

**A STUDY INTO MONITORING AND EVALUATION ON PUBLIC PROJECTS:
A CASE STUDY OF CENTRAL TONGU DISTRICT**

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DECLARATION

I hereby declare that this submission is my own work towards the MSc. Project Management and that to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the university or any other university, except where due acknowledgement has been made in the text.

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DEDICATION

This work is dedicated to all the people who inspired, supported and encouraged me.

To my mother, Madam Philomena Edu, thank you for her love and support.

To my Uncle, Nana Owusu Oware V, Kyedomhene of Buem Traditional Area, and Chief of Teteman and Siblings, for being such an encouragement during my research for the project work.

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ABSTRACT

The study aimed at examining the challenges associated with monitoring and evaluation of public funded projects using Central Tongu District as a case study. An extensive literature review was conducted which aided in the development of a structured questionnaire to be distributed to the respondents. Using the census survey sampling technique thirty-one (31) questionnaires were collected and subsequently analyzed using descriptive statistics and the Relative Importance Index (RII). The major finding for the first objective was that, the most often used monitoring technique was financial monitoring followed by physical monitoring. With the evaluation techniques, interim evaluation was ranked as the most often used followed by terminal evaluation and ex-post evaluation. The major findings of the objective two (2) were that, the highest ranked benefit was “they can serve as an assessment tool”. This was followed by “helps in the provision of progress report” and “assessing stakeholder performance”. The major findings of the objective three were that, the most severe challenge as indicated by the respondents was weak institutional capacity. This was followed by weak linkage between activities and limited resources and budgetary allocation for monitoring and evaluation. With these findings, it was recommended that, project managers should establish mechanisms for monitoring and evaluation for their organizations. Also, monitoring and evaluation should not be treated as a means of fulfilling requirements of project contract. However, it should be treated as a way of measuring achievements against objectives and taking corrective actions where necessary to enhance the probability of achieving project success.

Keywords: Monitoring, evaluation, challenges, public funded projects.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Decentralization is transforming the structure of governance in many countries in the world. Since the 1980 many countries have started to transfer power, resources and responsibilities to both state actors and non-state actors at the local level (Briosio, 2000). Whilst some countries are progressing at a faster rate, others are marking time and those who have moved on have brought evidential transformation to service delivery, people participation and the lives of the citizenry.

Ghana, in 1988 joined the league of countries which have adopted decentralization to foster democracy and popular participation in the country (Ahwoi, 2010). Chapter twenty of the 1992 constitution stipulated local government and decentralization shall be decentralized and the functions, powers, responsibilities and resources should be transferred from the Central Government to local government units. The Local Government Act 462 (1993) is the framework that established Metropolitan, Municipal and District Assemblies (MMDAs) in Ghana. ACT 462 has since its enactment, regulated the local government system in Ghana and sought to deepen decentralization and bring governance close to the citizenry. MMDAs are mandated under the Act 462 to develop basic infrastructure, provide municipal works and services within their jurisdiction in order to improve the lives of the people. In fulfilling this mandate MMDAs make huge investments in infrastructural development. Currently, huge funds are transferred for investments in service delivery at the local level.

At the Assembly level, about 75% of funds go into infrastructure projects. (N.T.D.A Annual Budget 2011). It stands to reason that stakeholders such as Central Government, Donor Agencies and other Stakeholders who support MMDAs financially are demanding that strategies, policies, processes and control mechanisms, and governing mechanism should be put in place to monitor and evaluate the level of expenditure to ensure effective and efficient use of these resources.

Monitoring of projects plays an integral role in ensuring transparency and accountability of public funds. Monitoring consists of operational and administrative activities that track resources allocation, utilization and delivery of goods and services as well as intermediate outcomes. Monitoring provides government officials, development partners, and civil society organizations with better justification for allocating resources, improving service delivery and demonstrating results as part of accountability to stakeholders (NDPC, 2013). Monitoring can be conducted at various levels based on the scope of the monitoring exercise. Monitoring at the national level is carried out by the National Development Planning Commission (NDPC), at the Regional level by the Regional Development Planning and Coordinating Unit and at the district level by the District Development Planning and Coordinating Unit (DPCU) (NDPCU 2013).

There is a general understanding of the important role of local Government in development and service delivery. There is constant pressure to adapt to change, improve performance and take the lead on local development in terms of capital projects. This trend has corresponded with a demand by the wide range of project stakeholders for increasingly high levels of accountability and performance but these needs pose new challenges to the public sector especially in monitoring and evaluation.

1.2. Problem Statement

Monitoring of projects plays an integral role in ensuring transparency and accountability of public funds as stipulated in the Public Procurement Act of Ghana. The National Development Planning Commission (NDPC) and the Regional Coordinating Councils (RCCs) are the structures and systems in place in Ghana to promote monitoring and evaluation of projects. There is evidence on the ground that we have a lot of rejected projects across the length and breadth of the country due to poor monitoring of infrastructure projects in the name of it being expensive but not taken into consideration the amount of money going waste due to poor construction, abandoned projects among others. Every organization begins projects with the aim of accomplishing its goals. Be that as it may, as a result of the no simplistic nature of projects and the obstacles encountered in dealings, and the difficulties related with dealing with an undertaking/project restraint or requirements of expenditure plan, quality and time are equally special and recurrently evolving. In this new condition, all project clients must oversee change through tasks and project management (Turner, 2004; Burke, 2000). What are the challenges encounter in M and E at assembly level?

The researcher seeks to examine the challenges associated with monitoring and evaluation of public funded projects using Central Tongu District as a case study to promote value for money on infrastructure projects.

1.3 Research Questions

The researcher inquired into the following questions:

- i. How effective is project monitoring and control practices at Central Tongu District?

- ii. What are the benefits of monitoring and evaluation of projects in Central Tongue District?
- iii. What are the problems associated with monitoring and evaluation of projects in Central Tongue District?

1.4 Aim

The aim of the study was to explore the monitoring and evaluation processes of public funded projects using Central Tongu District as a case study.

1.5 Objectives of the Study

In order to achieve the aim of the study, the researcher set the following objectives:

- i. To establish the effectiveness of the structures and systems for monitoring and evaluation of infrastructural projects at Central Tongu District;
- ii. To identify the benefits of monitoring and evaluation of projects in Central Tongu District; and
- iii. To identify the problems associated with monitoring and evaluation of projects in Central Tongue District.

1.6 Significance of Study

This study would be a helpful instrument in the Ministry of Local Government and Rural Development and the district assemblies to assess the elements that are detrimental to infrastructure project monitoring and control practices of project. It will also help stakeholders in the district assemblies for them to understand project monitoring and control practices of infrastructure projects. Non-governmental organizations and local authorities attempting to enhance the business of district assemblies in terms of

infrastructure development will likewise profit by this study by picking up knowledge on the issues identified with project monitoring and control practices in the district.

1.7 Scope of Study

The study is to concentrate on the Departments, Units Heads and individuals involved in infrastructure project monitoring at Central Tongu District. In addition, it is a case study approach of Central Tongue District. A basic survey of the circumstance ought to have included an investigation of all or a critical number of metropolitan assemblies in Ghana. In any case, the extent of such examination is past the limit and assets of the researcher.

1.8. Research Methodology

The primary data was collected from technical officers and members of the DPCU in the Assembly and key stakeholders involved in project monitoring and evaluation such as assembly members, unit committee members, opinion leaders as well as community members in Central Tongue District. The secondary data was a desk study of relevant documents about project monitoring and evaluation in the district.

The gathered information was analyzed using version 24.0 of Statistical Package for the Social Sciences (SPSS). It was disclosed to the respondents that the investigation was for absolutely scholarly purposes and would be treated with the vital classification. The data was analyzed using the Relative Importance Index (RII) formula.

1.9 Organization of the Study

The whole research was categorized inside five main chapters. The classification started with the chapter one, which incorporated the introduction that involved the study's background, statement of problem, the study aims and specific objectives, significance,

delimitation of the study, overview of the research methodology as well as the summary of the thesis. Chapter two comprising the theoretical and empirical review on the subject matters. Additionally, the chapter three described the structure and procedures employed for the investigation, and indicating the methods that were exploited in gaining, meeting and examining data. Chapter four demonstrated the answers of the fallouts and argument of outcomes attained from the respondents. Chapter five which was the concluding chapter of the investigation encompassed the summary of findings, conclusions and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This study aims at examining the systems and structures put in place for monitoring and evaluation of public funded projects considering its effects on the construction industry especially in Ghana. The Central Tongu District is used as a case study for the purposes of this research. The research thus focuses on examining the effectiveness of the structures and systems for monitoring and evaluation of infrastructural projects in Central Tongu District, identifying the benefits of monitoring and evaluation of projects in Central Tongu District and furthermore identifying the problems associated with monitoring and evaluation of projects in Central Tongu District.

2.2 Overview of the Construction Industry Performance

The economy of Ghana, a Sub-Saharan country in Africa is rapidly developing at a great pace (Ahmed et al., 2014). The construction industry is a key player in the growth of any economy as its activities are of prime importance to the achievement of the socio-economic development goals in the provision of shelter, infrastructure and also as a source of employment (Kutir, 2016; Osei, 2013). The construction industry is huge and a very vital sector in economic development as in other parts of the world (Ghana National Commission for UNESCO, n,d). According to Osei (2013), in the improvement of the socio-economic circumstances and development of the built environment of every country, the construction sector plays a vital and critical role in achieving such feat. Sangur (2014) also came to an understanding that the construction industry is a key sector in the economy of almost every country. Physical infrastructure and asset based-

lending as a development controls the construction with its accompanying industry complexity and varying nature. In the Ghanaian society, the construction sector contributes foremost to the economy potently by helping to alleviate the unemployment canker in the country by providing jobs for both the educated and the uneducated as well. Nonetheless there is an ever increasing demand for housing, commercial as well as industrial space while conversely trying to sustain the physical environment and the social development of the country of which the construction industry is struggling to keep pace leading to huge infrastructural deficit in the country (Ahmed et al., 2014).

Efficient performance measurement is of immense importance to the successful implantation of a project (Ofori-Kuragu et al., 2016). Sanganyi (2016) also noted in agreement that projects like the construction of works in schools today are temporary undertakings to attain a certain set target within a particular duration and a pre-determined cost. Otieno (2000) also asserts that in the third world countries, many projects fail to be successful as a result of many varied reasons. Asamoah and Decardi-Nelson (2014) conjectured that even though the construction sector in Ghana aids the progress of the economy particularly social development, it is crippled with practices that are alien to the industry which are highly unprofessional. Ofori-Kuragu et al. (2016) observed that the Ghanaian construction sector does not reflect the great strides in the execution of construction projects as it's the case in many developing countries. It is for these reasons that Callistus and Clinton (2016) posits that to achieve the set targets and aims of a construction project, there is the need for monitoring and evaluation in the project delivery process. It is then that the prevalent ideology of bad performance and performing below accepted norms and practices amidst the Ghanaian construction

professionals leading high rate of delayed construction, deserted as well as stopped projects due to contractor non-performance (Ofori-Kuragu et al., 2016) can be stopped.

However, it is an undisputed fact that the construction sector have colossal future benefits as it stands a great capacity to employ a wide range of people, increase the country's capital base and technological enhancement (Nhabinde et al., 2012). Kutir (2016) postulates that it becomes of a prime significance to know the probable causes of unsuccessful projects which includes failure to monitor and evaluate construction activities and the strategies embraced by the fast-developing ones. If such acts of failure are not checked, Rohoim et al. (2015) through their investigation revealed that these activities lead to long standing and perilous problems to the construction industry inclusive time and cost overrun, waste generation, conspicuous negative impact on the environment and colossal intake of resources. It is also observed that issues of litigation and time overruns leading to projects absolute abandoned are some of the delays in construction (Fugar, 2010). Ofori-Kuragu et al. (2016) finally affirms that in Ghana, the full achievement of project targets and objectives are alien to most construction clients. The three (3) most significant performance criteria as identified in literature are cost, time and quality.

They are popularly known as the iron triangle. Chan and Chan (2004) described construction schedule as the duration for completing a project. The schedule of a project is normally arranged to allow the building to be used by a date determined by the client. Time is one of the major factors that is used to measure the success of a project (Swan and Khalfan, 2007). Thus, the component of time may suggest to project managers and all stakeholders that the project was completed smoothly and on schedule. Therefore, project managers prefer contracts with reasonable amount of time to execute completely.

The timely completion of a construction project is seen as the hallmark of the design and built industry. However, construction delays have become a major component of construction projects as projects continue to experience delays even with the vast advancement in technology and management understanding (Stumpf, 2000). The duration of a construction project is affected by various factors which includes post award-negotiations, pre-tender proceedings and poor schedule planning by the contractor (Westring 1997). Also, bureaucratic interference and availability of resources as planned affects the timely completion of a construction project.

According to Egemen and Mohamed (2005), completing a project to meet the required quality standards is one of the major criteria in measuring project success. Quality is achieved when the legal, aesthetic and functional requirements of a project of the customers/client is achieved (Tang et al., 2005). Quality involves meeting or exceeding the expectations of clients. According to Ling et al., (2009), quality is the output of the service provided or work done. Arditi and Lee (2004) defined quality as the ability to conform with a quality plan designed to satisfy customer needs. Thus, in the construction industry, quality is determined by the ability to conform with set standards. From the definitions above, it can be deduced that, quality can be described from two (2) main perspective. The first being the perspective of the finished project (Ling et al., 2009). The second perspective as adopted by Arditi and Lee (2004). It should be noted that, low cost and speedy construction should not be highly focused on at the expense of quality of the construction project. The three (3) significant components of quality management on a construction project are quality planning, quality assurance and quality control (Project Management Institute, 2000). Quality planning can be defined as the process of setting quality objectives and specifying necessary operational processes and related resources

to fulfil the quality objectives. Quality assurance also describes the process of providing the confidence that quality requirements can be achieved while quality control describes the process of monitoring specific project results to determine they comply with relevant quality standards. These components aid in the achievement of high-quality performance in construction when they are properly executed.

The performance of a construction project gives an indication of how successful the project was executed. How construction project's stakeholders determine the success of a project varies from each party (Zoltan, 2017). However, according to Agarwal and Rathod (2006), for a project to be successful, it must be delivered on time, budget and specifications. Since the emergence of this description, various researchers have broadened the scope of project success over the years. For instance, Atkinson et al., (1997) incorporated the performance of the stakeholders, assessing their contributions and understanding their expectations. Wateridge (1998) indicated that, the benchmarks for a successful construction project is very broad and it integrates the performance of the stakeholders, assessing their contributions and coming to terms with their expectations.

Despite all these advancements in the description of the concept of project success, cost performance is regarded by many researchers as the most important success criteria (*see* Azhar et al., 2008; Cantarelli, 2009; Olawlae and Sun, 2010). Guido and Clements (2003) indicated that, cost performance is an effective method in project management effort expended and it is generally recognised in literature and industry. Furthermore, Salter and Torbett (2003), indicated that, the use of cost performance is one common means to measure project success with ease. Apart from the tender sum, the cost from inception to

completion make up the cost of project. A comprehensive site investigation helps in proper planning which aids in get a clear scope for the project and later results in project cost performance. By Georgy et al., (2005) the cost variance of project results from the difference between the actual cost and the budgeted cost which good way of measuring project success.

2.3 Monitoring and Evaluation in Construction Projects

Monitoring and Evaluation (M&E) practices help to address the subject of measuring performance and achievements of project success (Shihemi, 2016). Callistus and Clinton (2016) affirms that the administrative function directed towards the achievement of the effective use and efficient utilization of project resources is project monitoring and evaluation which cannot be exaggerated. Bamberger et al. (2010) hypothesizes recently there have been a growing mandate to ascertain the effectiveness of international development projects. Monitoring and Evaluation in community-driven development (CDD) activities is very fundamental so as to provide information for decision-making and develop the management of projects, measure the effectiveness of development and prove through the results attained and of great importance ensuring accountability of projects (Foundation for Sustainable Development, FSD, n,d). United Nation Development Program UNDP (2009) contends that monitoring and evaluation can help an organization get vital and critical information from previous and current activities that can be a useful basis for modification, reorientation and future initiatives and development. Monitoring helps recognize tendencies and patterns, select strategies and apprise decisions for project or program management (International Federation of Red Cross and Red Crescent Societies, 2011).

Monitoring is explained by FSD (n,d) explains monitoring as the usual gathering and analysis of data on explicit pointers to help in making timely decisions, maintaining accountability and providing a basis for learning. Monitoring is also described by Rodriguez-Garcia and Kusek (2007) as a means of tracking the main factors of project or programme execution on a regular basis being the inputs, tasks and outcomes. Evaluation is contrasted to mean the sporadic assessment of the transformation in targeted outcomes that can be accredited to the programme or project interference, or the investigation of inputs and activities to control their influence to project outcomes. International Federation of Red Cross and Red Crescent Societies (2011) also agree that monitoring is the monotonous gathering and analysis of information to track growth against set plans and check agreement to lay down norms and practices. Evaluation is also explained as the assessment, methodical and analysing goals of a current or completed project, programme or strategy, its design, employment and outcomes.

Globally, infrastructural or social projects are started with reasons of addressing a specific challenge, meeting a need of a particular people or to benefit of a business prospect in the world (Ashley and Barney, 2010). Vast sums of money are invested by many developing countries in diverse projects in the bid to grow their infrastructure thereby improving their citizenry standard of living. Nonetheless, it is of utmost significance to get value for money; the very reasons to ensure monitoring and evaluation is done accordingly (Otieno, 2000). It then that Sanganyi (2016) contends that projects in the advanced nations have been successful than in the unindustrialized economies but it thus continues to be crippled with a number of setbacks from poor financial assets apportionment, poor strategic decisions, inadequate of lack of expertise, inadequate communication, poor monitoring and evaluation. It is from this stead that

Callistus and Clinton (2016) advances that monitoring and evaluation are hence vital to the execution of projects in the construction industry as it intends to expedite strategic decision making to facilitate the efficacious implementation through a chronological and routine collection of information related to the project and meticulous analysis of same.

2.3.1 Techniques/methods in monitoring

Lack of effective and well-timed communication of information to users is among the weaknesses encountered by managers (Otieno, 2000). Memon et al. (n,d) stated that one of the most significant activities of construction project management is project progress monitoring. Every team member needs to be abreast with issues correctly and in time thus project progress, current state of project as against initial target plans, whether deadlines are met, financial plans or budget allocations adequately measured and obeyed. It is as a result that this section discusses some methods and techniques employed in project monitoring and evaluation.

2.3.1.1 Process Monitoring

This is the act of identifying the factors or elements responsible for the progress of activities or success of output production (Otieno, 2000). Monitoring of process leading to the detection of faults and pointing out the basic reasons which are of prime importance in order to ensure the delivery of quality products (Das et al., 2012). Process monitoring is under the overall assessment of a program (Zamir, n,d).

2.3.1.2 Impact monitoring

This accounts for the original replies and reactions to project activities and their effects in the near future. This is done so as to ascertain how far parties to project understand them. There is also assessment of progress in project execution as well as minimization of the rate at which project can fail thus risk of failure. Impact monitoring help promote systematic and professional management as well.

2.3.1.3 Physical and financial monitoring

This is the measure of the progress of the project or program in comparison to the lay down timelines and pointers of accomplishment (Otieno, 2000). This is also referred to as progress monitoring. Elazouni and Salem (2011) posits that project monitoring comprises the real progress information, as against the crucial planned-progress data to ascertain overall project progress according to program of works schedule.

2.3.2 Techniques for evaluation

Otieno (2000), discussed three (3) major techniques for evaluation. They include interim evaluation, terminal evaluation and ex-post evaluation.

Interim evaluation normally takes place at some point during the life of a program or a construction project. This normally takes place during the mid-term of project execution.

Terminal evaluation assesses the progress made towards the achievement of the pre-determined objectives at the end of the program of construction project and provides a basis for decisions on future action. Its findings and recommendations are often used to decide whether to stop the project or continue as planned. The terminal evaluation is also done when a new phase is under consideration.

Ex-post evaluation is conducted after a sufficient number of years (depending on the project) have elapsed since project completion so as to measure the impact. It is generally accepted that, if the evaluations are to be objective, they have to be undertaken by external consultants. However, there is a general feeling that at times external consultants are overused. They recommended that external consultants should work in a conducive environment to facilitate the transfer of knowledge to their counterparts. Governments should take the lead in promoting this aspect.

2.4 Benefits of Monitoring and Evaluation of Construction Projects

Monitoring is the usual chronological gathering and interpretation of data to trail the progress of program execution in comparison to initial targets and objectives. It seeks to answer the question “did we deliver”. Evaluation on the other hand is an objective valuation of a current work in progress or recently finished project, program or policy, its design, execution and outcomes. It answers the question “What has happened consequently” (Muyuka, 2015). He further conjectured that monitoring and evaluation (M&E) assists professionals and lay men alike engaged in all varied kind of projects to measure if desires of progress has materialized.

Otieno (2000) conjectures that project monitoring helps to assess to know if stakeholders understand the dynamics of a project thereby reducing the incidence of failure as there is the elevation of a laid down and professional management and assessment of progress in its execution.

Anon (2012) states that monitoring and evaluation is of immense importance because of one or two of the discussed as follows. It provides the only amalgamated means of data related to the progress of the project. It also provides the opportunity for industry players

to learn from each other's experiences subsequently building on their expertise and technical know-how. Monitoring and evaluation usually alludes to provision of written reports that add up to openness and financial fairness thus accountability providing for lessons to be easily shared among parties. A constant monitoring and evaluation of a project can only help to expose the flaws and errors in a project thereby charting a path for continuous learning and improvements. The best place to test questions and assumptions is to monitor and evaluate such to see whether they withstand the present conditions as well as providing a path for agencies in search of learning from their experiences and to put them into policy and practice. It provides a means to ascertain the vital relationship between implementers and users on the ground and policy makers. The best way to keep, preserve and promote institutional memory is through project monitoring and evaluation. Moreover, in raising funds and influence decision making, the most resilient means to do that is through the monitoring and evaluation of projects evaluation.

Otieno (2000) also posits the following benefits of project evaluation. It helps to ascertain the degree of success of set targets as well as the determination and recognition of hindrances and challenges facing the program planning and execution. There is beneficial contribution to improving the designing of programs, enhanced management and a better measurement of the impact of project evaluation as a result of constant learning. Furthermore, it aids in the review of targets, plans and approaches in projects and programs.

2.5 Challenges in Monitoring and Evaluating Construction Projects

Worldwide projects have experienced varying barriers in their execution (Callistus and Clinton, 2016). Local governments are mandated to undertake projects for the improvements of the welfare and well-being of people in the area as specified by the constitution (Jili and Mthethwa, 2016). Unfortunately, project monitoring and evaluation have been crippled with diverse challenges in their implementation in Sub-Saharan Africa as a result of factors like the complexity of construction and the different perspectives on project execution with little involvement of technology in the industry in developing countries (Callistus and Clinton, 2016). At the local government level, many short backs hinder the progress of projects (Jili and Mthethwa, 2016).

According to Callistus and Clinton (2016), among the numerous challenges of monitoring and evaluation are inadequate assets and budgetary allocations of project monitoring and evaluation, not adhering to planning and project monitoring and evaluation guiding principles, poor data quality, data gaps and discrepancies are all challenging issues the construction industry comes against frequently. The non-existence of a comprehensive national database project monitoring and evaluation system and the development of project monitoring and evaluation objectives that are difficult to measure and as a result cannot be utilized in the evaluation of project performance and successes or to communicate project outcome are challenges facing the efficient employment of project monitoring and evaluation in the construction sector. Furthermore, weak request and use of project monitoring and evaluation data does little or no good to motivate the implementation of project monitoring and evaluation as well as not developing project monitoring and evaluation targets and objectives which are in agreement with the desires and values of the prospective users. Finally, the inability of project activities to provide

the needed outcomes economically is inclusive of the barriers crippling project monitoring and evaluation.

The effectiveness and success of every monitoring plan depend largely on the capacity of the institution or individual obligated to undertake the activity. Implementation of project monitoring and evaluation is therefore challenged with weak institutional capacity. According to Bhagavan (2004), Capacity building of institutions is relevant, not just for the immediate correction of poor performance, but also for the involvement based on a broad aim and result analysis. Monitoring and evaluation are processes and therefore there is a need for synergy with other activities in the project cycle, such as planning and budgeting. Weak linkage between planning and budgeting on the one hand and project monitoring and evaluation on the other will adversely affect the ultimate aim of project management and evaluation. It is also imperative to carefully plan for the data management of managing and evaluating systems which curtails time and resource wastage (Chaplowe, 2008). Budgeting for project monitoring and evaluation tasks and overall responsibilities must be listed and analyzed where necessary. Items associated with each task must be determined, including their cost, and there must be a budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses.

In addition, the budget should include all capital expenses, including facility costs, office equipment and supplies, travel and lodging, computer hardware and software, and other expenses. Budgeting must also determine whether all tasks are included in the overall project budget, such as support for an information management system, field transportation, vehicle maintenance, translation, and printing and publishing of M&E

documents/tools. Discussed extensively below are some other challenges facing project monitoring and evaluation.

2.5.1 Lack of knowledge and competency

Lack or limited knowledge, abilities and proficiency required for those desiring and executing responsibilities related to monitoring and evaluation of state funded projects (Jili and Mthethwa, 2016) is a project challenge in terms of monitoring and evaluation. This is a critical barrier to the effective implementation of monitoring and evaluation in the construction sector.

2.5.2 Weak linkage between activities

Monitoring and evaluation are means and processes and as such there is the need for synergy with other activities in the project cycle, example planning and budgeting. Weak linkage existing between planning and budgeting and conversely other activities in the project monitoring and evaluation finally affects the ultimate reason for project monitoring and evaluation (Callistus and Collins, 2016). This is another challenge facing the monitoring and evaluation of projects.

2.5.3 Limited resources and budgetary allocation for monitoring and evaluation

Callistus and Collins (2016) also another challenge facing monitoring and evaluation are limited resources and budgetary allocation for project monitoring and equipment pose a challenge to project monitoring and evaluation principles, poor data quality, data gaps and inconsistencies are also elements facing project monitoring and evaluation in the Ghanaian construction industry. They further realized that cost overruns on projects in third world countries approximates to forty percent which render it quite difficult to

prioritize those tasks that are of a high percentage of importance in the Ghanaian construction industry. The lack of investment in monitoring and evaluation make it one of the most crucial challenges it faces in the construction industry.

2.5.4 Weak institutional capacity

This problem has bedeviled most construction actions in the country and most sectors of the economy, to be specific. Capacity building of institutions cannot be underestimated. It is no surprise that this variable occurred as the most critical challenge of project monitoring and evaluation implementation in the Ghanaian construction industry. Nonetheless, suggestion shows that in Ghana much attention is drawn to the capacity and the impact of institutional efforts on most operations. Our institutions cannot easily adapt to new dimensions in the sector in which they operate as few of them undertake any research or continuous process development.

2.5.5 Stakeholders lack of interest in monitoring and evaluation

There is a high request for a more developed and enhanced construction practices but in Ghana as well as most unindustrialized nations, interested parties hardly contemplate on how project targets agree with the requirements and principles of users of construction. Unless made obligatory, stakeholders in construction are not much concerned with project monitoring and evaluation to suit the requirements of the beneficiaries.

2.5.6 Ineffective Communication

Lack of effective communication and one delivered on time to staff is one of the highest management flaws. There is a lot of investment of time and resources into collecting data by monitoring staff which usually they hardly interpret or present in a form that is easy

to assimilate in comprehending the progress of work. Communication is a pivot around which the achievement of project targets and successes spins. Among the adopted communication techniques for effective monitoring are verbal communication which is the fastest and most effective as well as meetings. Report writing and diary notes keeping by staff all help to improve upon the monitoring and evaluation of construction projects.

2.6 Chapter Summary

This chapter took a critical look at systems and structures put in place for monitoring and evaluation of state funded projects taking into consideration how it affects the construction industry in Ghana using the Central Tongu District as a case study. The research focused on examining the effectiveness of the structures and systems for monitoring and evaluation of infrastructural projects in Central Tongu District, identifying the benefits of monitoring and evaluation of projects in Central Tongu District and furthermore identifying the problems associated with monitoring and evaluation of projects in Central Tongu District which closed the chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodological approach and strategies adopted for the research. The methodology adopted for a research aids in achieving the aim and objectives of the study. The outline of the methodology includes the research process, research strategy, research design, research approach, research method, population, sample size and sampling technique, questionnaire development and distribution, tools for the analysis and the ethical considerations made for the study.

3.2 Overview of the Study Area

The Central Tongu District is one of the twenty-five (25) districts in the Volta Region of Ghana. Its capital is Adidome. The Central Tongu district was established in 2012 by Legislative Instrument LI. 2077, when it was carved from North Tongu District. The district is bordered to the North by Adaklu District and Agotime Ziope District, to the east by Akatsi South District, to the south by South Tongu District and to the west by North Tongu and Ho West District. According to the 2010 census, the population of the district is 59,4111 with 27,790 males and 31,621 females.

3.3 Research Process

The aim of this study was to examine systems and structures put in place for monitoring and evaluation of public funded projects using Central Tongu District as a case study. The most suitable research procedure for this study involved the review of literature on the subject area. From the review of literature, data was collected through a questionnaire

survey based on the objectives of the study. The data collected aided in the achievement of the research objectives and making recommendations from the study through a thorough analysis of their responses.

3.4 Research Strategy

The research strategy adopted for this study is purely quantitative. Bryman (2008), indicated that, the quantitative research is concerned with the measurement and collection and analysis of data. Quantitative research normally deals with numerical data. However, the nature of quantitative research strategy in terms of its epistemological and ontological features makes it more than a mere presentation of numbers. The quantitative research strategy can also be described as a situation where the researcher employs a post-positivist claim in an investigation to develop knowledge and explore relationships among variables in terms of hypothesis or research questions, postulating objectivity as a hallmark requiring validity, reliability and exclusion of bias (Creswell, 2003). The quantitative research strategy best fits for achieving the aim of the study as it mainly involves providing answers to questions relating to what, how much, how many etc., which involves measurement (Bryman, 2008).

3.5 Research Design

Research design can be described as the stipulated plan on how the data required for answering the research questions was collected so as to realize the objectives of the study. The selection of a research design has a huge impact on the selection of an appropriate and suitable data collection and analysis tool (Yin, 2009). There are four (4) major research designs as identified by Fellows and Liu (2008). These are explanatory,

exploratory, descriptive and predictive. However, the two (2) prominent research designs in construction management studies are explanatory and descriptive research design.

The explanatory research design involves the development of causal explanations and shows that one concept is affected by the other. However, the descriptive research design gives a clear and accurate description of a phenomenon. The aim of this study was to examine the challenges associated with monitoring and evaluation of public funded projects using Central Tongu District as a case study. Therefore, the descriptive research design was adopted as a clear description of the monitoring and evaluation techniques provided in the study.

3.6 Research Approach

Creswell (2013), defined a research approach as the procedures adopted for a research from the stage of general assumption to the stage of data interpretation. There are basically two forms of research approach. These are the deductive research approach and the inductive research approach.

The deductive research approach concentrates on what is known already. They include existing theories or ideas about a concept through identification and testing of a theory through observation to confirm the theory (Ofori-Kuragu, 2013). The deductive research approach involves a top-down approach in the formulation of the theory and testing of hypothesis with no influence from the researcher.

On the other hand, the inductive research approach is basically adopted in theory building. Theory building begins with the study of specific instances of issues through the identification and development of patterns from the analysis of data gathered (Ofori-Kuragu, 2013). The inductive research approach adopted the down-up approach where

the study concentrates on specific issues to the broad generalization of specific situation. In most situations, the qualitative research strategy is employed for such studies.

3.7 Population, Sample Size and Sampling Technique

The population for this study involved the Departments, Units Heads and individuals involved in infrastructure project monitoring at Central Tongu District. From the data collected from the district assembly, there are thirty-one (31) of such personnel as shown in table 3.1. Due to the manageable number of the respondents and relatively ease in reaching them, the census survey technique was used. A census sampling technique involves the use of every unit in the population. Therefore, thirty-one (31) questionnaires were distributed and all were retrieved.

Table 3.1: Roles in the district assembly

DESCRIPTION	NUMBER
<i>District Co-ordinating director</i>	1
<i>District finance officer</i>	1
<i>District Budget Analyst</i>	1
<i>Distirct Accounts Officer</i>	1
<i>District Planning Officers</i>	4
<i>District Engineers</i>	4
<i>Estate officers</i>	2
<i>Building inspectors</i>	6
<i>Quantity Surveyors</i>	5
<i>Architects</i>	1
<i>Procurement Officers</i>	1
<i>Internal Auditor</i>	4
Total	31

3.8 Questionnaire Development and Administration

A structured questionnaire was developed and distributed to the respondents in order to gather information towards the achievement of the aim of the study. The questionnaire was categorized under four sections (section A; B; C; D). The section A concentrated on the respondent's profile. It was enquired from the respondents to specify their role in the assembly, their number of years of experience, their highest level of education and the number of projects they have been involved in.

The section B was concentrated on the structures of monitoring and evaluation. It was enquired from the respondents to specify how often the techniques are used for monitoring and evaluation in Central Tongu District. They were to rate using the five-point Likert scale of 1 = Not often 2 = Slightly often 3 = Moderate 4 = often 5 = Very often.

The section C was concentrated on the benefits of monitoring and evaluation in Central Tongu District. They were to rate their responses using the five-point Likert scale of 1 = Do not agree 2 = Slightly disagree, 3 = Moderately agree, 4 = Agree and 5 = Strongly agree.

The section D was concentrated on the problems associated with monitoring and evaluation in Central Tongu District. It was enquired from the respondents to specify the severity of the challenges by rating using the five-point Likert scale of 1 = Not severe 2 = Slightly severe 3 = Moderate 4 = Severe 5 = Very severe.

After the development of the questionnaire, it was distributed to thirty-one (31) respondents. The respondents were given ample time to respond to the questions. They are retrieved after two-weeks of distribution. All the questionnaires were retrieved.

3.9 Tools for the Analysis

The data was coded into SPSS version 20 to enable the analysis to be undertaken. The section A of the questionnaire was analyzed using percentages and text. The other three sections were analyzed by ranking using the Relative Importance Index (RII). The formula for RII is given below. The Microsoft Excel version 2016 was also used in the analysis of the data.

$$RII = \frac{\sum W}{A \times N}$$

Where; **W** = **weightings**

A = highest rating

N = sample size

3.10 Ethical Considerations

Ethical considerations are very significant in the execution of a social research. Bryman and Bell (2007) discussed some of the principle which were adopted in this study as follows;

Full consent should be sort from the research participants before commencement of the project. According to Fisher (2007), informed consent is a key requirement in research ethics. Also, research participants must not be subjected to any form of injury or harm. Fisher (2007), opined that, people used for the purpose of research should not be treated unfairly. Finally, the researcher must desist from deceptions and exaggeration about the aim and objectives of the study. Any form of misleading information is regarded as unethical in research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 Introduction

The analysis and discussion of data collected from the respondents is a very significant step in the achievement of the aim and objectives of the study. The data was collected with the aid of a structured questionnaire designed in accordance with the three (3) objectives of the study which were to examine the effectiveness of the structures and systems for monitoring and evaluation of infrastructural projects at Central Tongu District, to identify the benefits of monitoring and evaluation of projects in Central Tongue District and to identify the problems associated with monitoring and evaluation of projects in Central Tongue District. The outline of this chapter includes the background of the respondents, the analysis of the three (3) objectives and a summary of the chapter.

4.1 Background of the Respondents

The background of the respondents is shown in table 4.1. The first question of the background of the respondents wanted to ascertain the role of the respondents in the Central Tongu District assembly. The summary of their response is depicted in table 3.1. The second question was concentrated on the number of years of experience of the respondents in practice. The years of experience of respondents gives an indication of his familiarity and knowledge of the processes of the firm. From the responses, majority of the respondents had 5-9 years of experience representing 41.94% of the respondents. This was followed by 10-14 years of experience representing 29.03% of the respondents.

Table 4.1: Background of the respondents

S/N	DESCRIPTION	FREQUENCY	PERCENTAGE
Years of experience			
1	<i>Below 4 years</i>	<i>5</i>	<i>16.13</i>
2	<i>5-9 years</i>	<i>13</i>	<i>41.94</i>
3	<i>10-14 years</i>	<i>9</i>	<i>29.03</i>
4	<i>Above 15 years</i>	<i>4</i>	<i>12.90</i>
Highest level of education			
1	<i>HND</i>	<i>7</i>	<i>22.58</i>
2	<i>BSc</i>	<i>15</i>	<i>48.39</i>
3	<i>Post Graduate</i>	<i>9</i>	<i>29.03</i>
Number of projects involved in			
1	<i>Below 4</i>	<i>3</i>	<i>9.68</i>
2	<i>5-9</i>	<i>15</i>	<i>48.39</i>
3	<i>10-14</i>	<i>10</i>	<i>32.26</i>
4	<i>Above 15</i>	<i>3</i>	<i>9.68</i>

Source: Field survey, (2018).

The least had Below 4 years of experience. This gives an indication that, the responses given by the participants will be highly dependable.

The third question asked the respondents to indicate their highest level of education. This also gives an indication of the knowledge level of respondents. Majority of the respondents had Bsc degree constituting 48.39% of the respondents. This was followed by postgraduate (29.03%) and HND (22.58%).

The last question under the background of the respondents wanted to ascertain the number of construction projects the participant has being involved in. The options were below 4, 5-9, 10-14, above 15. The majority of the respondents indicated that they had executed 5-9 projects representing 48.39%. The least were below 4 and above 15 representing 9.68%.

4.2 Effectiveness of the Structures of Monitoring and Evaluation

With the achievement of the objective one of the studies, literature review was conducted in which the various variables in table 4.2 was identified. These variables were converted into a structured questionnaire where the respondents were asked to specify how often the techniques are used for monitoring and evaluation in Central Tongu District. They were to rate using the five-point Likert scale of 1 = Not often 2 = Slightly often 3 = Moderate 4 = often 5 = Very often. Their responses were analyzed using Relative Importance Index (RII) as shown in table 4.2

From the table, the most often used monitoring technique was financial monitoring followed by physical monitoring. These techniques measure the progress of the project or program in comparison to the laid down timelines and pointers of accomplishment (Otieno, 2000). This is also referred to as progress monitoring. Elazouni and Salem (2011) posits that project monitoring comprises the real progress information, as against the crucial planned-progress data to ascertain overall project progress according to program of works schedule.

Table 4.2: Monitoring and evaluating tools

No.	DESCRIPTION	ΣW	RII	RANK
Monitoring processes				
1	Financial monitoring	124	0.800	1 ST
2	Physical monitoring	120	0.774	2 ND
3	Process monitoring	80	0.516	3 RD
4	Impact monitoring	77	0.497	4 TH
Evaluating processes				
1	Interim evaluation	110	0.710	1 ST
2	Terminal evaluation	106	0.684	2 ND
3	Ex-post evaluation	68	0.439	3 RD

Source: Field survey, (2018).

The third ranked monitoring technique was process monitoring. This is the act of identifying the factors or elements responsible for the progress of activities or success of output production (Otieno, 2000). Monitoring of process leading to the detection of faults and pointing out the basic reasons which are of prime importance in order to ensure the delivery of quality products (Das et al., 2012). However, based on the value of the RII (0.516), it shows that, this technique is seldomly used and very unpopular in the Central Tongu district.

The last ranked was impact monitoring. This accounts for the original replies and reactions to project activities and their effects in the near future. This is done so as to ascertain how far parties to project understand them. There is also assessment of progress in project execution as well as minimization of the rate at which project can fail thus risk

of failure. Impact monitoring help promote systematic and professional management as well. However, based on the value of the RII (0.497), it shows that, this technique is seldomly used and very unpopular in the Central Tongu district.

With the evaluation techniques, interim evaluation was ranked as the most often used. According to Otieno (2000), interim evaluation normally takes place at some point during the life of a program or a construction project. This normally takes place during the mid-term of project execution.

Terminal evaluation was the next to follow. Terminal evaluation assesses the progress made towards the achievement of the pre-determined objectives at the end of the program of construction project and provides a basis for decisions on future action (Otieno, 2010). Its findings and recommendations are often used to decide whether to stop the project or continue as planned. The terminal evaluation is also done when a new phase is under consideration.

Ex-post evaluation was indicated to be the least used evaluation technique in the Central Tongu district. Ex-post evaluation is conducted after a sufficient number of years (depending on the project) have elapsed since project completion so as to measure the impact (Otieno, 2010). It is generally accepted that, if the evaluations are to be objective, they have to be undertaken by external consultants. However, based on the value of the RII (0.439), it shows that, this technique is seldomly used and very unpopular in the Central Tongu district.

4.3 Benefits of Monitoring and Evaluation

With the achievement of the objective two of the studies, literature review was conducted in which the various variables in table 4.3 was identified. These variables were converted into a structured questionnaire where the respondents were asked to rate the benefits of monitoring and evaluation in Central Tongu District. They were to rate their responses using the five-point Likert scale of 1 = Do not agree, 2 = Slightly agree, 3 = Moderately agree, 4 = Agree and 5 = Strongly agree.

Their responses were analyzed using RII as shown in table 4.3. From the table, it can be realized that, the highest ranked benefit was “they can serve as an assessment tool”. This was followed by “helps in the provision of progress report” and “assessing stakeholder performance”. Their RII values were 0.774, 0.761 and 0.735 respectively. A very important assessment from their responses was that, all the variables had a relatively high RII values. This goes to show that, the respondents deemed monitoring and evaluation as a very important aspect of project execution.

Otieno (2000) conjectures that project monitoring helps to assess to know if stakeholders understand the dynamics of a project thereby reducing the incidence of failure as there is the elevation of a laid down and professional management and assessment of progress in its execution. Anon (2012) states that monitoring and evaluation is of immense importance because of one or two of the discussed as follows. It provides the only amalgamated means of data related to the progress of the project. It also provides the opportunity for industry players to learn from each other’s experiences subsequently building on their expertise and technical know-how. Monitoring and evaluation usually

alludes to provision of written reports that add up to openness and financial fairness thus accountability providing for lessons to be easily shared among parties.

Table 4.3: Benefits of monitoring and evaluation

No.	DESCRIPTION	ΣW	RII	RANK
1	They can serve as an assessment tool	120	0.774	1 ST
2	Helps in the provision of progress report	118	0.761	2 ND
3	Assessing stakeholder performance	114	0.735	3 RD
4	The extent of success achieved	111	0.716	4 TH
5	Determination and recognition of hindrances and challenges facing the program planning and execution	110	0.710	5 TH
6	Provides openness and financial fairness	106	0.684	6 TH
7	Serves as a tool for learning from previous mistakes	105	0.677	7 TH
8	It assists restructuring of project objectives	104	0.671	8 TH

Source: Field survey, (2018).

4.4. Objective three: Problems associated with Monitoring and Evaluation

With the achievement of the objective three of the studies, literature review was conducted in which the various variables in table 4.4 was identified. These variables were converted into a structured questionnaire where the respondents were asked to rate the respondents to specify the severity of the challenges by rating using the five-point Likert scale of 1 = Not severe 2 = Slightly severe 3 = Moderate 4 = Severe 5 = Very severe.

Their responses were analyzed using RII as shown in table 4.4. The most severe challenge as indicated by the respondents was weak institutional capacity. This problem has bedeviled most construction actions in the country and most sectors of the economy, to be specific. Capacity building of institutions cannot be underestimated. It is no surprise that this variable occurred as the most critical challenge of project monitoring and evaluation implementation in the Ghanaian construction industry. Nonetheless, suggestion shows that in Ghana much attention is drawn to the capacity and the impact of institutional efforts on most operations.

This was followed by weak linkage between activities. Weak linkage between planning and budgeting on the one hand and project monitoring and evaluation on the other will adversely affect the ultimate aim of project management and evaluation. It is also imperative to carefully plan for the data management of the managing and evaluating systems which curtails time and resource wastage (Chaplowe, 2008).

Limited resources and budgetary allocation for monitoring and evaluation was ranked as the third most severe challenge. Callistus and Collins (2016) also another challenge facing monitoring and evaluation are limited resources and budgetary allocation for project monitoring and equipment pose a challenge to project monitoring and evaluation principles, poor data quality, data gaps and inconsistencies are also elements facing project monitoring and evaluation in the Ghanaian construction industry. They further realized that cost overruns on projects in third world countries approximates to forty percent which render it quite difficult to prioritize those tasks that are of a high percentage of importance in the Ghanaian construction industry. The lack of investment in monitoring and evaluation make it one of the most crucial challenges it faces in the

construction industry. Budgeting for project monitoring and evaluation tasks and overall responsibilities must be listed and analyzed where necessary. Items associated with each task must be determined, including their cost, and there must be a budget for staffing, including full-time staff, external consultants, capacity building/training, and other human resource expenses. A very important assessment from their responses was that, all the variables had a relatively high RII values. This goes to show that, the respondents deemed the challenges of monitoring and evaluation as very severe in hindering the processes of monitoring and evaluation.

Table 4.4: The challenges associated with monitoring and evaluation

DESCRIPTION	ΣW	RII	RANK
Weak institutional capacity	126	0.813	1ST
Weak linkage between activities	124	0.800	2ND
Limited resources and budgetary allocation for monitoring and evaluation	119	0.768	3RD
Ineffective Communication	116	0.748	4TH
Lack of knowledge and competency	109	0.703	5TH
Stakeholders lack of interest in monitoring and evaluation	106	0.684	6TH
Lack of education and training	105	0.677	7TH

Source: Field survey, (2018).

4.5 Summary of Chapter

The data analysis was conducted with RII. The major findings for the first objective that, the most often used monitoring technique was financial monitoring followed by physical monitoring. The third ranked monitoring technique was process monitoring and the last

ranked was impact monitoring. However, based on the RII values of process monitoring (0.516) and impact monitoring (0.497), it showed that, these techniques are seldomly used and very unpopular in the Central Tongu district. With the evaluation techniques, interim evaluation was ranked as the most often used followed by terminal evaluation and ex-post evaluation. However, based on RII value of ex-post evaluation (0.439), it shows that, this technique is seldomly used and very unpopular in the Central Tongu district.

The major findings of the objective two (2) were that, the highest ranked benefit was “they can serve as an assessment tool”. This was followed by “helps in the provision of progress report” and “assessing stakeholder performance”. Their RII values were 0.774, 0.761 and 0.735 respectively. A very important assessment from their responses was that, all the variables had a relatively high RII values. This goes to show that, the respondents deemed monitoring and evaluation as a very important aspect of project execution.

The major findings of the objective three were that, the most severe challenge as indicated by the respondents was weak institutional capacity. This was followed by weak linkage between activities and limited resources and budgetary allocation for monitoring and evaluation. A very important assessment from their responses was that, all the variables had a relatively high RII values. This goes to show that, the respondents deemed the challenges of monitoring and evaluation as very severe in hindering the processes of monitoring and evaluation.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter climaxes the execution of this research. The aim of this study was to examine the challenges associated with monitoring and evaluation of public funded projects using Central Tongu District as a case study. Three (3) objectives were subsequently set in order to achieve the aim of the study. These objectives were to examine the effectiveness of the structures and systems for monitoring and evaluation of infrastructural projects at Central Tongu District, to identify the benefits of monitoring and evaluation of projects in Central Tongu District and to identify the problems associated with monitoring and evaluation of projects in Central Tongu District. An extensive literature review was conducted which aided in the development of a structured questionnaire to be distributed to the respondents. Using the census survey sampling technique thirty-one (31) questionnaires were collected and subsequently analyzed using descriptive statistics and the Relative Importance Index (RII). This chapter discusses the summary of findings, limitations to the study, recommendations for further studies, conclusion and recommendations made from the findings of the study.

5.2 Summary of Findings

All the questions on the three (3) objectives of the study were analyzed using RII. The major findings for the first objective was that, the most often used monitoring technique was financial monitoring followed by physical monitoring. The third ranked monitoring technique was process monitoring and the last ranked was impact monitoring. However, based on the RII values of process monitoring (0.516) and impact monitoring (0.497), it

showed that, these techniques are seldomly used and very unpopular in the Central Tongu district. With the evaluation techniques, interim evaluation was ranked as the most often used followed by terminal evaluation and ex-post evaluation. However, based on RII value of ex-post evaluation (0.439), it shows that, this technique is seldomly used and very unpopular in the Central Tongu district.

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The major findings of the objective three were that, the most severe challenge as indicated by the respondents was weak institutional capacity. This was followed by weak linkage between activities and limited resources and budgetary allocation for monitoring and evaluation. A very important assessment from their responses was that, all the variables had a relatively high RII values. This goes to show that, the respondents deemed the challenges of monitoring and evaluation as very severe in hindering the processes of monitoring and evaluation.

5.3 Conclusion

The study demonstrated that, when monitoring and evaluation is executed effectively and correctly (right time and right place), it increases the tendency of realizing better project performances. Unfortunately, monitoring and evaluation are given less priority and as a result are done simply for fulfilling the requirements of most donor agencies without the mindset of using them as a tool for ensuring the high probability of achieving project success. It is clear that, every project is unique and have varying requirements, therefore, project managers and developers should attempt to develop mechanisms for monitoring and evaluation in their organization so as to reap the full benefits of the process.

5.4 Recommendations

Based on the findings of the study, the following recommendations were made;

1. Project managers should establish mechanisms for monitoring and evaluation for their organizations;
2. Monitoring and evaluation should not be treated as a means of fulfilling requirements of project contract. However, it should be treated as a way of measuring achievements against objectives and taking corrective actions where necessary to enhance the probability of achieving project success.
3. Assembly members should be trained on the effective use of project monitoring and evaluation tools in order to enhance their competencies.

5.5 Limitations of the Study

Although this study was successfully conducted, yet there were certain challenges that directly or indirectly affected the processes of conducting this study. These challenges included time constraints. Due to the limited time for completion of the programme, data

collection most especially took majority of the time since the respondents were many. This enable mush time to be spent on data collection, and less time on other aspects of the research. In the review of literature, most of the information was purely published works, and unpublished works were rarely chanced upon to access the content for relevant information that might have contributed and enriched the content of this study.

5.6 Further Studies

Further studies can be conducted to expand the geographical scope of the study. Furthermore, there is an open avenue to investigate the relationship between monitoring and evaluation and project success.

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APPENDIX

RESEARCH QUESTIONNAIRE

TOPIC: A STUDY OF MONITORING AND EVALUATION IN PUBLIC

PROJECTS: A CASE STUDY OF CENTRAL TONGU DISTRICT

SECTION A

RESPONDENT'S PROFILE

1. Please indicate your role in the district assembly.

.....

2. Please indicate your years of experience in your profession?

Below 4 years []

5-9 years []

10-14 years []

Above 15 years []

Others (specify).....

3. What is your highest level of education?

HND []

BSc []

Post Graduate []

Others (specify).....

4. Please indicate the number of projects you have being involved in?

Below 4 []

5-9 []

10-14 []

Above 15 []

Others (specify).....

SECTION B

**EFFECTIVENESS OF THE STRUCTURES OF MONITORING AND
EVALUATION**

5. Please indicate how OFTEN the following techniques are used for monitoring and evaluation in Central Tongu District

Please use the response scale below:

1 = Not often 2 = Slightly often 3 = Moderate 4 = often 5 = Very often

No.	Monitoring processes	1	2	3	4	5
1	Process monitoring					
2	Impact monitoring					
3	Physical monitoring					
4	Financial monitoring					
	<i>If other, please specify</i>					
Evaluating processes						
1	Interim evaluation					
2	Terminal evaluation					
3	Ex-post evaluation					
	<i>If other, please specify</i>					

SECTION C

BENEFITS OF MONITORING AND EVALUATION

7. To what extent do you AGREE to the following benefits of monitoring and evaluation in Central Tongu District

Please use the response scale below:

1 = Do not agree 2 = Slightly disagree 3 = Moderately agree 4 = Agree 5 = Strongly agree

No.	Benefits	1	2	3	4	5
1	Assessing stakeholder performance					
2	Helps in the provision of progress report					
3	Serves as a tool for learning from previous mistakes					
4	Provides openness and financial fairness					
5	The extent of success achieved					
6	Determination and recognition of hindrances and challenges facing the program planning and execution					
7	They can serve as an assessment tool					
8	It assists restructuring of project objectives					
	<i>If other, please specify</i>					

SECTION D

PROBLEMS ASSOCIATED WITH MONITORING AND EVALUATION

9. Please indicate the SEVERITY of the following problems associated with monitoring and evaluation in in Central Tongu District

Please use the response scale below:

1 = Not severe 2 = Slightly severe 3 = Moderately severe 4 = Severe 5 = Very severe

No.	Problems	1	2	3	4	5
1	Lack of knowledge and competency					
2	Weak linkage between activities					
3	Limited resources and budgetary allocation for monitoring and evaluation					
4	Weak institutional capacity					
5	Stakeholders lack of interest in monitoring and evaluation					
6	Ineffective Communication					
7	Lack of education and training					
	<i>If other, please specify</i>					