The technique of monitoring and evaluation is grouped into traditional and participatory approach.

2.3.2.1 Traditional Approach to Monitoring and Evaluation

The traditional approach to monitoring and evaluation is restricted in such a way that the implementing agency has no or little control of the monitoring and evaluation process. It is very common in developing countries where most projects are financed by international donors like the World Bank, DANIDA, and AfB among others. Here, donors dictate how monitoring and evaluation should be done (World Bank, 2004). A typical example is the case of Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana where majority (about 80%) of development projects are financed by donor agencies. The

Functional Organizational Assessment Tool (FOAT) is one form of assessing MMDAs and through that, funds from the World Bank called, "Urban Development Grant" and "District Development Facility" are given to Assemblies to implement projects. These donor agencies dictate to the Assemblies the kind of monitoring and evaluation to be undertaken. The implementing agency is just to collect data that goes into filling the monitoring and evaluation reports proposed by the donor agencies (Word Bank, 2004).

2.3.2.2 Participatory Approach to Monitoring and Evaluation

Answering to the requirements of people is preserved in Participatory Planning Approach to Development. This concept suggests arrangement with people, realizing projects with people and organization (monitoring and evaluating) of development projects with the people. It consequently becomes authoritative to look into the level of stakeholders' contribution in the monitoring and evaluating of executed projects. As part of government policy to promote participation at the local level, MMDAs are tasked to practice Societal Responsibility in progress matters. This remains preserved in the Local Government Capacity Support Projects (LGCSP), which pursues to strengthen local public financial management and accountability for better infrastructure and service and to improve citizens' engagement in project delivery. Societal Answerability denotes the capability of the citizens, civil society establishments besides other non-state performers to hold the state answerable then make it receptive to their needs. It is a way of foundational governance and getting people close to see, feel and contribute consequently. The capacity of an organization could remain resolute based on its aptitude toward including the users of development projects in the project application, monitoring and evaluation-thus the essence of participation in monitoring and evaluation in this study is vital. By way of regionalization of the idea and in agreement with the Local Government Law, Act 462 of

1993, the central government takes devolved power to the District Assemblies, which now administer community services, and functions, plan, execute, monitor and evaluate projects through composite budgeting. Here, local actors in development such as communities, Non-Governmental Organizations (NGOs), civil society organizations, private business groups help with the decentralized departments. They offer the District Assemblies with the human resource capacity to manage programmes and projects funded from their own resources and by central government.

With the participatory approach of monitoring and evaluation, it involves all stakeholders throughout the project cycles (from planning to implementation). The project beneficiaries, staff, donors and community are all involved in the planning, designing and implementation as well as monitoring and implementation of the project as contrasting to the conventional approach discussed above (World Bank, 2004).

Stakeholders are involved in the selection of a site for the project, the goal and objective of the project and coming out with benchmark for measuring, monitoring and evaluation of the project. They are also involved in data collection and analysis before and after the implementation of the project (World Bank, 2004).

2.4 THE ROLE OF THE METROPOLITAN, MUNICIPAL AND DISTRICT ASSEMBLIES (MMDAs) IN GHANA

The various Ghanaian District Assemblies include the following: Metropolitan Assembly (which has population of over 250,000); Municipal Assembly (which also has a population of over 95,000); and District Assembly (which has a population of over 75,000). The Section 5 of Act 462, states that the District Assembly shall include the District Chief Executive, 70% of elected members, a member or members of Parliament (without vote), and 30% or less of members nominated by the President through consultation with

organized groups as well as chiefs inside the district. Here, the Assembly becomes the highest political and administrative authority inside the district and it is nonpartisan. The Assembly is therefore considered as pillars supporting the erection of the powers of the people: a channel through which development is carried to the town and village levels; and a solid base in Ghana for participatory democracy. District Assemblies are broadly:

1. Established as the hub of regulatory and formative basic leadership in the locale –that is, a fundamental unit of government organization consigned with deliberative, authoritative just like official capacities; and
2. Established as development and administrative support required for achieving an equitable distribution of dispersed development, wealth, and power in Ghana; and established as the district's Planning Authority.

Act 462 of the Local Government Act, 1993 and Act 480 of the National Development Planning (System) indicate the elements of District Assemblies. Act 462 of the Local Government Act gives subtleties on the elements of District Assemblies as pursues:

1. Detail and execute plans, software engineers and procedures for the successful preparation of the assets important for the general advancement of the region;
2. Encourage social development and productive activity at the district level and to get rid of obstacles hindering development and initiatives;
3. Introduce programmers for basic infrastructural development and provide services and works at the district level;
4. Be aimed for the event, management and improvement of human settlement and also the atmosphere within the district;
5. In co-activity with fitting national as well as neighbourhood security organizations be in charge of the support of security and open wellbeing in the area;

6. Monitor, survey/assess comes as they sway on individuals' advancement at the local, regional and national levels;
7. Initiate, support or do such investigations as is likewise fundamental for the release of any of the capacities as stated in the Act; and
8. Guide, empower and bolster sub-area bodies, open offices and networks to play out their arranged jobs;
9. Initiate and empower joint interest with elective people or bodies to execute improvement plans;
10. Promote or empower elective people or bodies to beneath taking goes under affirmed advancement plans; Co-ordinate, coordinate and blend the execution of ventures and software engineers of services, divisions, partnerships and nonadministrative associations as endorsed by the region improvement plans; and
11. Monitor, survey/assess comes as they sway on individuals' advancement at the local, regional and national levels.

2.5 MMDAs AND CONTROL OF PHYSICAL DEVELOPMENT

One of the core functions of the Assemblies is to ensure orderly development of physical infrastructures such as buildings, temporary structures among others. This activity can be divided into two folds: Issuing of development permit and monitoring of the physical developments for which the permit has been given (Bandie, 2003).

2.5.1 Issuing of Development Permits

The Assemblies are required by law to plan and regulate the physical developments within their jurisdiction. In their effort to do they issue development permits for the construction of structures both permanent (e.g. residential, industrial and commercial buildings) and temporary (e.g. booths, metallic containers, local made-up metal) buildings. Zucker et al.

(2008) describes development permit as a lawful document covering any building property for which its plans are found to be suitable for implementation and subsequent human habitation or use.

In explaining its relevance, Kpamma and Adjei-Kumi (2014) noted that permits help to ensure that physical developments at MMDAs are carried out in an orderly manner. Permits also provide the necessary guarantee that a proposed construction project is to a great extent appropriate for construction. That is the anticipated land on which the building is to be constructed is ideal, the material specifications for the building are satisfactory, the general architectural, engineering and planning standards have been met and, in every way, favorable for human use whether for profitable, manufacturing, recreation or worship activity. That is the acquisition of building permits ensures the quality of building construction products and less impact on the environment (Local Government Act 462, 1993; Nino and Salome, 2013; Zucker et al. 2008; Kpamma and Adjei-Kumi, 2014).

2.5.2 Monitoring of Physical Developments

The management of Development permit involves two processes: (1) the issuing of the permit and (2) monitoring of the construction project to which the permit was issued to ensure that there is compliance (Aziz, 2002 cited in Mona et al. 2011). District assemblies' effort to ensure orderly physical development of their jurisdictions will not be successful without proper and regular monitoring of construction projects. Evaluation is very necessary for making fair judgment about the trend of events in project implementations at the District Assemblies. Abiiro (2012) argue that during the execution, periodic inspections should be conducted to test the orderliness and satisfaction of work done. The assemblies can test or request for materials test report on the quality of the materials used for the project.

In the opinion of Quartey (2011) site meetings could also be organized to provide opportunities for the general public, especially beneficiaries and other stakeholders to share opinion in the judgment of a project implementation. It is worth noting that, the judgment on the work done have to be based on the approved work design and the terms of agreement between the executing. All unsatisfactory works attributable to shortcomings by the developer should be checked and corrected.

2.6 DRIVERS TO EFFECTIVE PROJECT MONITORING AND EVALUATION

A review of literature presents some factors which act as drivers to project monitoring and evaluation. These include the effects of the project, beneficiaries, project size and complexity.

2.6.1 Overall Effects of a Project

The overall goal /effect of a project is a key driver for project monitoring and evaluation. The goal of IFAD, for example after the 1995 World Summit for Social Development was to embark on projects to reduce poverty. Significant areas with regards to monitoring and evaluating progress thus include: Deprived men and women building up some aspects of their lives which they considered the most important; the deprived areas using enhanced livelihood strategies including gaining access to greater control and influence as well as productive assets that affect their lives through policies (Chaplowe, 2008; IFAD, 2002).

2.6.2 Availability of Resources and Logistics

The availability of logistics such as cars, motor bikes just to mention a few facilitates effective project monitoring.

2.6.3 Beneficiaries of the Project

The key audience or beneficiaries that the project sought benefiting constitute one of the drivers of monitoring and evaluation of projects by the Assemblies. There is a fact that, the IFAD (i.e. International Fund for Agricultural Development) seeks to help the society especially those whose incomes are below a dollar per day, and also those who grieve from hunger. Observing improvement in achieving the set goals is thus a task for the entire system of the United Nations, organized by the Department of Economic and Social Affairs of the UN Secretariat including the UN Development Programme including collaboration with the Organization for Economic Cooperation and Development, the International Monetary Fund, and the World Bank (IFAD, 2002).

2.6.4 Project Size

The shape and size of the project constitute key drivers for project monitoring and evaluation by the Assemblies, it is an imperative norm to assess project monitoring and evaluation. Project size and scope had the subsequent factors: the potency of the project workforce; contractor's supervision; communication as well as reports and review; and finally regularly project's meetings. According to Gyadu-Asiedu (2009), the preceding factors have impact on the project consequently its monitoring and evaluation. Chaplowe (2008) also indicates that, project duration remains a significant factor of the monitoring and evaluation of a project. The degree of participation including the capability for watching and analysis is indirectly stricken by the project's length.

2.6.5 Environmental and Social Cost of the Project

Environmental and social costs of a project, also is a driver of monitoring and evaluation by the Assemblies. This suggests the extent to which the project influences on both the environment and society (Gyadu-Asiedu, 2009).

2.7 BARRIERS TO EFFECTIVE PROJECT MONITORING AND EVALUATION

Projects all over the World have undergone many barriers to their projects' implementation. Project monitoring and evaluation as a solution are significant elements to enhancing project performance. The barriers are mainly affected by the types measures adopted for the execution of the project including the lowest amount of consideration for the project's practices. These barriers are mainly influenced by the kinds of measures being used and the lowest amount of consideration given to the practice. An appraisal of literature from Abiiro (2012), Mona et al. (2011), Quartey (2011) and Kpamma and Adjei-Kumi (2014) show that the problems that delay effective monitoring of construction project include inadequate funds, inadequate transport, inadequate logistics and lack of public education.

2.7.1 Inadequate Logistics

In Egypt Mona et al. (2011) found that from the problems and difficulties that face the local administration in completing their tasks is the problem of equipment and logistics that enables the local administration staff to carry out the tasks in accordance with the laws and regulations. The task includes regular visits to all areas within the jurisdiction of the local administration to make sure no work is carried out without a permit, to check whether the actions are in accordance with technical and legal regulations or not. Thus, adequate logistics should be available to facilitate the implementation of these tasks.

2.7.2 Inadequate Funds and Logistics

Inadequate resources as well as budgetary shares for project monitoring and evaluation, is a barrier, according to the Ghana National Development Planning Commission (2010).

There is the need for adequate fueling and proper maintenance of the vehicles used for site inspection of project. The lack of funds makes monitoring of construction projects difficult. (Quartey, 2011).

2.7.3 Lack of Public Education

Most developers are ignorant about the need to apply for permit prior to the commencement of their projects. Moreover, the processes involved in the permit acquisition are somehow complicated and most developers are ignorant about them (Quartey, 2011). This constantly create problems for the assemblies.

2.7.4 Weak Institutional Capacity

The success and effectiveness of all monitoring and evaluation plan depends largely on institutional capacity as well as the individual tasked with carrying out the activity. Application of monitoring and evaluation is thus challenged by weak capacity of the institution involved. Developing the capacities of institutions stand significant, not just for checking poor performance, but for involvement as well based on the result analysis and project's broad aim (Bhagavan and Virgin, 2004). Project monitoring and evaluation involves processes which thus require synergy with the various activities in the life cycle of the project –like planning and budgeting (Chaplowe, 2008).

2.8 SUMMARY OF CHAPTER

This chapter reviewed literature on construction project monitoring by MMDAs. The barriers and drivers to project monitoring have been reviewed. The next chapter explains the methodology used to collect primary data to answer the research questions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter presents the research methodology used for the work. It describes the research design, strategy and approach adopted for the study. Besides the above other issues such as the study population, sample size and sampling technique, data collection and analysis methods are captured in this chapter.

3.2 RESEARCH DESIGN, STRATEGY AND APPROACH

The current study aims at examining the drivers and barriers to effective project monitoring and evaluation but the Accra Metropolitan Assembly. In doing so survey research design was adopted. As described by Fellow and Liu (2008), survey research allows one to collect data from large respondents. In the current study, this research design aided in collecting data from the various departments responsible for monitoring development project within the Accra Metropolis namely the Environmental Protection Agency (EPA), Fire Service department, and the Accra Metropolitan Assembly itself.

Quantitative research approach was also adopted. This method allows large data to be collected and analyzed statistically (Saunders et al. 2009). In view of the above, most studies used this approach.

Two research strategies exist: deductive and inductive. As explained by Fellow and Liu (2008), inductive research strategy involves the development of new theories whiles deductive approach tests existing theories. The current study involve testing existing theories on construction project monitoring hence the deducted research strategy was adopted.

3.3 STUDY POPULATION

The population of a study comprise the entire units of analysis one wish to study (Leedy and Ormrod, 2001). The study population of the current study comprised all professionals working at the Assemblies, the Environmental Protection Agency (EPA) and the National Fire Service (NFA) who are involved in the issuing of various permits and subsequent monitoring of construction projects within the Accra Metropolis. These people include Town and country Planning Officers, Building Inspectors, Works Engineer, NADMO Coordinator, EPA officers, Fire officers among others. Currently there are 16 Assemblies, 16 EPA departments and 16 NFA departments within the study area.

3.4 SAMPLE SIZE AND SAMPLING TECHNIQUE

3.4.1 Sample Size Determination

The sample size for a study is influenced by a number of variables which include the purpose of the study, the population size, the level of precision, the level of confident or risk and the degree of variability in the attributes being measured. Sample size can be determined using (i) figures in published tables (ii) Sample size of similar studies (iii) A consensus for small populations and (d) Formulae. The current study targets the key people responsible for project monitoring at the selected departments. Two (2) respondents were selected from each department. Thus, a total of 96 respondents were selected for the study.

3.4.2 Sampling Technique

The respondents were purposively selected from the above-mentioned departments. This ensured that, those who are involved in the project monitoring process get selected.

3.5 DATA COLLECTION METHOD

The current study adopted structured questionnaires for the collection of the necessary data required for the study. The questionnaire was divided into two parts and five sections. The first part solicited information on demographic characteristics of the respondents such as their position, years of experience among others. Part two asked all the relevant questions needed to achieve the aim of the study. Specifically, Section A of part two critically examine the project monitoring and evaluation practices of the Assemblies and the other departments. Section B identified the driver to effective project monitoring by the MMDAs while section C addresses the issue of barriers to effective project monitoring. The last section sought to identify the processes required for effective project monitoring. Questions pertaining to the drivers and barriers to effective project monitoring were scored using a five-point Likert scale. The respondents were asked to indicate their level of agreement on a scale of 1-5 where 1=Strongly disagree, 2 = Disagree, 3=Neutral, 4=Agree, 5=Strongly agree. The various barriers and success factors were selected from literature. Few of the questions were opened ended which allowed the respondents to provide additional information that were not captured on the questionnaire. A copy of the questionnaire can be found at the appendix.

3.6 DATA ANALYSIS PROCEDURES

As mentioned earlier on, the questionnaires were self-administered to the respondents. Out of the 96 questionnaires administered, 55 were successfully. The data were cleaned and coded into the Statistical Package for Social Scientist (SPSS) version 16 software package. The data were analyzed into descriptive statistics such as means, percentages and frequencies. Inferential analyzes using Relative Importance Index (RII) was also carried out for some of the ordinal data. This analysis was aided by the use of Microsoft excel

spreadsheet. Charts and tables were used to present the results. The RII was calculated using the formula (Fagbenle et al. 2004).

$$RII = \frac{\sum W}{Nn} \quad \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots \text{Eqn. 1}$$

$\sum W$ = respondent rating of severity of the challenges; N = sample size; n = the highest attainable score (5).

3.7 ETHICAL CONSIDERATIONS

Prior consent/permission of the selected respondents was sought and the purpose of the study explained to them. This enabled the respondents to feel free and answer the questionnaires with all frankness without hiding any information. The privacy, anonymity and confidentiality of the responses were also highly treated. An effort was made to keep the questions in the questionnaire in simple language, devoid of technical terms to minimize challenges. Any piece of document used for the work was appropriately referenced to avoid plagiarism.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter contains findings of the study after analysis of the questionnaires. It concentrates on the profile of the respondents and the descriptive analysis of the results. The result discussed is in relation to the previous literature. This chapter captures the profile of the respondents and the other section will present findings based of the study objectives.

4.2 BACKGROUND OF RESPONDENTS

This section indicates the background of respondents and their years of experience in the profession. From the results as indicated in Table 4.1, majority of the respondents (83%) have had their first and second degree as pertaining to their level of education, 15% of them have completed their diploma education and few of them (2%) have completed Senior Secondary School. Based on their years of experience, 12.73% of the respondents have less than 5 years working experience; those who have worked between 5 – 10 years were 18.18%; 36.36% have worked for 11 – 15 years and 32.73% have worked over 15 years. The analysis of the years in working experience indicates that as many as 87.27% have worked over 5 years indicating that majority of the respondents have both knowledge and experience in their profession.

Table 4.1: Respondents' Background

Sn	Respondent Profile	Frequency	Percentage
1	***Educational Qualification***		
	SSS	1	2.00
	Diploma/HND	8	15.00
	BSC/BA	21	38.00
	Masters	25	45.00
	Total	**55**	**100**
2	***Years of working experience***		
	Less than 5 year	7	12.73
	5 – 10 years	10	18.18
	11 – 15 years	20	36.36
	Above 15 years	18	32.73
	Total	**55**	**100**

Source: Research Data (2019)

4.3 PROJECT MONITORING AND EVALUATION PRACTICES

Notwithstanding the above foundation depiction of the respondents, it was acknowledged as relating to extending observing and assessment rehearse as showed in Table 4.2 that larger part (80%) of the divisions attempt venture examinations month to month while 13% do the reviews week after week.

In addition to the above, most of the departments are not able to visit all on-going projects during the period of inspection. This means that some construction projects can be executed for as long at 2 months without any inspection by the Assembly, EPA or fire service department. It can be inferred from the above statistics that the duration for project inspection is too long that some developers are able to complete their project before any inspection is carried out by the Assemblies. This confirms the view of Quartey (2011) who noted that the late inspection by District Assembles is responsible for the increase of unauthorized appendages to residential buildings in Ghana.

Table 4.2: Respondents' Background

Sn	Profile Respondent	Frequency	Percentage
1	***Duration for field inspection***		
	Weekly	4	7.00
	Every 2 weeks	7	13.00
	Monthly	44	80.00
	Total	**55**	**100.00**
2	***Visitation of all on-going projects***		
	No	41	75.00
	Yes	14	25.00
	Total	**55**	**100.00**

Source: Research Data (2019)

4.4 DRIVERS TO EFFECTIVE PROJECT MONITORING AND EVALUATION

Project monitoring and evaluation is very essential to the success of construction projects. The current study sought to examine the drivers to effective project monitoring and evaluation by the MMDAs, the EPA and Fire Service Department. The results are shown in Table 4.3. From the results, the top three drivers are availability of logistics for effective monitoring, adequate budgetary allocation, top management commitment and proper communication among stakeholders.

4.4.1 Availability of Logistics for Effective Monitoring

From the result of the survey, most of the respondents hold a perception that availability of logistics is a major driver for effective project monitoring and evaluation in order to ensure the success of construction projects. According to them, the availability of logistics such as cars, motor bikes among others help to facilitate project monitoring. This finding is similar to that of IFAD (2002).

4.4.2 Adequate Budgetary Allocation

The respondents unanimously agreed that adequate budgetary allocation is required to ensure effective project monitoring and evaluation. With adequate funds, the departments will be able to conduct weekly inspection of on-going project to check that they comply with requirements. This finding echoes the views of Mona et al. (2011).

4.4.3 Environmental and Social impact of the Project

Moreover, Gyadu-Asiedu (2009) indicated that environmental and social impact of a project is a driver for monitoring and evaluation by the Assemblies. This implies the extent

to which the project impacts on both the environment and the society at large. This literature is in line with the findings of the study.

Table 4.3: Ranking of Drivers to Effective Project Monitoring and Evaluation

Sn	Drivers	RII	Rank
			1st
	and evaluation		
2	Adequate budgetary allocation for the department responsible for project monitoring and Evaluation	0.82	2nd
3	Top management commitment	0.78	3rd
4	Proper communication among stakeholders	0.70	4th
5	Compliance by Developers	0.69	5th
6	Public education on the relevance of complying with development permit	0.64	6th
7	Environmental and Social impact of the project	0.62	7th
		$= \sum w / (S * N)$	**4.5**
1	Availability of logistics for effective monitoring	0.85	

Source: Research Data (2019)

BARRIERS TO EFFECTIVE PROJECT MONITORING AND EVALUATION

Activities worldwide have encountered numerous obstructions in their executions. These obstructions are for the most part affected by the sorts of measures being utilized and minimal measure of consideration given to the training as verified by Abiiro (2012), Mona et al. (2011), Quartey (2011) and Kpamma and Adjei-Kumi (2014). Another objective of the current study was to examine the problems that hinder effective monitoring and evaluation of construction projects by the Assemblies. Table 4.4 shows the results. From the results the three highest ranked barriers currently facing the MMDAs, the EPA and the Fire Service Departments are: inadequate logistics; inadequate public education; and lack of effective coordination among the various departments responsible for issuing permit.

4.5.1 Inadequate Logistics

Limited resources as well as budgetary allocations for Project monitoring and evaluation, according to the Ghana National Development Planning Commission (2010), pose a barrier to Project monitoring and evaluation. In addition, Quartey (2011) indicated that the lack of funds makes monitoring of construction projects difficult. These findings are not far from that of the respondents.

4.5.2 Developers Constructing Projects before Seeking for Permit

As argued by Quartey (2011) that most of developers do not apply for permit prior to the commencement of their projects and has been a barrier to effective project monitoring. According to Quartey, the processes involved in the permit acquisition are somehow complicated and most developers are ignorant about them. This literature is similar with that of the respondents.

4.5.3 Lack of Public Education

From the results, majority of the respondents are of the view that lack of education is a key barrier to effective project monitoring and evaluation. These respondents believe that ignorant on the part of most developers about the need to apply for permit prior to the commencement of their projects and the process involved in permit acquisition has been a barrier to effective project monitoring and evaluation. This finding is similar with that of Quartey (2011).

4.5.4 Weak institutional capacity

Additionally, the majority of the respondents are of the view that powerless institutional limit is another hindrance to extend observing and assessment. As per them, execution of task observing and assessment remains, in this manner, tested with a frail institutional limit.

This finding concurs with that of Bhagavan and Virgin (2004) who demonstrated the Capacity working of foundations are pertinent, for prompt redress of horrible showing as well as for the contribution dependent on a wide point and result from the investigation.

Table 4.4: Ranking of Barriers to Effective Project Monitoring and Evaluation

Sn	Barriers	RII = $\sum w / (S * N)$	Rank
1	Inadequate logistics and budgetary allocations for effective project monitoring and Evaluation	0.90	1st
2	Lack of public education on the Assemblies guidelines and regulations on project development	0.85	2nd
3	Lack of effective coordination among the various departments responsible for issuing permit	0.84	3rd
4	Developers constructing projects before seeking for permit	0.75	4th
5	Weak Institutional capacity to undertake project monitoring and Evaluation	0.65	5th
6	Deliberate effort by some developers to violate the building regulations and guidelines of the assemblies	0.64	6th
7	Lack of proper planning and policies for the project monitoring and evaluation team	0.58	7th
8	High cost of embarking on monitoring exercises	0.55	8th
9	Poor coordination between the assembly and developers	0.54	9th
10	Lack of technical expertise by the Assemblies To monitor and evaluate protects	0.50	10th
11	Lack of demand and utilization of project monitoring and Evaluation results	0.42	11th
12	Political Interference affecting the Assemblies from performing project monitoring and evaluation	0.40	12th
13	Improper Monitoring and Evaluation approach by the assemblies	0.35	13th

Source: Research Data (2019)

4.6 PROCESSES REQUIRED FOR EFFECTIVE PROJECT MONITORING AND EVALUATION BY THE MMDAs

The study also pursued to propose the processes required for effective project monitoring and evaluation. Based on the data collected from the respondents, the following processing were suggested:

4.6.1 Provision of Adequate Logistics to Facilitate Project Inspections

In the current study most of the department reported that they lack adequate logistics to embark on frequent project inspections. Thus, the government and NGO should assist in this direction. Quartey, (2011) also highlighted the relevance of logistics in the operations of the MMDAs.

4.6.2 Adequate Budgetary Allocations

In addition to the above, most of the departments also acknowledge the fact that adequate funds are required to embark on frequent field inspections. The cost of fuels, repair of vehicles and other miscellaneous expenditures involved in project monitoring required adequate funds.

4.6.3 Effective Coordination between Permit Issuing Departments

There is no doubt embarking on frequently project inspection is a difficult task. Thus, it is proposed that the various permit issuing department namely the town and country planning, EPA and Fire service department should laisse with each other. This will to reduce the burden on each department if they are to carry their tasks independently.

4.6.4 Top management Commitment

The commitment of key management member and personnel involved in the project monitoring and evaluation is key to the success of this exercise. Very often as noted by Mona et al. (2011) people have low commitment towards government work compared to their own businesses. This usually affects works done by the government. It is therefore posed that in other to have effective project monitoring, all members should be committed.

4.6.5 Public Education

The public should from time to time be educated on the relevance of acquiring building permits and also complying with the requirements of the permit during construction. This will help reduce some of the challenges faced by the Assemblies.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

Summary of the findings from the study as well as the conclusions drawn are presented in this chapter. Areas of the study that requires further studies are also highlighted.

5.2 SUMMARY OF FINDINGS

The following were the key findings based on the objectives of the study.

5.2.1 Project Monitoring and Evaluation Practices of the Assemblies

The study revealed that even though efforts are being made by the various permit issuing department in order to monitor developments within their jurisdiction, the efforts are however not enough. Due to a number of challenges majority of the departments are able to conduct field inspections once a month and sometimes they are unable to cover all areas within their jurisdiction.

5.2.2 Drivers to Effective Project Monitoring by the MMDAs

From the results of the study, the key drivers were found to be availability of logistics for effective monitoring; adequate budgetary allocation; top management commitment; and proper communication among stakeholders.

5.2.3 Barriers to Effective Project Monitoring by the MMDAs

Also, from the study's results the key barriers were found to be inadequate logistics; inadequate public education; lack of effective coordination among the various departments responsible for issuing permit; developers constructing projects before seeking for permit;

weak institutional capacity; and deliberate effort by some developer to violate the building regulations.

5.2.4 Processes Required for Effective Project Monitoring and Evaluation by the MMDAs

After rigorous analysis and discussions, the study thus made the subsequent proposition: provision of adequate logistics to facilitate project inspections; adequate budgetary allocations; effective coordination between permit issuing departments; top management commitment; and public education on the relevance of acquiring development permit

5.3 CONCLUSION

The results of the study have clearly shown that monitoring and evaluation of physical development at the MMDAs is key to addressing some problems such as collapse of buildings, flooding, gas explosion, fire outbreak among others the country has been experiencing. Also, it is evident that despite the effort of the MMDAs, EPA and Fire service departments on the above subject, there exist problems with monitoring and evaluation of developmental projects by the Assemblies. It is evident that the first three barriers to effective project monitoring and evaluation included inadequate logistics and budgetary allocation, lack of public education on the assembly's guidelines and regulations on project development, and lack of effective coordination among the various departments responsible for issuing permit. Thus, the provision of the items to barriers could improve the effectiveness of the MMDAs on monitoring. Monitoring should be seen as an effort for all and should not be left for few hands toward addressing the issue.

5.4 RECOMMENDATIONS

Based on the findings of the study, the following recommendations are necessary:

1 As a matter of agency, the Assemblies should be provided with adequate logistics for effective project monitoring and evaluation.

2 The budget allocation for the departments responsible for project monitoring and evaluation should me be made available on time to expedite their works.

3 The Regional Coordinating Council and managers of the various departments responsible for monitoring and evaluation of works should develop a policy frame and special offices for monitoring.

4 Permits for developers who do not comply with the bylaws of assembly should be revoked as stated in the Local Government Act, 1993 (Act 462).

5 Issue of permit should be divided into two: a temporal permit for the commencement of the project and compliance; and a final permit after completion of the project and the award of the certificate of habitation.

6 The use of Information Technology should be introduced into the monitoring and evaluation practice of the Assembly. This strategy will help to improve the skills of the monitoring departments and also compel developers to construct their project in accordance with the approved scheme even in the absence of regular monitoring by the assembly.

5.5 FURTHER STUDIES

Geographically, the current study was limited to some MMDAs in the Greater Accra Region. It is recommended for future studies to be extend to other scopes of public institutions.

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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

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Anthony Lawson, BSc (Hons)

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Questionnaires for the Metropolitan Assemble, Environmental Protection Agency (EPA) and the Fire Service Department

Dear Sir/Madam

An invitation to partake in a Research Survey

I am undertaking a research study in KNUST as part of my partial fulfillment of the award MSc. Construction Management. The Topic of my research is**: Drivers and Barriers to Effective Construction Project Monitoring and Evaluation at the Metropolitan, Municipal and District Assemblies (MMDAs) In Ghana, Accra Case.**

The main objectives of the research are:

a) To critically examine the project monitoring and evaluation practices of the Assemblies
b) To identify the driver to effective project monitoring by the MMDAs
c) To identify the barriers to effective project monitoring by the MMDAs
d) To propose the processes required for effective project monitoring and evaluation by the MMDAs

Attached is a copy of my questionnaire. I will be very grateful if you could answer this questionnaire to aid the study. **All information collected will be confidential and would be used only for academic purposes.** Thank you for your time and contribution in advance.

Yours faithfully
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Rev. Prof. Frank Fugar
Project Supervisor
Kwame Nkrumah University of Science and Technology
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PART ONE

SECTION A: RESPONDENT PROFILE

Please select from the alternatives provided that best answers for the questions below

1. Department…….
2. Position of respondent ……..
3. Academic Qualification …….
4. Highest educational level [ ] SSS [ ] Diploma [ ] 1st Degree [ ] 2nd Degree [ ] Others (please specify)…….
5. Years of working experience [ ] Less than 5 year [ ] 5 – 10 years [ ] 11 – 15 years [ ] Above 15 years

PART TWO

SECTION B: PROJECT MONITORING AND EVALUATION PRACTICES

1. How often do your department embark on Field inspection of construction project? [ ] Daily [ ] Weekly [ ] every 2 weeks [ ] Monthly

   [ ] others, (specify) ……..
2. Are you able to visit all on-going construction projects within your jurisdiction at each Site Inspection? [ ] Yes [ ] No
3. Briefly explain the manner in which the inspection is carried out to ensure that all construction projects within your jurisdiction are regularly inspected.

   ……

   ……

   ……

   ……

SECTION

1.

C: DRIVERS TO EFFECTIVE PROJECT MONITORING & EVALUATION

The table below shows some factors identified in literature as drivers to effective project monitoring. Based on your experiences in the past and currently indicate your level of agreement with each of the factors using the rating scale of 1=Strongly disagree, 2=Disagree, 3=Neutral, 4 =Agree, 5=Strongly agree is adopted.

Answer by ticking in the corresponding boxes. Also use the space provide below to provide additional lapses and rank

No	**Drivers of Effective Project Monitoring and Evaluation**	**Level of Significance** **Low <<<…….>>> High**				
		1	**2**	**3**	**4**	**5**
1	Availability of logistics for effective monitoring and evaluation					
2	Adequate budgetary allocation for the department responsible for project monitoring and Evaluation					
3	Top management commitment					
4	Proper communication among stakeholders					
5	Compliance by Developers					
6	Public education on the relevance of complying with development permit					
7	Environmental and Social impact of the project					
	If any other, please state and rank					
8						
9						
10						

SECTION

1.

D: BARRIERS TO EFFECTIVE PROJECT MONITORING & EVALUATION

Which of the following factors serve as barriers to effective monitoring and evaluation based on findings from literature? Indicate your level of agreement on a scale of 1-5 where 1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree

Use the space below to indicate other drivers.

No	**Barriers of Effective Project Monitoring and Evaluation**	**Level of Significance Low <<< i……>>> High**				
		1	2	3	4	5
1	Inadequate logistics Inadequate logistics and budgetary allocations for effective project monitoring and Evaluation					
2	Poor coordination between the assembly and developers					
3	Lack of public education on the Assemblies guidelines and regulations on project development					
4	Developers constructing projects before seeking for permit					
5	Deliberate effort by some developers to violate the building regulations and guidelines of the assemblies					
6	Lack of effective coordination among the various departments responsible for issuing permit					
7	High cost of embarking on monitoring exercises					
8	Weak Institutional capacity to undertake project monitoring and Evaluation					
9	Political Interference affecting the Assemblies from performing project monitoring and evaluation					

SECTION

1.

10	Lack of technical expertise by the Assemblies To monitor and evaluate protects					
11	Improper Monitoring and Evaluation approach by the assemblies					
12	Lack of proper planning and policies for the project monitoring and evaluation team					
13	Lack of demand and utilization of project monitoring and Evaluation results					
	If any other, please state and rank					
14						
15						
16						

E: PROCESSES REQUIRED FOR EFFECTIVE PROJECT

MONITORING AND EVALUATION BY THE MMDAs

In your opinion what proposes do you think should be implemented to enhance effective project monitoring and evaluation?

i. …… ii.

…….. iii.

…… iv.

……

2. Any additional comment can be indicated below

……

……

……

END OF QUESTIONNAIRE

THANK YOU