THE PROSPECTS AND CHALLENGES OF MONITORING PROJECTS AT THE KUMASI METROPOLITAN ASSEMBLY (KMA)

By

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DECLARATION

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

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ABSTRACT

Developing policies and programmes, putting them into operation, and measuring their success or failure constitute an important and recurring cycle for public and nonprofit managers. Repeatedly, plans are made, policies and programmes are implemented, and the work of the organisation or institution is evaluated.

Recently, these issues have taken on increased importance as managers in the public and nonprofit sectors have been asked to do more with less, while at the same time providing more and better services. This has led many to call for managing for results, that is, clearly stating goals and objectives in terms of public outcomes, designing and implementing projects and programmes, then measuring the performance of public institutions and organizations against established standards. The idea of managing for results or performance management suggests the importance of bringing together careful planning, implementation and evaluation.

Despite the role planning plays in both local and national levels, as well as government commitment to prudent management of the decentralization process, with the aim of ensuring effective and efficient delivery of services for the benefit of all Ghanaians especially people at the grass root, much needs to be realized especially during the implementation phase (monitoring) of project and programme delivery at the district level.

Looking at the roles government and development partners commit to support a wide range of development interventions that are designed to improve the socio-economic conditions of the people, the monitoring of these projects and programmes should therefore support project sustainability so as to reduce poverty in the long run. This study focuses on the Prospects and Challenges of Monitoring Projects at KMA. It seeks to highlight the contributions of monitoring to project sustainability, the challenges with regard to the monitoring process in KMA and the ways by which this process (monitoring) could be done to ensure effective project sustainability in the study area.

Monitoring among other benefit, enables an institution, organization and the entire management to:

- Set up a system for tracking changes
- Assess the level of progress made in the implementation of project
- Assess if real changes have occurred, what progress has been made and in what areas of the project
- Make informed decisions as to continually improve the entire project among others.

The study adopted the case study approach with its unique characteristics to deal fully with a variety of evidence such as documents, questionnaires, interviews and observations among others. A multi-stage (purposive, cluster, convenient and random) sampling techniques was used to select informants for the study. Primary data was gathered from questionnaires and interviews. Series of field visits was also made to gather more information to build literature of the study area.

The results indicate that although there is evidence of effective monitoring of huge funded projects in the metropolis, the assembly is still handicapped financially to ensure effective monitoring of all projects (minor projects) under the monitoring team's jurisdiction. The commitment towards effective monitoring is also hindered by the fact that logistics and transportation that are key in ensuring that monitoring team members perform their duties diligently is woefully inadequate.

In the discussion of the community's participation in the monitoring process which is lacking in the metropolis, the metropolitan assembly is saddled with the financial support to ensure the effective implementation of the local government structures where the unit committees would be made more functional and operational to team up with the metropolitan team for the successful implementation of projects.

These notwithstanding, the monitoring process can become more vibrant if community participation is incorporated since community participation establishes partnership and local ownership of projects as well as providing timely, reliable information for management on decision-making World Bank (2004). Various sources of raising funds for the monitoring team are also recommended for the necessary action to be taken. The planning unit of the KMA, the main unit for plan preparation should ensure that the monitoring component of projects are budgeted for

during the initial budgeting stage of projects to ensure effective monitoring of projects.

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Should there be any misinterpretation of any ideas or error in quoting and acknowledging all sources in the study, I do apologise sincerely, as these were not done deliberately.

ABBREVIATIONS

AFD	France Agency for Development
CBD	Central Business District
CSOs	Civil Society Organisations
DACF	District Assembly's Common Fund
DPO	District Planning Officer
GET Fund	Ghana Educational Trust Fund
GoG	Government of Ghana
GPRSII	Growth and Poverty Reduction Strategy II
GTZ	Deutsche Gesellschaft fur Technishche Zusammenarbeit
HRD	Human Resource Development,
IFAD	International Fund for Agricultural Development
IGF	Internal Generated Funds
KAAD	Katholischer Akademischer Auslander-Dienst
KATH	Komfo Anokye Teaching Hospital
KMA	Kumasi Metropolitan Assembly
KNUST	Kwame Nkrumah University of Science and Technology
LGPRSP	Local Governance Poverty Reduction Support Programme
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
MDGs	Millennium Development Goals
MTDP	Medium Term Development Plan
MPCU	Metropolitan Planning and Coordinating Unit
NDPC	National Development Planning Commission
NDPS	National Development Planning System
NGOs	Non-Governmental Organisations
SPSS	Statistical Package for Social Scientist
TBAs	Traditional Birth Attendants
TEPPCON	Tamale Ecclesiastical Province Pastoral Conference
UNDP	United Nations Development Programme

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CHAPTER ONE

GENERAL OVERVIEW OF THE STUDY

1.1 Introduction to the Study

Planning is part and parcel of every development process. Today, planning has become more relevant since the process aids the maximum ultilisation of resources to match the growing population in the country.

Ghana like many developing countries has had a number of planned projects especially infrastructure projects in the sectors of health, education, water and sanitation, agriculture and transportation, among others. The planning aproachrocess, whether comprehensive rationalis, mixed scanning or incrementalis goes through the planning circle in which the implementation stage of the project is very crucial. Recently, a body of literature dealing with the implementation process has emerged. Some of the literature merely uses new terms to talk about the general processes of administration in the public sector, whereas other parts of the literature focus on the relationship between policy development and programme implementation, specifically alerting us to the difficulty of effective implementation and how implementation of programmes and projects may distort or even subvert the intent of policy makers (Denhardt and Grubbs, 2003).

In the cycle of planning, implementation, and evaluation, implementation is the action phase with monitoring and evaluation performing a very crucial role. According to the UNDP (2002), monitoring and evaluation enhance the effectiveness of a project by establishing clear links between past, present and future interventions and results. Monitoring and evaluation can help an organization to extract, from past and ongoing activities, relevant information that can subsequently be used as the basis for programmatic fine-tuning, re-orientation and planning. Without monitoring and evaluation, it would be impossible to judge if work was going in the right direction, whether progress and success could be claimed, and how future efforts might be improved.

Further, monitoring helps, to a large extent, to improve performance and achieve intended results as well as to assist in the re-planning process. In this direction, monitoring is a continuing function that aims to provide management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results (UNDP 2002).

Recognizing the value of monitoring during an on-going (implementation) of a project, or programme, feedback by means of information and knowledge dissemination and the overall assessment of progress to achieve results is enhanced. Ghana attaches importance to the role monitoring plays during the implementation of on-going projects and programmes in the country. With the establishment of the decentralisation process where the district assemblies are empowered to undertake development projects that reflect the interest of the citizens at the grassroot level, monitoring of development projects and programmes is obtaining the needed attention at the district level.

Based on the above background, the main purpose of this research work is to examine the prospects and challenges of monitoring of projects and programmes within the Kumasi Metropolitan Assembly (KMA).

1.2 Statement of the Problem

Plans are meant to be implemented and would remain sterile without implementation, so there has always been a close connection between planning and execution (Denhardt and Grubbs, 2003). As noted, planning is most beneficial where it can help make immediate decisions in light of future impact.

The Local Government Act of 1993, (ACT 462) and the National Development Planning (System) Act of 1994 (ACT 480) designate the District Assemblies as the Planning Authority with the mandate to plan, initiate and implement development programmes at the local level. With regard to this, all districts in Ghana do embark on developmental programmes and projects in the country. Some of these projects are either funded by the district, private investors, CSOs and other NGOs operating in the district. The aims of these projects and programmes are to meet the needs of the people; enhance their living standards geared towards socio-economic development;

and as well as meeting the demand of the growing population in general. Most of these are public projects in areas such as road construction, schools, hospital buildings, housing, KVIPs, boreholes, among others.

Social infrastructure development is not constructed in a vacuum. These infrastructural developments are planned and as the process of regional planning therefore strives to achieve a better integration of spatially organized economies, planned infrastructural projects recognise the monitoring of the activities designed in the logical frame to serve as a check and a means of feedback on the progress of work to every organised activity planned in the logical frame and the corresponding time and resource allocation spelt out in the Gnatt chart.

In the context of good public sector governance, the application of monitoring and evaluation (M&E) tools to generate reliable and valid information to help Government make sound policies and decisions is becoming increasingly relevant NDPC (2006). Recentlly, both the print and the electronic media have reported on the slow and poor execution of infrastructural projects in most districts especially the Asafo Interchange in the Kumasi Metropolis in the Ashanti Region. The World Bank advised the Ministry of Road Transport in Ghana to replace the contractor at the work site because the Bank rejected the new estimates quoted by the contractor. The project which started in 2004, was expected to have been completed in December 2006 (reported in the Ghanaian Times March 13 edition of the paper). This project was however completed in 2008. Though this is a national project with international funding, in which the KMA has little or no authority to monitor progress of work, local projects do encourter similar problems like this project.

On the 7th of May, 2008 the Public Accounts Committee of Parliament paid a monitoring visit to the Sakomanu Sea defence site in Accra to inspect progress of work after the committee told the sector minister to terminate work at the site. This visit came after the contractor failed to complete work on schedule since the commissioning time in 2004. Cases of this nature are very common in the histroy of Ghana. Where is the monitoring team of Sakomanu Sea defence project? Did they report to management and if so what was their reaction until the time of the committee's visit?

Most of these heavy infrastructural projects involve huge financial committments and as such a committed monitoring team would have provided a foresight information on the deficits in quantities of materials budgetted for during the planning stage and make a quick recommodation for successful implementation.

The monitoring team at the district is expected to embark on weekly, monthly or quarterly visits to inspect so as to give routine information on the project. "The Deputy Director at the National Development Planning Commission (NDPC), explained that monitoring and evaluation had, to date, received little priority in district assembly budgets and comparatively insignificant actual disbursement". In the light of this what happens to the monitoring components of projects at the district level? Little or no monitoring also aid the use of inferior and poor quality materials by contractors for physical projects during the construction process resulting in shoddy construction works and the short lived nature of projects therefore causing the construction of the same project all the time.

Looking at the huge budgetary allocations to these projects and programmes at the district level and the role they serve in meeting the needs of the people at the grassroot, there is the need to take a cursory look at how monitoring of projects at the KMA is being carried out for sustainable development.

1.3 Research Questions

Based on the problems stated above, this reseach would address the following research questions.

1. Are there challenges and constraints with regards to monitoring of projects at the district level?
2. What is the budget allocation compared to other allocations for the monitoring component of projects at KMA and is the money used for that?
3. What measures could be put in place to ensure that information from the monitoring process helps to enhance quality project implementation in the Metropolis?
4. Do all projects go through the same monitoring process in the Metropolis?
5. What new models could enhance monitoring in the Metropolis?

1.4 Objectives of the Research

1.4.1 General Goal

The main reason for undertaking this research is to take a closer look at how monitoring is being carried out on projects in the KMA so as to be able to identify the perculiar and persistent problems related to the monitoring process and to be able to recommend new ways by which this process could be enhanced to achieve maximum results during the plan implementation process.

1.4.2 Specific Objectives

With regard to the overall goal, the research would seek to achieve the following specific objectives.

- To review how monitoring of infrastructural projects is carried out in the KMA
- To find out the budgetary allocation for monitoring of projects in KMA
- To identify the constraints with regard to monitoring such projects
- Suggest appropriate ways and means by which monitoring could be done to ensure the full benefit of the planning and implementation process.

1.5 Justification and Relevance of the Study

Most development partners have contributed and committed huge sums of money to the implementation of projects especially in developing countries with the aim of reducing poverty especially in the rural communities. The ultimate objective of those interventions was to improve the socio-economic conditions of the people.

Many a time, the general public have expressed concerns about how projects and programmes implementation is being carried out at the district level. This research seeks to identify the bottlenecks during the monitoring process and consequently, make the attempt to identify the necessary channels to address these problems which the researcher believes would go a long way to serve as a guide for project implementation in the metropolis.

Secondly, the researcher would find out why the monitoring process is still inactive during the implementation of certain projects in the metropolis after attempts from

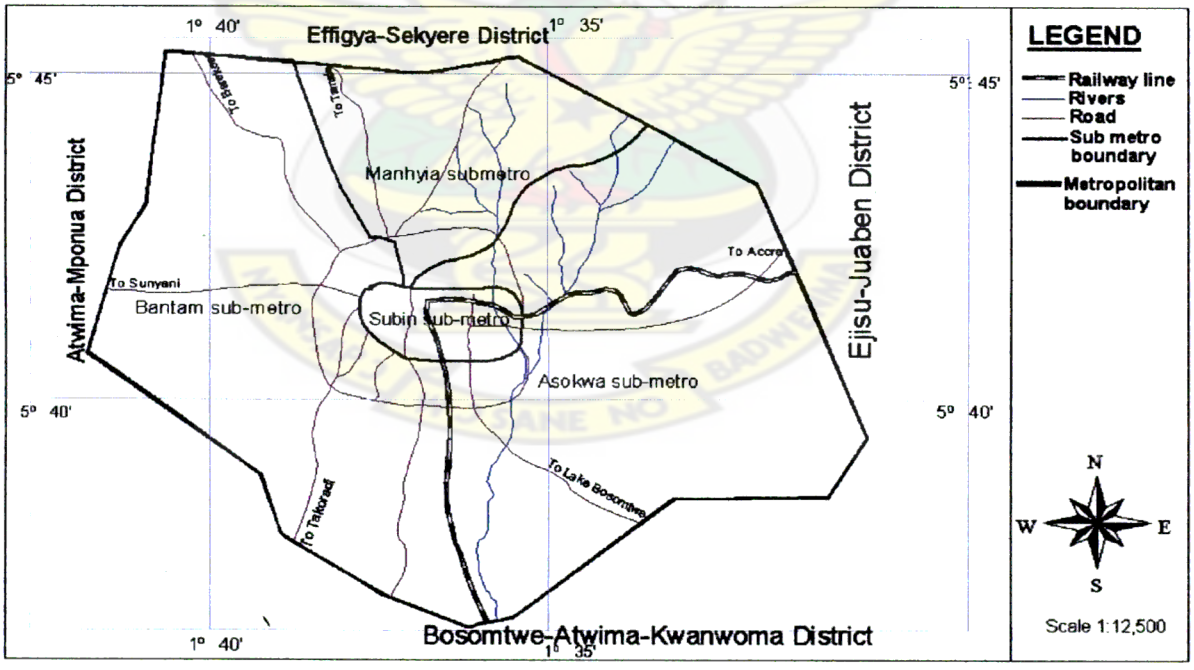
some NGOs and CSOs to complement the efforts of government by organising series of workshops to update for the district personnel on the subject matter.

There is no doubt that the research findings would provide an input into the review of the monitoring process of the KMA projects and programmes, to make these huge financial investments more sustainable, as well as making recommendations that would assist in the evaluation and re-planning process for the metropolis and other districts where applicable.

1.6 Scope of the Study

The scope of this project is in two folds. Geographically, the study focuses on the Kumasi Metropolitan Assembly (KMA). The KMA is one of the eighteen (18) districts in the Ashanti Region of Ghana and one of the four metros in the country and second to Accra.The metropolis covers an area of 245 square kilometres and is bounded on the north by the Kwabre Districts, the South by Bosomtwe-Kwanwoma District, the west and the east by Ejisu-Juaben and the Atwima Districts, respectively.

Figure 1.1 : Study Area in the Local Context



Source: Survey Department, Ghana 2007

The KMA is the most populous district in the region and has a growth rate of 5.4% per annum (KMA Development Plan 2006-2009). This may be as a result of its geographical link between the northern and the southern sectors of the country.
The Metropolis is sub-divided into ten sub -metros namely: Subin, Asokwa, Bantama, Manhyia, Asawase, Suame, Oforikrom, Tafo, Kwadaso and Nhyiaeso, 24 town councils and 403 unit committees, respectively.

With regard to its fast growing population size, the metropolitan assembly (KMA) is tasked with the planning authority under the NDPC Act 482 to plan and collaborate with development partners and other stakeholders to implement development projects for the total benefit of the citizens. The work would cover planned projects in the areas of road construction, school infrastructure, health, housing and waste facility all outlined in the Metropolitan Development Plan for the 2006-2009 and are on-going (being implemented).

Content wise, the research is limited to the monitoring component of physical projects in the study area. This would include to under study the existing monitoring process within the KMA and all related monitoring issues.

1.7 Limitation to the study

A research of this nature would not end without the researcher and the work encountering some challenges. In the first place, the research method that would have been appropriate is an experimental classical designed in which the researcher would compare the impacts of projects that are/were effectively monitored to that which have little or no monitoring in the metropolis. This is not made possible because of the time available for the research to be carried out.

Another limitation that the researcher have encountered is the fact that the work was centered more on physical projects with little concentration on non physical projects. This is because non physical projects in the form of workshops, training sessioms are difficult to assess their impact immediately.

1.8 Research Methodology and Procedure

1.8.1 Research Design

For the research to gain the needed relevance, it has to follow the scientific procedures of data collection, sampling and other scientific techniques. The choice of research strategy depends on the nature of the study, since that will guide the kind of information one is interested in finding (Jägeskog, 2003). The case study method is used for data collection. The case study method was preferred for its unique characteristics to deal fully with a variety of evidence such as documents, questionnaires, interviews and observations, among others. In case-study research, the researcher examines in depth many features of a few cases over duration of time.

Further, case study approach focuses more on contemporary events, which is a concern to this study. In case study research, a researcher examines, in depth, many features of a few cases over a given period of time with very detailed, varied, and extensive data, often in a qualitative form (Newman, 2007).

It was also possible to answer many of the "how" and the "why" questions asked such as how is the monitoring process carried out in the KMA and why are there many break downs in physical projects shortly after they are implemented? However, the study was done with the awareness of the weaknesses of case study approach in that it focuses more on peculiarities of the case under study, hence providing little basis for scientific generalization.

1.8.2 Data Collection Process

1.8.2.1 Selection of Study District

The case study district was purposively chosen because it possesses the required features that serve the objectives of the study. The extent and nature of monitoring projects in the KMA were, therefore, the main things considered for the sampling.

1.8.2.2 Sampling

The study used various sampling techniques to select informants for the study. These included purposive, convenient and cluster sampling. The sampling population is made up of three (3) broad groups: the KMA Monitoring Team (the Metropolitan Planning Officers, the Budget Officer, Auditors, Administrators and Engineers),

contractors (local, national and international) and beneficiaries of projects and programmes. A purposive sampling was used to select the KMA monitoring team, a convenient sampling was also used to select the contractors, whereas the cluster and systematic sampling were used to select the beneficiaries. The cluster sampling was used to cluster the ten sub-metros in the metropolis. In all a total of 140 respondents were chosen for the study in which twenty (20) respondents were selected from the monitoring team, twenty (20) were contractors within the metropolis and hundred (100) randomly selected community members from the ten sub-metros in the study region.

1.8.2.3 Sources of Data

Preliminary visits to the study area were done to acquire information about the study area (KMA). The Medium Term Development Plan for the period 2006-09 was used to find out physical and non physical projects that are being implemented. Existing literature and past researches on monitoring were of primary importance to understand the nature and extent to which the process is carried out as well as drawing on the merits of the process during the implementation phase of the planning process. For the secondary data, textbooks, journals, periodicals, news papers and website studies were used in the related area to review existing literature. The study also used mailed questionnaires, interviews, personal observations and discussions.

1.8.2.4 Data Analysis

Qualitative, quantitative and descriptive methods were used in the process of data analysis. Data was analysed and presented using descriptive tools such as maps, charts, figures, photographs and other descriptive expressions. The Stastical Package for Social Scientist (SPSS) and Microsoft Excel computer software programme was effectively used to analyse primary and field data from respondents. These analyses were later used to complement the qualitative analysis drawn from interviews.

Variables are key elements for coding information into the SPSS soft ware as well as assisting in analyzing data. Variables used for the analysis include physical projects, budget allocation, beneficiaries (males, females, and youth) and administrators at the metropolitan assembly.

1.8.2.4.1 Coding

The close-ended questionnaires were retrieved and each question was given codes in the form of numbers to the possible variables for that question. These codes were then transferred into the SPSS computer programme and the necessary statistical analysis drawn with additional content description.

1.9 Organisation of the Work

The research is organised into five chapters. Each chapter contains sub-topical issues discussed in detail. Chapter one gives a general introduction and the need for the study. In the same chapter, the researcher highlighted the statement of the research problem, research questions were asked, the objectives of the study, scope of the work, justifications, limitations and a brief methodology of the study were all discussed.

The second chapter makes a review of literature on monitoring and its relevances during the project implementation stage. Chapter three gives an overview of the study area and present the monitoring process of on-going projects in the Metropolis. Chapter four focuses on the analysis of data collected from the study area and the findings of the data gathered. The last chapter of the study summarises the work and present recommendations as well as proposing other related area of study in the near future.

CHAPTER TWO

A REVIEW OF THE MONITORING PROCESS

2.1 Introduction

In view of the research problem, the study objectives, content, scope and the identified research issues presented in chapter one, it is imperative to present a discussion on the key concepts and issues of monitoring of projects. This chapter therefore focuses on some definitions, elaborations and explanations with regards to related concepts and contribution of the monitoring process of projects for sustainable development.

The review therefore looked at the following key areas:

1. The Monitoring Process
2. An overview of development projects
3. A review of the planning process in which monitoring at the implementation stage is paramount
4. Monitoring and Evaluation
5. The contribution of monitoring to project sustainability
6. How the monitoring process is carried out in different institutions

2.2 The Monitoring Process

The word monitoring has been used differently in many disciplines. While others refer to monitoring as supervision, inspection, monitoring is widely used in the field of planning as a continuous and systematic process of collecting and analyzing information through the use of indicators (www.unfpa.org/monitoring). Monitoring is about collecting information that will help you answer questions about a project. This information is collected in a planned, organized and routine way used to report on your project and then help in the evaluation process.

According to UNDP (2002), monitoring can also be defined as a continuing function that aims primarily to provide the management and other main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results. An ongoing intervention might be a project, programme or other kind of support to an outcome. In the view point of (King and Braimah, 2007),

the implementation phase does not end with the implementation design. It should continue through to the implementation of the activities through monitoring to the evaluation of the completed activities for the information to be fed into the process of re-planning. Monitoring is therefore to cater for our human weaknesses in deciding exactly what the future should be, so that as we carry out the activities one after the other, we monitor things closely in order to determine the need for redesigns as things become clearer and more obvious (King and Braimah, 2007).

Monitoring to (Pinto, 2007), is to collect project performance data with respect to a plan, produce performance measures, and report and disseminate performance information. To Pinto, monitoring covers only information on a project which is limited to a specific variable (a project) which is quite different from the definition given by (www.unfpa.org/monitoring) that "Monitoring is a continuous systematic process of collecting and analysing information through the use of indicators, thus M&E is an essential component of any successful management activity and that managers need the information generated to improve their management, and donors and stakeholders need results to ensure accountability". This definition is general and seems not to apply to only a project of the sort.

Similarly, the International Fund for Agricultural Development IFAD (2002), see monitoring as a management tool for those who manage anything from small project component to an entire project. CARE-Uganda (1997), defined monitoring as the on-going process of regularly collecting, analysis and using information to guide project implementation. From this definition it is obvious that monitoring is not just a snapshot activity but it is carried out over a given period of time as long as a project's activities are on-going.

On the contrary, supervision which is seen as the critical watching and directing of activities or an operation (Penguin English Dictionary, 2003) is synonymous with monitoring but the work of supervision emphasises on the watching aspect whereas monitoring goes beyond watching to be more concerned with scheduling and completion of day to day tasks itemised during the programming phase in the (Logical Frame). Monitoring therefore goes beyond supervising to be concerned with seeing that inputs are translated into outputs in an efficient and effective manner.

It is on the basis of the above elaboration that (Stanley, 2007) sees monitoring to be "monitoring the plan's implementation and also acting as watchdog in relation to the accountability of other agencies for appropriate resource and service delivery to the region's indigenous people". In the light of Stanley's definition monitoring sees to it that a system is effectively functioning in the right direction by checking on all stakeholders who are responsible. For example, Stanley stated that the priority of many regions is to monitor the application and effectiveness of health and education expenditure. In this direction monitoring is an on going process of checking whereas in the implementation process of a project monitoring attaches itself to the activities outlined in the programming stage to purposefully provide relevant information for a successful execution and completion of the project or programme at hand.

2.3 An Overview of Development Projects

Projects are one of the principal means by which we change our world and our environment. A project is a unique venture with a beginning and an end, conducted by people to meet established goals within parameters of cost, schedule, and quality. Projects are goal-oriented, involve the coordinated undertaking of interrelated activities, have finite duration, and are all, to a degree, unique (Pinto, 2007).

According to Pinto (2007), the various elements of a project are:

Figure 2.1: Elements of a Project

- Projects are complex, one-time processes: projects arise for a specific purpose or to meet a stated goal.
- Projects are limited by budgets, schedule, and resources: project work requires that members work with limited financial and human resources for a specified time period.
- Projects are developed to resolve a clear goal or set of goals: projects are designed to yield a tangible result, either as a new product or service.
- Projects are customer-focused: the underlying purpose of any project is to satisfy customer needs

On the contrary, the Wikipedia free dictionary explains that the word *project* comes from the Latin word *projectum* from *projicere*, "to throw something forwards" which in turn comes from *pro-*, which denotes something that precedes the action of the next part of the word in time (paralleling the Greek πρό) and *jacere*, "to throw". The word "project" thus actually originally meant "something that comes before anything else is done".

The Wikipedia dictionary states that a project should have the following features or characteristics: it should be temporary meaning that any project will have a start date and end date (but it has nothing to do with short duration).
Projects are characterized by progressive elaborations. Due to uniqueness and greater uncertainty, projects cannot be understood entirely at or before project start, and therefore planning and execution of projects is happening many times in separate steps or phases. As project progresses, the project team begins to understand the next steps, deliverables and the way of execution much better. Based on this knowledge team members elaborate on initial draft plans, and execute next phase of the project based on these detailed plans.

Projects differ from operations, because operations are continuous and repeating (projects are temporary), and operations deliver the same or almost the same results (project results are in contrast unique) Pinto (2007). A project usually needs resources to deliver its results. Most of the time project execution is based on detailed plan, which considers also external factors and constraints. Planning, execution and controlling of project is the primary field of project management. Development projects are therefore unique ventures that are undertaken to positively change lives of individuals.

2.4 A Review Of The Planning Process

Planning is a process that cuts across every human endervour and has been defined in various ways by different scholars. Planning is derived from the word to plan which means to arrange (something) in advance, to intend to do something (Penguin English Dictionary). Planning is both the organizational process of creating and maintaining a plan; and the psychological process of thinking about the activities required to create a desired future on some scale (Wikipedia, free encyclopedia 2007).

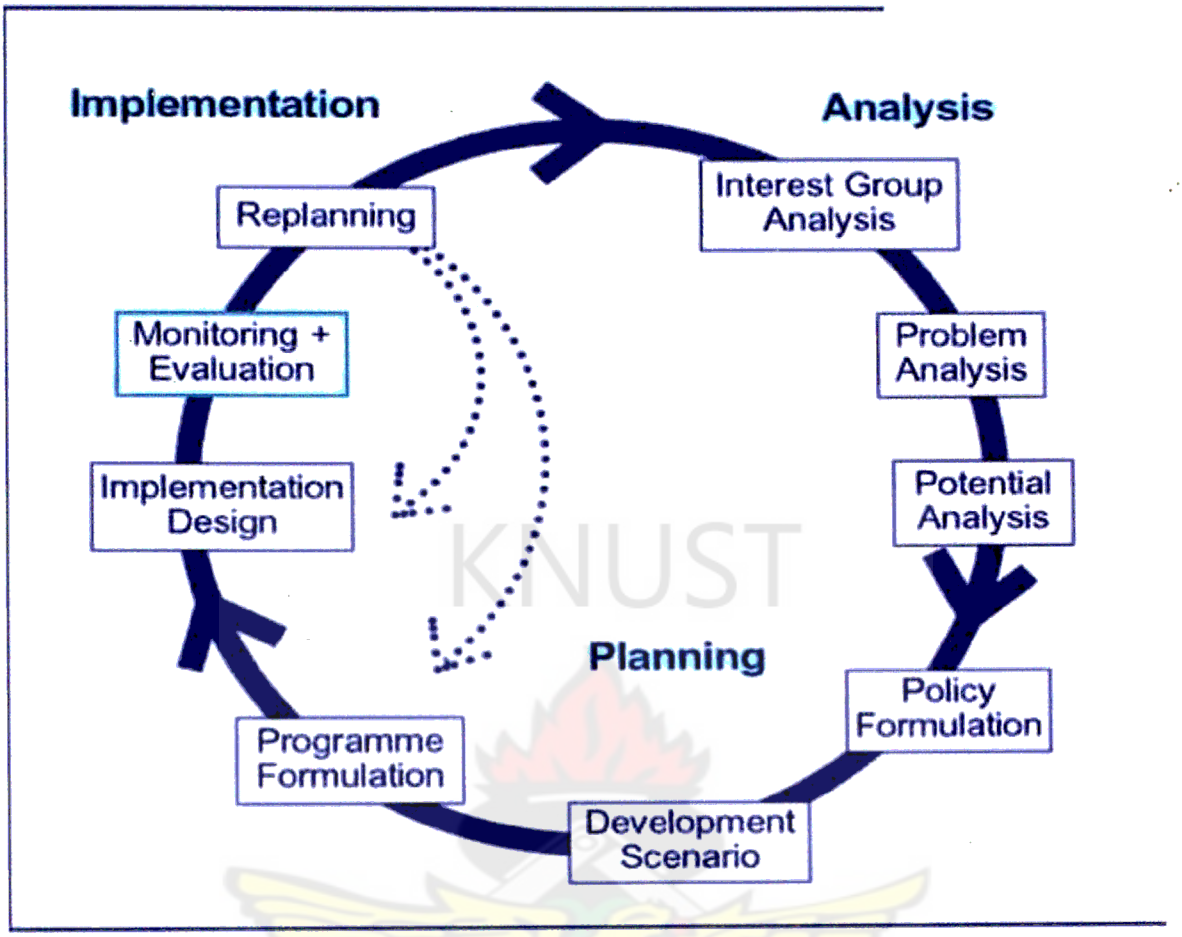
Planning is seen both as a tool for resource allocation and a procedural method for decision making about the development of the economy irrespective of the scale of planning and the subject matter (King and Braimah 2007). According to Stanley (2007), planning applies to a systematic approach for designing and facilitating change processes that lead towards desired outcomes. This thought process or approach is essential to the creation and refinement of a plan, or integration of it with other plans, that is, it combines forecasting of developments with the preparation of scenarios of how to react to them.

On one hand, Holechek et al 2003, are of the opinion that, planning is the process of identifying problems or issues and their possible solutions, then mapping out actions and evaluating results.

Looking at these few definitions it is obvious that planning as a process and a procedural method is very vital and key in our daily dealings and that planning on our decisions and whatever decisions we make can affect us positively or negatively and therefore the need to effectively manage the process well (King and Braimah 2007). Whether the planning process is therefore to satisfy personal needs or for project development at a community level has basic elements such as the aim/goal of the project, strategies to be used to achieve the goal of the project and resources to meet the desirable level of the project are very paramout.

The planning process basically comprises three main stages namely the analysis, the design or planning and the implementation stages. These stages could be subdivided into several stages as illustrated on figures 2.2

Figure 2.2: SPRING Planning Circle



Source: ZOPP, 2004.

Planning is done when a diagnostic analysis is carried out to identify and determine the problems of an area and to understand what is best for the people one is planning for. The planning stage therefore formulates goals and objectives that will lead to the solution of the problems identified during the diagnostic phase. The goals and objectives formulated must not conflict with the regional, national as well as global level.

The planning process provides the framework for developing conservation plans on the basis of ecological, economic, social, and policy considerations. Implementation of these plans may then be facilitated by utilizing technical, educational, and financial assistance and other sources. According to (Tamakloe and Amadu, 2002), the entire purpose of planning is to produce plans that can be carried out effectively. The process of translating the plan in to an effective output is its implementation stage. The implementation phase of the entire planning process consist of programming that

is the process of laying out exactly what needs to be done, in what order, by whom, the materials to use and methods.

Monitoring is therefore a sub-stage under the implementation phase and very vital because information from monitoring is fed into the evaluation and re-planning stages, which makes the process circular in nature.

2.5 Monitoring and Evaluation

During the implementation phase of the planning process monitoring and evaluation are words that are used together as "twin words". The literature available indicates that programming, monitoring and evaluation are all interrelated but are not equally common in all countries. In most countries, programming and monitoring are common aspects of the way bureaucracies work. Project evaluations, however, are rarely done except for large projects funded by external donors (Tamakloe and Amadu, 2002).

Notwithstanding this assertion, programming, monitoring and evaluation are all closely related because programming for instance lays out a schedule for the work, monitoring comes in to use the schedule to see if it is on target and evaluation assess the overall preformance of what has been planned for.

In the planning process and in available literature, monitoring and evaluation are always used but the two words are not the same. Whereas monitoring is intended to provide information to project managers about how the project is going and what changes might be needed to make it work better, evaluation is concerned with summing up what effect a project has had and what lessons can be learned from it. In this regard, monitoring could be formative in purpose that is helping to shape the implementation process whereas evaluation is summative (Tamakloe and Amadu, 2002).

CARE International describes monitoring as "monitoring helps continual self-evaluation by providing data to generate insights through formal and informal processes. Formal monitoring involves gathering data about chosen indicators and

performance questions. Informal monitoring is about valuing and sharing impressions from chats with stakeholders and from observations in the field. Monitoring focuses on regular information-gathering and frequent checking of short-term progress, with analysis about implications for the project. On the other hand evaluation simply means "to assess or judge the value or worth of something". This means implementers need a questioning attitute for continual assessment. Evaluation events are often more periodic and ask more fundamental questions about the overall progress and direction of a project.

Monitoring is concerned with seeing that inputs are translated into outputs in an efficient and effective manner but evaluation is particularly concerned with outcomes. According to UNDP (2002), evaluation is a selective exercise that attempts to systematically and objectively assess progress towards and the achievement of an outcome while monitoring can be defined as a continuing function that aims primarily to provide the management and main stakeholders of an ongoing intervention with early indications of progress, or lack thereof, in the achievement of results.

Monitoring is the periodic oversight of the implementation of an activity or intervention. It seeks to establish if inputs (resources invested), processes (activities conducted and their quality) and outputs (direct 'deliverables') are proceeding according to plan. It includes the regular collection and analysis of information to assist timely decision making, ensure accountability and provide the basis for evaluation and learning www.aidsalliance.org/sw17257.asp.

The same website explained evaluation as a process that attempts to determine as systematically and objectively as possible the relevance, effectiveness, efficiency, sustainability and impact of activities in light of specific management questions, to judge the overall value of an intervention and supply lessons learned to improve future actions, planning and decision-making www.aidsalliance.org/sw17257.asp.
In assessing the above definitions from www.aidsalliance.org/sw17257.asp on monitoring and evaluation it is evident that, monitoring provide information for the evaluation process and uses limited time period to undertake its activities whereas evaluation may take a longer period of time such as a period of ten years and beyond

normally known as on-going evaluation because of its role in assessing the impact of the project.

Many do ask the question that, when does monitoring ends and when does evaluation begins? The monitoring process starts immediately the scheduled or outlined activities of the project begins. These are the activities that together build up the project and it is these activities that are monitored to see to the overall success of the project. Evaluation on the other hand, assesses the output, effects and impact of the entire project.

Figure 2.3 illustrates how outputs and outcomes interrelate during the process of achieving results.

Fig. 2.3 Result Chain Diagram

The Results Chain				
Inputs	**Outputs**		**Outcomes**	**Impact**
▪ Experts ▪ Equipment ▪ Funds	▪ Studies completed ▪ People trained		▪ Income increased ▪ Jobs created	▪ Health conditions improved ▪ Longevity increased

Source: Monitoring and Evaluating for Results, 2002.

In a nutshell, though the two words may always be seen together as M&E, they are related in nature in that the information from one may assist the other to carry out its function but notwithstanding this they perform different functions at different times.

2.6 Contribution Of Monitoring To Project Sustainability

From the review of the word monitoring, there is an indication that monitoring cuts across all areas of life such as monitoring of human performance, resources, a task, service delivery, economic conditions, infrastructural development as well as projects or programmes. Monitoring is very crucial to the planner because this process, usually known as "implementation" is the "main event" of planning (Tamakloe and Amadu, 2002). Planning by nature is flexible and to adopt to the unforeseen situations that was never possible to foresee in advance,but comes during the implementation stage when monitoring is on-going.

Many experts, local and international institutions have stressed the contribution of monitoring to project sustainability and poverty reduction. King and Braimah (2007), indicated that monitoring is to cater for our human weaknesses on deciding exactly what the future should be, so that as we carry out the activities one after the other, we monitor things closely in order to determine the need for redesigns as things become clearer and more obvious. This they stressed, is done so that if the planner forgot to do something at the time of planning, the implementation stage can quickly make room for it. If there were directions, in the course of the implementation, we can realise that aspect and then make sure that the implementation is not swayed to an unintended direction.

With the introduction of the decentralisation process in Ghana, government has seen the need and relevance of M&E and has outlined as one of the responsibilities of the District Planning Officer (DPO) to coordinate the implementation of projects in the district and to undertake monitoring and evaluation activities for the district {Local Governance Poverty Reduction Support Programme(LGPRSP) 2006}.

The International Fund for Agriculture Development (IFAD's Guide for Project Monitoring and Evaluation 2002), stated that the basis of the guide is to enhance "impact" the highest goal-level acheivements of a project. The guide went on to say that local ownership and building capacity are often critical interim impacts that encourage self-management for development amongst the poor. So is the reduction of the vulnerability. It stated that the main cause of poverty, vulnerability is not just

about food insecurity and the inability to meet basic needs. It concern people's inability to influence decisions affecting their lives, negotiate collectively for better terms of trade and services, stop corruption and violence and make organisations-government or non-governmental, public or private - accountable to them.

In the opinion of IFAD 2002, M&E feeds the whole process of assessment both of change in the lives of the poor and of the performance of IFAD and other stakeholders in relation to their obligations, functions and relationships. It looks not only at the specific project or programme but also contributes to advocacy, policy dialogue and updating understanding on poverty and its reduction. IFAD explained that effective M&E can:

- *Provide managers with information they need for day-to-day decisions in the ever-changing context of projects;*
- *Provide key stakeholders with the information needed to guide the project strategy towards achieving the goals and objectives;*
- *Provide early warning of problematic activities and processes that need corrective actions;*
- *Help empower primary stakeholders by creating opportunities for them to reflect critically on the project's direction and help decide on improvements;*
- *Build understanding and capacity amongst those involved in the project;*
- *Motivate and stimulate learning amongst those committed to making the project a success;*
- *Assess progress and so enable accountability requirements to be met.*

Further, UNDP has this to say about monitoring and evaluation.

> *"Monitoring and evaluation help improve performance and achieve results. More precisely, the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results.*

CARE citing Feuerstein, (1986) indicated that the importance of M&E to a project is to provide the following information needs.

Table 2.1: Information Needs of a Project

Information Needs
➢ Achievement- what has been achieved? How do we know that the project caused the results? ➢ Assessing progress- are the objectives being met? Is the project doing what the plans said it would do? ➢ Monitoring- is the project well-managed? ➢ Identifying strengths and weaknesses- where does the project need improvement and how can it be done? Are the original objectives still appropriate? ➢ Checking effectiveness- what difference has the project made? Can the impact be improved? ➢ Cost-effectiveness- were the costs reasonable? ➢ Sharing experiences-can we help to prevent similar mistakes or to encourage positive approaches? CARE citing Feuerstein 1986

According to CARE International the foci of monitoring are project inputs, performance and progress. A well designed M&E plan links monitoring information with evaluation, including periodic measurement or output and effect indicators (when feasible). An effective monitoring system is crucial to good project management.

The monitoring process is not only relevant to public and non-governmental projects alone but quite important to private projects as well. In Kumasi about two to three huge private infrastructural investments (buildings) collapsed probably due to lack of effective monitoring system. The July, 20th 2006 edition of the Ghanaian Times it was reported that a new building collapsed in Kumasi. A mason on the project, Isaac Yeboah said they noticed some months ago that the building had developed cracks, especially on the second floor. He said they drew the attention of the foreman to the danger that morning of the collapse but he said there was nothing wrong with the building. The above illustrates that prompt response to monitoring information could

avoid disasters during the implementation process as well as the sustainability of the project

2.7 Monitoring by Different Institutions

Monitoring is a flexible process with different institutions, organisation as well as experts having their own way of carrying out the process. Monitoring information is collected at specific times normally outlined in the programming phase usually on weekly, monthly and quarterly intervals www.ces-vol.org.uk/index.cfm?pg=40. M&E follows the programming process which is commonly presented in a Gnatt Chart but can also be presented in a Critical Path or Flow Charts and Standard Development Activities (SPRING Workshop Material, 2004).

CARE International's design of the M&E system is both appropriate and sustainable for its providers and users. It takes into consideration the need to assess the means and costs of collecting, managing and analysing the data against the value of the 'end product' that is the usefulness of the information produced.

Project documents such as the logic frame is an important tool for M&E but the logic frame does not contain sufficient detailed information systems. Recognising the weakness of the logic frame, a Monitoring and Evaluation Planning Matrix that expands the Log Frame matrix to include key elements is developed by CARE as shown in Table 1.

Table 2.2: Monitoring and Evaluation Planning Matrix

Objectives	OVIs	Means of Verification (MOV)						
Hierarchy of Objectives	Indicators	Sources of information	Methods for data collection	Methods for analysis of data	Type of activity: monitor, evaluation	Frequency	Application (expected uses)	Circulation (expected information users)

Source: CARE M&E Guide 1997

This matrix is then carried to the project site by monitoring team members as well as other stakeholders. However, this matrix has fallen short of activities such as start

time of project, complete time, resource (expected and actual) funding agencies among others.

On the part of the UNDP, monitoring starts with a work plan design. A work plan is a multi-year summary of tasks, time frames and responsibilities. It is used as a monitoring tool to ensure the production of outputs and progress towards outcomes. Work plan describes the activities to be conducted as well as the expected outputs and outcomes (UNDP, 2002).

The Deutsche Gesellschaft fur Technishche Zusammenarbeit (GTZ) a German non-governmental organisation carries out their monitoring process differently. This is shown in Table 2.3.

Table 2.3: Monitoring Steps and Processes

STEPS	PROCESSES
Reviewing the planning document	Project planning matrix, plan of operations must contain sufficient detail to show clearly what results/ outputs must be generated, what activities must be carried out, what quantities(inputs) must be used and what external factors(assumptions) must be used in order to achieve the project purpose.
Determining information requirements and information flow	Who (which project staff member) requires What information At what times How (in what form) and Why (for what purpose)?
Recording the necessary information	What methods are suitable for collecting the information? What existing documentation (reporting system) can be drawn upon?
Analysing and documenting the Information	The information collected must be assessed and if necessary documented.
Using the information in project Steering	The project management reports on the project's progress to the client/financing organisation and to superiors.

Source: ZOPP, 2004.

For the work plan and management concept for Monitoring of plan operation ZOPP developed another format to include items such as responsible agency, monitoring instruments that was missing in the CARE's format as shown in Table 3.

Table 2.4: Work Plan and Management Concept for Monitoring of Plan Operation

Activity		Target	Unit	1st quarter	2nd quarter	3rd quarter	Responsible agency	Monitoring instrument	Frequency
Label	Description	5 markets					GTZ	Site visits	monthly
A	Construction of 2 market centres								

Source: ZOPP, 2004

In assessing Tables 2 and 3, it is clear that various institutions have different monitoring formats. Whereas CARE International indicates the type of activity whether monitoring or evaluation, this is missing in ZOPP. In ZOPP however, the responsible agency is always identified probably to give an insight into who is carrying out what particular activity this is also not highlighted in CARE's format. The type of activity being monitored is also indicated to give a picture of what is been monitored.

2.9 Summary

In conclusion, monitoring is an all round activity that is not only of concern to the planner but cuts across all activities. There is therefore the need to actively ensure its effective implementation since the process aims at the systematic collection of data on specified indicators to track the use of resources and to check the progress made towards the achievement of the stated goals, objectives and outputs. Monitoring ensures that the implementation process stays on course and that the expected targets are achieved. It also assists in informed decision making and social learning, leading to social and economic development.

Looking at the various monitoring schemes by different institutions, one can conclude that there is no one standard monitoring scheme format for monitoring projects however, a particular monitoring format may be designed to suit the nature of a particular project. What is of concern is that the monitoring time table should be followed to inform management with the relevant information for the successful completion of a given project.

CHAPTER THREE

A PROFILE OF THE STUDY AREA-KMA

Chapter three looks at key geographical, economic and social issues in the study area, Kumasi Metropolitan Assembly (KMA).

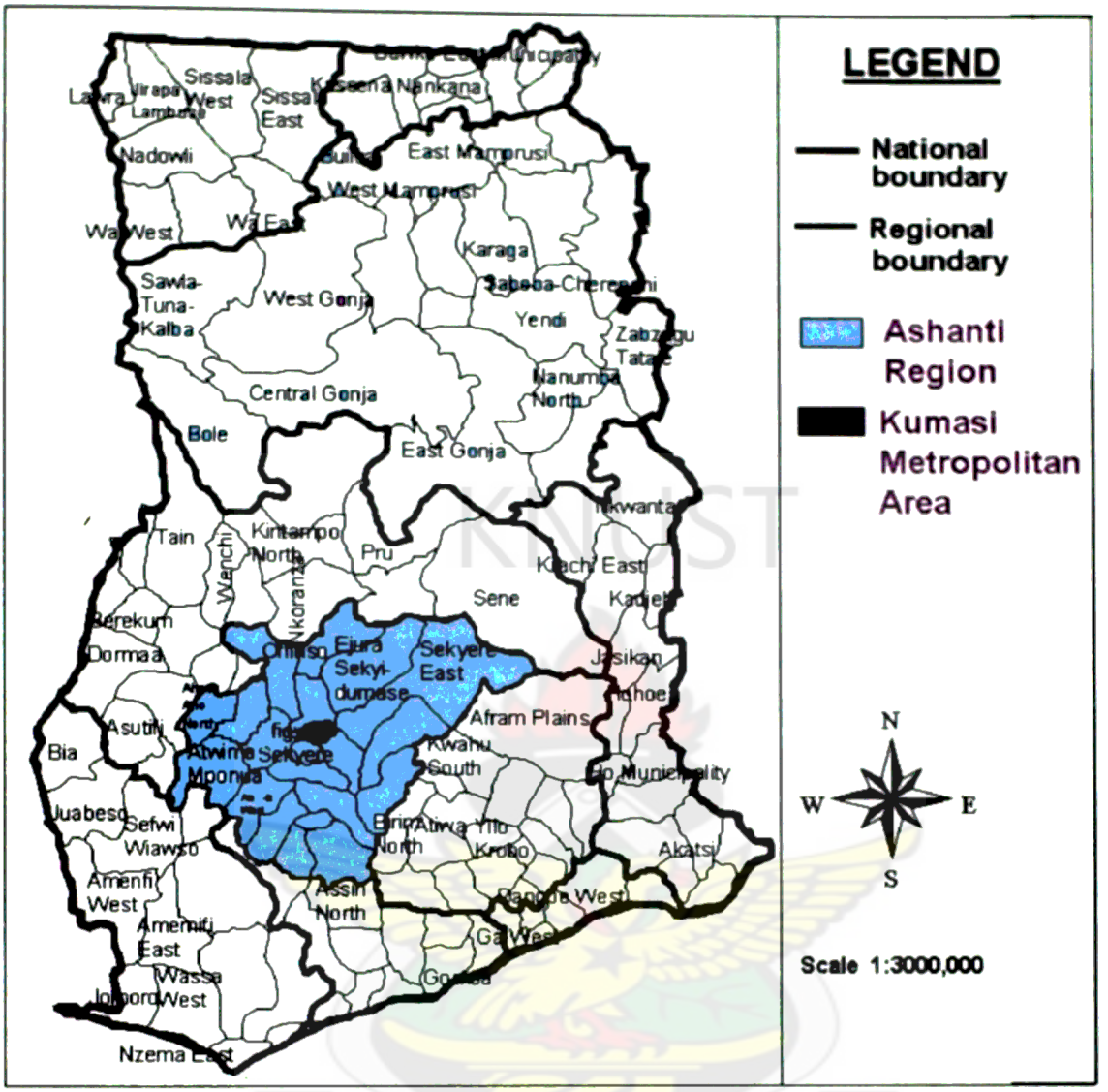
3.1 The Location of KMA

The Kumasi Metropolitan Assembly is the capital seat of the Ashanti Region and second largest city in Ghana. The KMA was once known as the Garden City of West Africa because of its lush vegetation and spacious layout (Adarkwa and Johan, 2001). The KMA is located 300 kilometers northwest of Accra and covers an area of 245 square kilometers. It has been the cross roads between the northern and the southern sectors of the country.

Generally, the metropolitan area is located at more or less the central part of the Ashanti Region. It lies within latitudes 6 ° 38′ north and 6 ° 45′ north and longitudes 1°′41′05′′ west and 1 ° 32′ west. It is bounded by other districts in the region. The district is bounded to the north by the Kwabre Districts and on the south by Bosomtwe-Kwanwoma District. On the west and the east, Ejisu-Juaben District and the Atwima Districts bound KMA, respectively. In relation to its fast physical and demographic growth as well as to the expansion of its role within the region, Kumasi is increasingly being considered as an entity extending beyond the administrative boundaries of the KMA to incorporate also the four neighbouring districts aforementioned.

By virtue of its geographical position and of its road connections, Kumasi constitutes probably the most important commercial center not only in the country but in West Africa as a whole. Its large markets constitute the point of arrival and departure of goods produced locally as well as in neighbouring countries (Corubolo and Mattingly, 1999). The map overleaf shows the location of the study area in the national context.

Fig.3.1: The Location of the KMA in National Context



Source: Town and Country Planning 2007

3.2 Major Geographical Features of the Metropolis

The KMA has a sub-equatorial type of climate with an average temperature of between 21.5 and 30.7 degrees. Average humidity in the metropolis is between 84.16% at 0900 GMT and 60% at 1500GMT. This accounts for a double maxima rainfall within the year in the area.

The KMA falls under the moist semi-deciduous ecological zone. Trees found in the area are Ceiba, Triplochlon, and Cettis with other exotic species. The Metropolis has rich soil that promotes agricultural activities in the periphery.

With regards to relief and drainage, the KMA lies within the plateau of the south-west physical region which ranges from 250-300 meters above sea level. Topography in the region is undulating. The metropolis is traversed by major rivers and streams which include the Subin, Wewe, Sisai, Dwabi, Aboaba, and Nsuben among others (Development Plan for KMA 2006-09).

3.3 Demographic Characteristics

The metropolis is the most populous district in the Ashanti Region. During the 2000 Population Census, it recorded a figure of 1,170, 270. The current population is estimated to be 1,782,424 based on its annual growth rate of 5.4% and this account for just under a third of the Regions population. The population figure is applicable during the night since day time population is above 2,000,000.

Kumasi has attracted such a large population partly because it is the regional capital and also the most commercialised centre in the region. Other reasons include the centrality of Kumasi as a nodal city with major arterial routes linking it to other parts of the country and also as a result of its high educational infrastructure in the country. Table 4 presents the population of the KMA since 1960 to 2008.

Table 3.1: Population of Kumasi (1960-2008)

Area/Year	1960	1970	1984	2000	2008 (Projected)
Kumasi	218,172	346,336	487,504	1,170,270	1,782,424
Ashanti	1,481,698	2,090,100	2,948,161	3,612,950	4,720,916
Nation	6,727,000	9,632,000	12,296,081	18,912,079	23,404,686

Source: Medium Term Development Plan for Kumasi Metropolitan Area 2006-2009

3.4 The Kumasi Metropolitan Assembly

The KMA has grown and expanded thereby making it second to Accra in terms of land area, population size, social life and economic activities. Its strategic location has also endowed it with the status of the principal transport terminal and has assured its pivotal role in the vast and profitable distribution of goods in the country and beyond (Development Plan for KMA 2006-09).

From the three (3) communities of Adum, Krobo and Bompata, it has grown in a concentric form to cover an area of approximately ten (10) kilometers in radius. The direction of growth was originally along the arterial roads due to the accessibility they offered resulting in a radial pattern of development.

It encompasses about ninety (90) suburbs many of which were absorbed into it as a result of the process of growth and physical expansion. There are about 213 communities in Kumasi. Major communities in the metropolis are Ashanti Newtown, New Tafo, Old Tafo, Asawasi, Atonsu-Agogo, Breman, Amakom, Oforikrom, Pankrono, Aboabo, Ayigya, Ahinsan, Kwadaso Nsuom, Buokrom/Buokrom Estate, Dichemso, Tarkwa Maakro, Asokwa, Asafo, Old Suame, New Suame, among others.

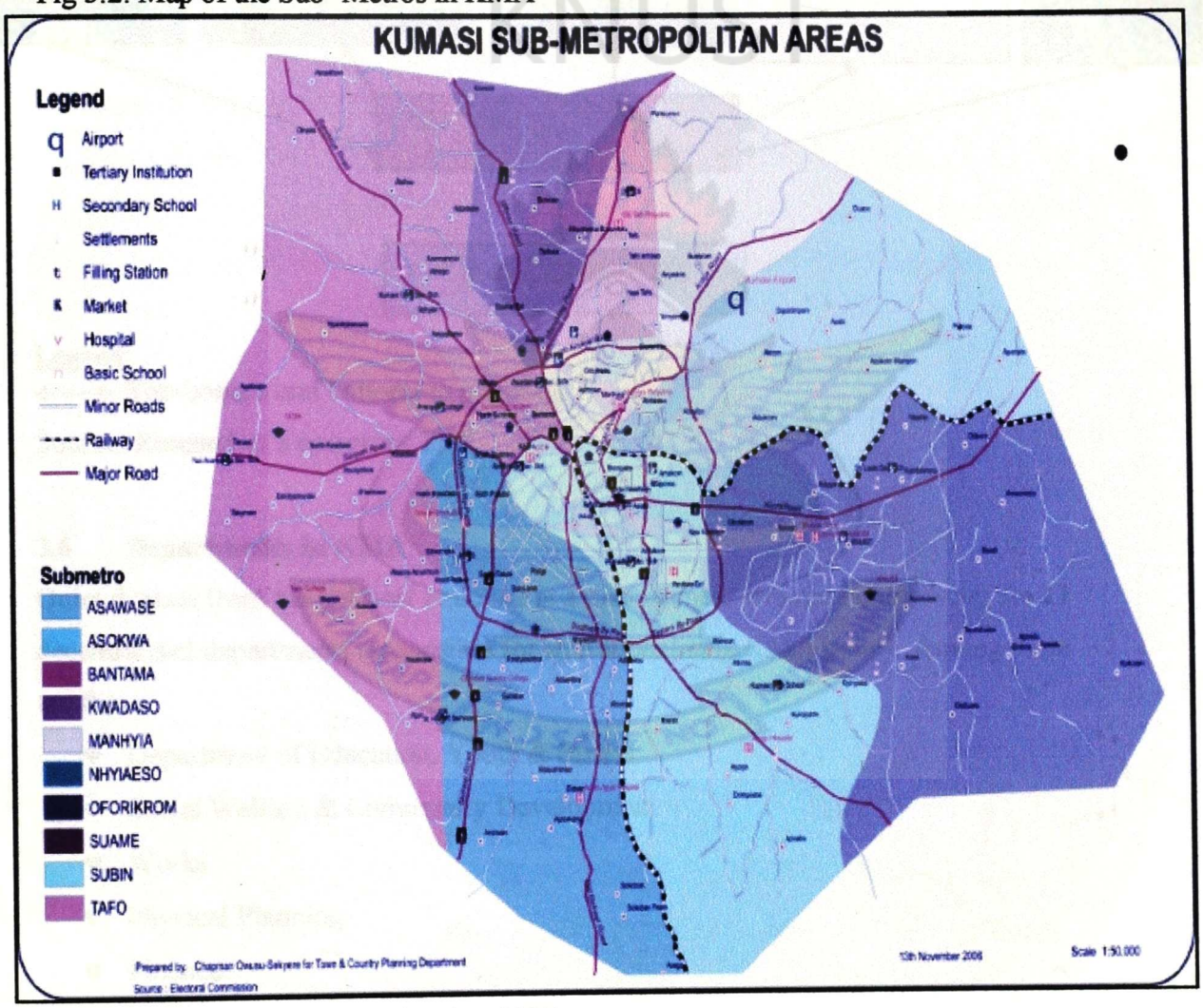
3.5 Political and Administrative Structure of the KMA

The KMA has two main arms, responsible for the political and management functions of the Metropolis. The political structure is defined by an 87-person assembly. Sixty (60) of the assembly members represent electoral constituencies, 27 serve as appointees of the president and the head {the Metropolitan Chief Executive} is nominated by the president but has to be approved by at least a two-thirds majority. The Mayor of the Metropolis wields enormous power of administering the metropolis and this is seen in the recent decongestion exercise in the metropolis.

The metropolis is further divided into ten sub-metropolitan districts, ostensibly to facilitate the decentralization system in Ghana. Beneath the level of the sub-metros are 24 town councils and 419 unit committees. These sub-district political/administrative structures constitute bodies of the metropolitan assemblies in Ghana and perform functions assigned to them by the Instruments setting up the Assemblies or delegated to them by the Assemblies. Town Councils are established for settlements with population between 5,000 and 15,000 but these are markedly different in size, sometimes exceeding 50,000 depending on the Metropolitan Assemblies. The Town Councils are essentially rallying points of local enthusiasm in support of the development objectives of the District Assembly (Ministry of Local Government and Rural Development 1996).

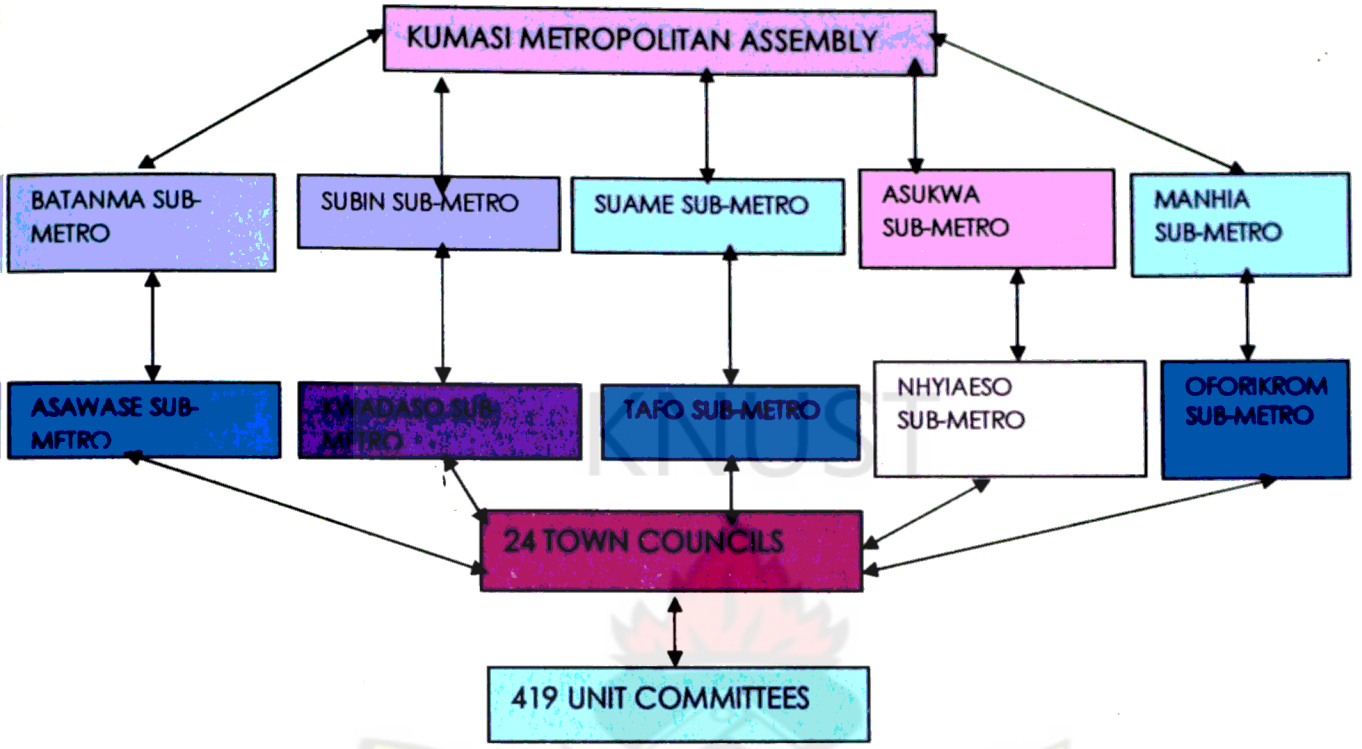
The Unit Committees form the base structure of the New Local Government System. A unit is normally a settlement or a group of settlements with a population of between 500-1,000 in the rural areas and a higher population (1,500) for urban areas. Unit Committees being in close touch with the people, play the important roles in education, organization of communal labour, revenue raising and ensuring environmental cleanliness, registration of births and deaths, implementation and monitoring of self-help projects among others. The sub-metro structures therefore assist the metropolis in grass root planning or the bottom-up approach to planning within the decentralised system. There is therefore a linkage between the top (Metropolitan Assembly) and the grass root (Unit Councils) as shown in Figure 3.3

Fig 3.2: Map of the Sub- Metros in KMA



Source: Town and Country Planning 2007

Fig 3.3: The Local Government Structure of the KMA



Legend:
↔ Top-bottom and bottom-up planning

Source: Researcher's construct 2008

3.6 Departments in KMA

Quiet distinct from the political structure is a management structure comprising the 11 decentralised departments responsible for operationalising KMA policy. Among these are the:

- Department of Education, Youth & Sports
- Social Welfare & Community Development
- Works
- Physical Planning
- Finance
- Natural Resource Conservation
- Central Administration
- Trade & Industry

- Disaster Prevention
- Health
- Agriculture

Each of these departments has constituent departments under them. Department of Town and Country Planning and that of Public Works coordinate the planning and implementation of the projects within the metropolis.

3.6.1 Town & Country Planning Department

The main planning unit of the metropolis is the Town & Country Planning Department which is mainly concerned with the preparation of planning schemes (layouts) for public and stool lands and the formulation of policies to direct and guide the spatial growth and physical development of the Kumasi Metropolis" and the management of development to achieve orderly and sustainable physical and socio-economic development of the Kumasi Metropolitan Area. This department is however saddled with the problem of autonomy as its work is interfered with the strong chieftaincy institution (Asante kingdom) who are the custodians of the land and have a direct influence in stool lands allocation and the subsequent development of these lands rendering the department inefficient as there are illegal developments all over the metropolis.

3.6.2 Public Works Department

The Public Works Department is one of the decentralized departments in the assembly. This department is tasked with the responsibility of implementing construction works in the assembly. It is staffed with qualified personnel mostly engineers to carry out its work. Major projects under implementation within the metropolis are outlined in appendix 2.

3.7 Major Projects under Implementation

The KMA is implementing projects in the thematic areas outlined in the GPRSII namely Human Resource Development, Public Sector Competitiveness and Good Governance. The projects under HRD are mostly in the construction of educational infrastructure such as school buildings, library blocks, and teacher's quarters' blocks, among others. Roads under construction are the re-construction of Kumasi- Sunyani

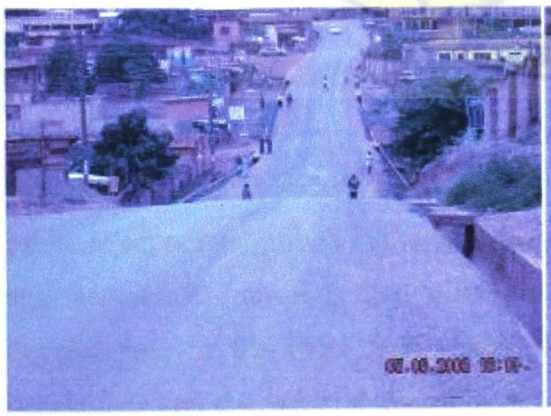
Road and an interchange at Sofoline, construction of Oforikrom -Asokwa bye pass, widening of the Lake Road etcetera.

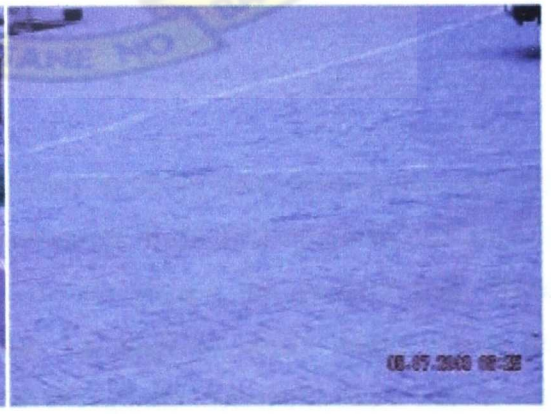
One major project funded by a development partner France Agency for Development (AFD) is the Sokobin wood workers village project. This project is co- sponsored by the Government of Ghana (GoG) and the KMA. The AFD is paying an amount of twenty-two million Euros as its contribution towards the project implementation. The Government of Ghana is to compensate the people who are affected for re-settlement while the KMA was to purchase a land site for the construction work. Three contractors are currently working on this project. Two of the three are foreign contractors that is (China Zhong-Hao, China Henan and Geo Construction Limited of China and Wilkado a Ghanaian contractor).

Figure 3.4: School Building under Construction Figure 3.5: Market Stalls at the CBD

Source: Researcher Field Survey 2008 *Source: Researcher Field Survey 2008*

Figure 3.6: Connector Road Figure 3.7: Pavement at Bantama Market





Source: Researcher's Field Survey 2008 *Source: Researcher's Field Survey 2008*

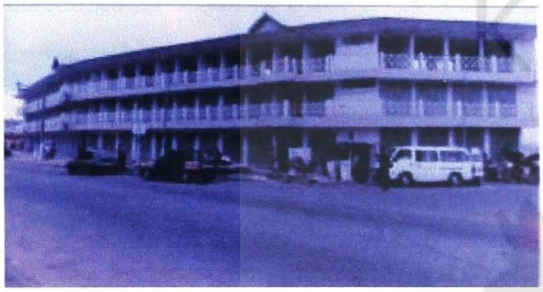
Figure 3.8: Classroom Block, K'Poly

Source: Researcher's Field Survey 2008

Figure 3.9: Daycare Block, Amakom

Source: Researcher's Field Survey 2008

Figure 3.10: Bantama Market Stalls



Source: Researcher's Field Survey 2008

3.8 Infrastructural Development in the Metropolis

Ghanaian cities simply lack the infrastructural base and managerial structure needed to effectively participate in the new world order. Urban strategic management is urgently needed to prevent further decay and enhance economic competiveness (Adarkwa 2001). Infrastructural development is unevenly distributed in the metropolis.

3.8.1 Social infrastructure

3.8.1.1 Road Network

Roads must be developed to enable transport to serve new development to help promote economic growth in the local communities. It should help provide affordable and accessible transport that will help people escape the poverty trap. Road development in the local areas must also be made to create easier access for pedestrians and the vulnerable groups. Even though the metropolis has a well spread socio-economic facilities, the conditions described below may be a hindrance to some

people having access to some of these facilities, especially during the rainy season when some roads become inaccessible.

Road transport has been dominantly patronized in Kumasi since air and rail transports just account for less than 1% of the daily movement of goods and persons within the metropolis. The road network is radial with Kejetia and Adum being the hub of the network. All the major arterials such as the Accra road, Mampong road, Sunyani road and Offinso road radiate from the Kejetia/ Adum area, which form the core of the Central Business District (CBD).

The area has a total inventoried road length of 846km out of which 575km are classified as unpaved while 271km are paved with either asphalt or bitumen. The road and traffic conditions in most of the areas, especially the new residential areas of Atimatim, Buokrom, Odeneho Kwadaso, TUC, and Pankrono Estate and so on are generally poor. Most of the local paved roads in the suburbs such as Old Amakom, North and South Suntreso, Asawase, Suame and the like, have badly deteriorated simply because the roads have exceeded their physical and economic life spans and also for reason that there has been a general lack of systematic maintenance of such roads.

The major roads that have been under construction in the KMA in the last few years include re-construction of Kumasi-Sunyani Road, an interchange at Sofoline, construction of Oforikrom- Asokwa bye pass, widening of the Lake Road, construction of access roads(With 60m span slap bridge) and Internal roads to the wood village (Sokobin).

3.8.2 Market Infrastructure

The KMA has a total of twenty five (25) market centers with the Kumasi Central Market as one of the single largest traditional markets in West Africa. This market centre can boast of over 10,000 stores and stalls fully occupied by traders dealing in every conceivable product. In addition to this, the KMA has about twenty eight (28) satellite markets strategically located in all the communities within the Metropolis with the Central Market serving as the major pull factor toward business transactions.

Other major reasons for investing in satellite markets is to serve the increasing population who are mainly in the informal economy (petty trading) with trading facilities to prevent street trading within the CBD and along some major roads as well as reducing traffic congestions within the centre of the metropolis.

3.9 Educational Infrastructure

Educational facilities in the metropolis are provided by the public and private (individual and religious bodies) sectors with the private sector providing the bulk of these facilities at the pre-school, first and second cycle levels, whereas the public sector is leading in teacher training colleges and tertiary levels.

In terms of basic education level infrastructure, the private sector provided 633 school infrastructure in 2003/04 academic year and 662 in the 2005/06 academic year representing 64.5% and 63.6% respectively whereas the public sector provided 349 and 379 in the said academic years representing 35.5% and 36.4%, according to KMA Development Plan 2006-09. The KMA has a government university (Kwame Nkrumah University of Science and Technology KNUST) in which the Mayor of the KMA has signed a memorandum of understanding (MOU) with the university to assist in the planning of the metropolis.

3.10 Health Infrastructure

The metropolis has a number of health facilities which have been provided by both the public and private sectors. Notable among them are the Komfo Anokye Teaching Hospital (KATH), which is one of the two (2) national autonomous hospitals, four (4) Quasi Health Institutions, five (5) Health Care Centres owned by the Church of Christ and the Seventh-Day Adventist Church. In addition, there are over two hundred (200) known Private Health Institutions and 13 Industrial Clinics in the metropolis. There are also 54 trained Traditional Birth Attendants (TBAs), nine (9) Maternal and Child Health (MCH) points and 119-outreach sites. These facilities are evenly distributed in space.

Table 3.3 shows categories of Health Facilities and the spatial distribution of health delivery institutions in the metropolis. One can infer from Table 3.3 that the health facilities are evenly distributed in space.

Table 3.2: Health Institutions in the Kumasi Metropolis, 2006

Sub-Metro	Gov't Hospital	Quasi Gov't Hospital	Mission Hospital/ Clinic	Private Hospital	Private Clinics	Mat. Home	Homeo-Pathic Clinic	Private Labs	Outreach Stations
Asokwa	1	1	1	14	22	18	4	1	47
Bantama	1	0	1	15	22	30	0	7	39
Manhyia North	1	0	1	5	10	16	13	-	14
Manhyia South	1	0	1	7	14	4	3	2	15
Subin	2	3	1	3	11	3	1	3	7
Total	**6**	**4**	**5**	**44**	**79**	**54**	**21**	**13**	**122**

Source: Metropolitan Health Directorate, 2006

3.11 Economic Activities within the KMA

Like any other urban economy, the KMA is mostly characterized with activities of the informal economy in the small-scale industrial such as footwear, cosmetics, soap making, carpentry and joinery, foam and plastic, printing and stationery and metal works. The centres for industrial activity are Kaase, Ahinsan, Asokwa, Anloga and Suame Magazine areas. About 50% of the labour force in the industrial sector is employed in the wood and wood-related industries. Most of these activities are carried out along the main arteries of the major roads in the metropolis. In 2007, His Excellence the President of the Republic commissioned construction works to commence at Sokobin for wood –related works in the metropolis.

The KMA is also noted for its mechanical engineering workshop at Suame. Most of the youth are self employed in this sector of the economy thereby reducing unemployment rates in the metropolis.

CHAPTER FOUR

MONITORING OF PROJECT ACTIVITIES DURING THE IMPLEMENTATION STAGE AT KMA, PRESENTATION AND ANALYSIS OF DATA

This chapter seeks to analyse primary data collected during field visits to project sites and discussions with the monitoring team from the study area (KMA). The discussion about late as well as the poor implementation of physical projects and programmes at the metropolitan level is an issue of great concern especially at a time when government is committed to meet the Growth and Poverty Reduction Strategy (GPRS II) as well as the Millennium Development Goals (MDGs).

4.1 The Monitoring Team of the KMA

The KMA monitoring team is categorized into two major units namely the core team and the wider team. The core team, on one hand, consists of the Planning and Budget Officers, Auditors, Administrators and Engineers. This team makes regular visits to project sites to inspect progress of work and give reports for and on behalf of the Metropolitan Chief Executive. The wider team, on the other hand, comprises the Finance Officer, Estate Officer and Surveyors with the core team members as automatic members. Depending on the department that a particular project is being implemented, a member of that department forms part of the monitoring team.

Since most projects are donor funded, donor monitoring team may add to the KMA monitoring team to inspect and report to the appropriate channels where necessary.

4.2 The Monitoring Process at KMA

The monitoring team conducts monitoring of projects with a scheme. The scheme entails the following items as presented in Table 7.

Table 4.1: KMA monitoring scheme

Name and Location of Project	Name of contractor	Contract sum	Commencement date	Expected completion date	Previous expenditure	Amount requested
Details						

Source: KMA Monitoring and Evaluation Unit 2008

The monitoring process is done in two ways. In the first instance, each officer within the team has his or her responsibility to perform and report to management. Each of these members may visit project sites on individual basis to monitor his or her area and report to the appropriate quarters. This is normally done on weekly, monthly and quarterly basis depending on the nature of the project.

The entire team members may also go in a group with the monitoring scheme, monitor and jointly report progress of work. The team does not however monitor programmes in the form of workshops and training sessions due to heavy work schedules. The various administrators at the departmental units are tasked with the responsibility to monitor these programmes and report to management.

4.3 Monitoring of Activities

According to the Head of the monitoring team at the KMA a member each from each decentralized department at the assembly forms part of the monitoring team. These members only join the core monitoring team to monitor projects being implemented under their individual departments. There is however, an organized team involving the metropolitan planning officers, the budget officers and analysts, the auditors, quantity surveyors, engineers and the financial analysts. This group at times visits the project sites in a group to monitor the state of projects. Each member of this team still has an individual role to play within the overall monitoring team. While others inspect, supervise and write reports for management to take action on on-going project, others like the budget analyst monitor and he/she is expected to register the contract, make financial disbursements and make the necessary data entries for his /her superiors.

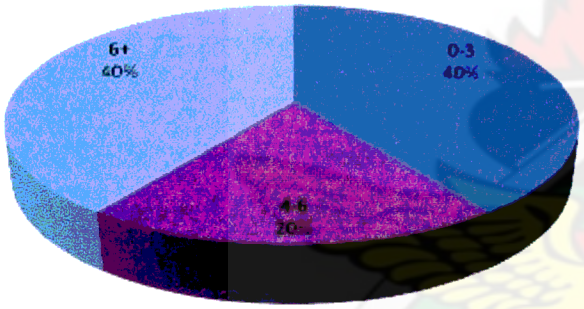
On the other hand, the departmental team members only monitor projects that are being implemented under their mother departments. The permanent team members are the metropolitan planning officers, budget officers and analyst, auditors and quantity surveyors. There is an inspection team from the Department of Urban Roads, but, this team, inspect road projects awarded directly by the departments aforementioned. The officers from the department of Urban Roads do not monitor other projects apart from road works. The members from the various departments are professionals whose jobs are directly related to monitoring. Thus, there was a 100%

positive response as to whether there was a relationship between their professional job areas and the monitoring of projects at the assembly.

....

It is noted that most of the monitoring team members have worked at the assembly level (KMA) for a period of 3 to 6 years. 40% of the monitoring team workers have worked in the assembly for the past six years and over. This is a significant percentage when assessing work experience with job performance level. They are involved in the monitoring of different monitoring indicators such as inputs into the project as well as outputs, outcomes and impact assessment. Apart from the budget officers and the internal auditors, all other officers are involved in the monitoring of all four areas (inputs, outputs, outcomes and impact).

Figure 4.1: Years of job experience



On the part of the engineers and the quantity surveyors their work involves measurement and the preparation of certificates for payments to be made to the contractors after the completion of work.

4.4 Budget for Monitoring

The work of the monitoring team is not only to visit project sites to assess progress of work but also to plan and budget for the entire monitoring process for the year. Money for the monitoring of project activities at the metropolis is mainly sourced from the District Assembly's Common Fund (DACF) and Internal Generated Funds (IGF). Donor projects however, come with the monitoring component. The KMA monitoring team presented a budget for the monitoring of projects awarded by the assembly. For the entire Medium Term Development Plan (MTDP) period (2007-

2009), a total amount of GH¢167,486.00; representing 15% of the total assembly's budget have been budgeted for monitoring of over seventy physical projects for the said period. The detailed budgetary items are presented in Table 4.2 below.

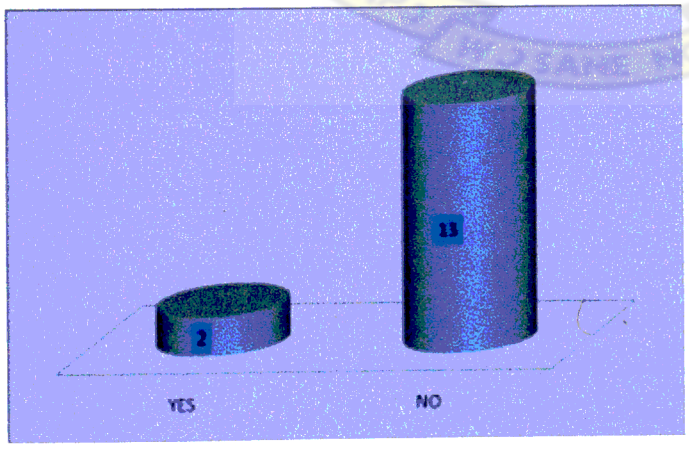
Table 4.2: M & E Budget Summary for KMA

ITEM	COST ESTIMATE (¢)
Logistics & Training	42,400.00
Vehicle, Fuel and maintenance	53,000.00
Monitoring and Evaluation and Dissemination of reports	60,900.00
Miscellaneous	3,000.00
Contingency (2%)	8,186.00
Grand Total for M&E for 2006-9 MMTDP	**167,486.00**

Source: M & E Monitoring Team Report, KMA 2008

Assessing the various items presented by the team, vehicle, fuel and maintenance had a budget of GH¢53,000 which is significantly inadequate for the total MTDP period. Thirteen of the team members lamented that the budgetary allocation from the (DACF) is woefully inadequate looking at the number of projects under implementation for the said period. These projects are located at different sub-metros in the metropolis and therefore involve long distance to travel to assess progress of work. Therefore, GH¢53,000 is inadequate looking at the number of team members in which each officer is assigned roles to visit all the seventy and over project sites.

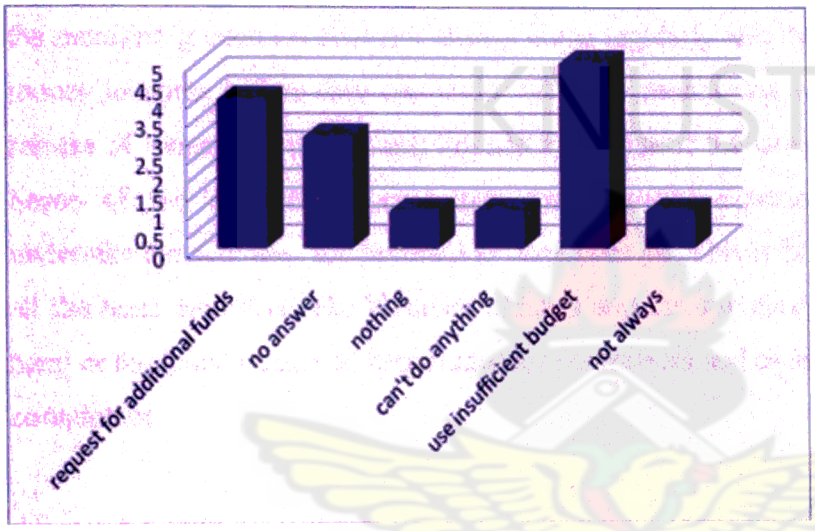
Figure 4.2: Budget sufficiency



Two (2) officers are however of the opinion that the budgetary allocation is sufficient for their work. These were the budget and financial officers who are probably dealing with the monetary affairs in the assembly. These officers are not also directly involved in frequent visit to project sites as the other officers.

In the case of insufficient budget, respondents gave the following responses as presented in Figure 4.3

Figure 4.3: The insufficient budget



From Figure 4.3 above the following responses where given with regards to the insufficient budgetary allocation. Four (4) of the officers said they normally request for additional funds for the work to go on. Five of the fifteen officers said they use the insufficient budget for their work while one officer said "there is nothing one can do" about the insufficient budgetary allocation.

Table 4.3: Release of money for monitoring

Question	Response	Does the money come regularly		Total
		YES	NO	
Is the budget sufficient	YES	2	0	2
	NO	3	10	13
	Total	5	10	15

Out of the fifteen respondents questioned, ten respondents agreed that the money for the monitoring exercise does not always come regularly and they have to wait for the money to come before they can under take any monitoring work. The delay in the release of money for monitoring implies that most of the work is left unattended to. Some of the departments especially the financial department stated that they undertake the activities for payment to done later on. This is however not the case for all the team members. The planning officers and the surveyors said lack of logistics hamper the quick release of certificates for contractors and as such the delay in project completion.

4.5 Projects Monitored

The projects under implementation in the assembly cover the Growth and Poverty Reduction Strategy GPRS II thematic areas such as Human Resource Development, Private Sector Competitiveness and Good Governance. Generally, the team monitors projects that have been awarded by the KMA. These are physical works in the areas of school buildings, civil works, market stalls, road construction, and water and sanitation projects, among others. The team also monitors the entire implementation process of the Growth and Poverty Reduction Strategy (GPRSII) programme and reports to government. This is done by assessing the targeted objectives of the programme. When respondents were asked whether there were projects that do not require monitoring, some respondents stated that projects without enough funding and those that were not awarded by the assembly do not require monitoring. 47% of the respondents stated that projects that are not awarded by the assembly are not monitored by the assembly's monitoring team. About 13% of the respondents were

however of the opinion that insufficient funds for the project at times prevent effective monitoring to be carried out.

Table 4.4: Why projects can't be monitored

Responses	Frequency	Percent
No enough funds	2	13.3
None	4	26.7
No response	2	13.3
Not awarded by the assembly	7	46.7
Total	15	100.0

For the projects that require monitoring 60% of the respondents said the projects are always monitored. The monitoring intervals differed from officer to officer probably because of the departmental monitoring time schedules for monitoring. Table 4.5 explains the monitoring intervals of projects.

Table 4.5: Monitoring intervals of projects

How often do you monitor	Frequency	Percent (%)
weekly	6	40.0
quarterly	5	33.3
weekly and quarterly	3	20.0
monthly and quarterly	1	6.7
Total	15	100.0

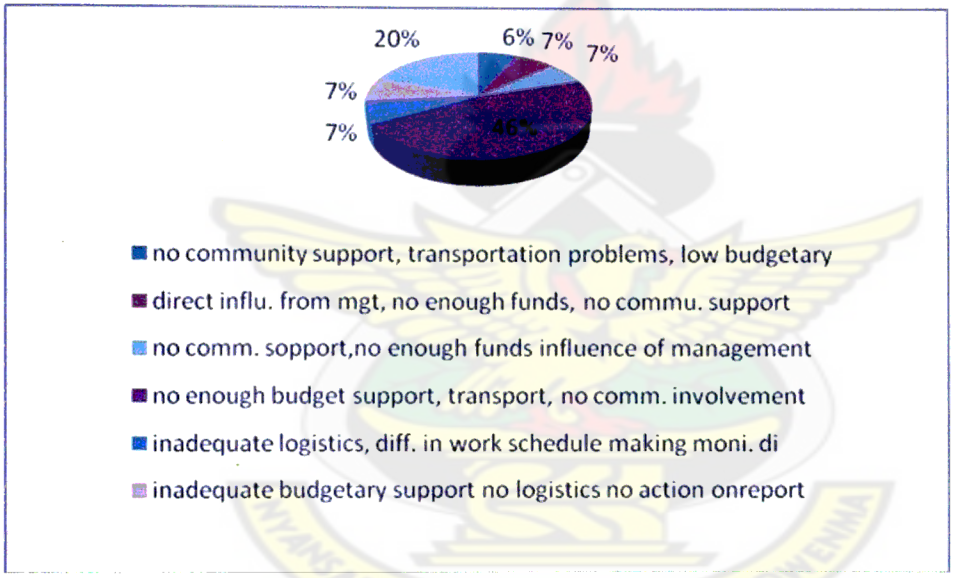
For the core monitoring team, projects are monitored depending on the intervals stipulated in the Gnatt chart. Some projects are monitored weekly, others monthly and quarterly. Forty percent (40%) of projects are monitored weekly whereas 6.7% are

monitored monthly and quarterly respectively. The projects that are monitored weekly are in the areas of roads, school buildings, sanitation facilities among others. The indicators for the monitoring of activities are developed by the Metropolitan Planning and Coordinating Unit (MPCU). There was a 100% response on the monitoring results feeding into the evaluation process. There is therefore a strong relationship between the monitoring results with evaluation of the projects.

4.6 The Problems of Monitoring

The team encounters a lot of problems throughout the monitoring process. This ranges from financial to low community involvement making project ownership and maintenance difficult. Figure 4.4 shows the sampled problems the monitoring team encounters.

Figure 4.4: Challenges of monitoring



From the diagram above, the problems of the team according to seriousness are:

- Inadequate budgetary support
- Inadequate logistics
- Transportation problems
- No community's support or involvement
- No action on reports
- Influence of management
- Late transfers of grants from Government of Ghana,
- Difficulty in the acquisition of sites

- ❖ Road inaccessibility and
- ❖ Different work schedules making smooth monitoring difficult.

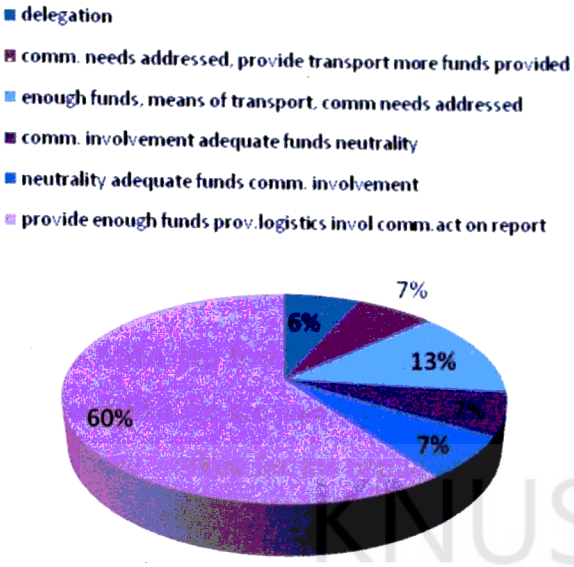
If the monitoring team is saddled with all the above listed problems it implies that the monitoring process is in crisis situation since all the above affect the process in one way or the other. These problems where listed in an order of their seriousness as presented in Figure 4.4. From the diagram 46% stated that the serious problems are inadequate budgetary support, transportation problems, as well as low community involvement. The next highest score of 20% also recorded no community support, transportation problems and low budgetary allocation. On the contrary, 53.3% of the respondents said there is no community involvement in the monitoring of the projects implemented in their communities whereas 46.7% agreed of the involvement of community when the question was asked whether the monitoring team involves beneficiaries of the projects in the monitoring process.

Table 4.6: Beneficiaries involvement in monitoring of project

Responds	Frequency	Percentage (%)
YES	7	46.7
NO	8	53.3
Total	15	100.0

The respondents illustrated the following as ways by which the problems of monitoring could be addressed.

Figure 4.5: Suggested solutions to problems of monitoring



The diagram above explains the solutions to the problems enumerated in Figure 4.5 by respondents. In all sixty percent (60%) of the sampled population is of the view that if the assembly provide funds and logistics, involve the community, and act on the reports the monitoring team present to management, the assembly would be close to solving the monitoring teams problems thereby ensuring effective delivery of job satisfaction. The next highest response thirteen percent (13%) also stated that if enough funds are provided, means of transport solved as well as addressing the community's needs for their active involvement in the entire planning process monitoring would be effective in KMA. The two groups responses are quiet similar therefore a closer look at these would go a long way in achieving the persistent monitoring problems at KMA. The respondents explained that all the problems they encounter cannot be solved within the shortest possible time but they were quick to add that if priorities are to be identified and solved the problems of the monitoring process could be solved with time.

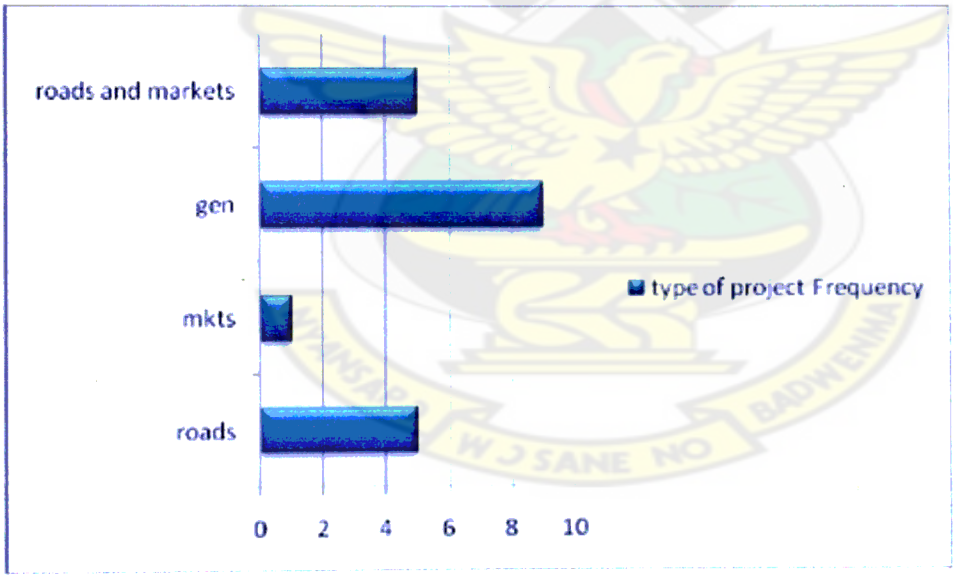
4.7 Major Stakeholders in Project Implementation Process

4.7.1 Contractors

The KMA implement their physical projects by advertising the project for contracts to turn in their applications for a biding process. The Tendering Board of the KMA therefore awards the contract to the contractor with the highest bid. Contractors are therefore key stakeholders during the implementation stage of projects and important variable in this study.

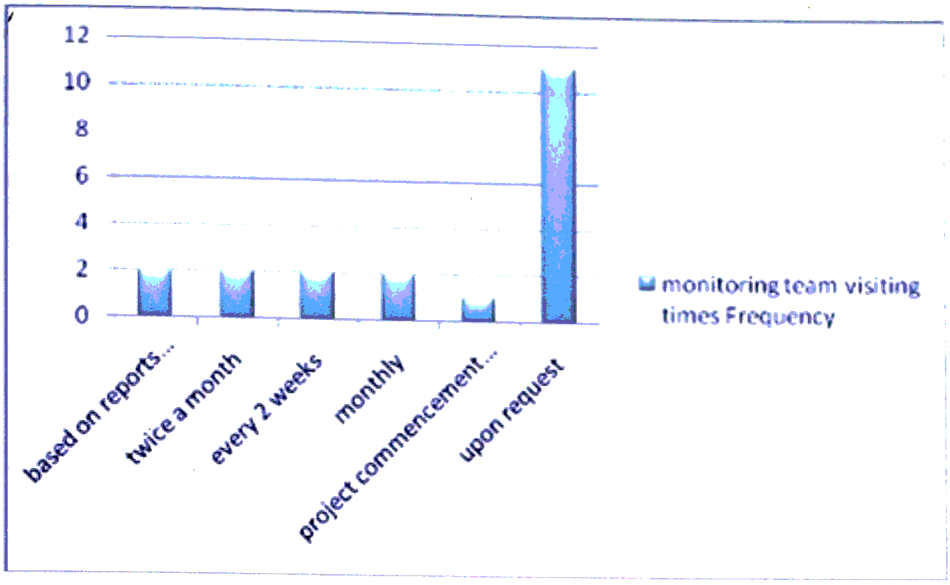
Contractors in the KMA are both local and international. Most of these contractors have worked in the KMA for the past 6 years and beyond. About sixty percent (60%) of the contractors have worked for the period mentioned above. They are involved in the construction of educational, health, market stalls, road and general construction (that is the construction of any or all the following mentioned above). When the contractors were questioned in their area of specialty 45% of them indicated that they are involved in general construction works.

Figure 4.6: Type of project



Contractors said the monitoring team visits the various project sites on the following intervals. The diagram below represents the responses of the contractors.

Figure 4.7: Monitoring schedules to project site



Out of the twenty (20) respondents questioned, 55% of them said the monitoring team visits the project sites upon request. Two (2) each said they visit the project site based on report measurement, twice a month, every two weeks and monthly. One respondent however said the team visits the project site from the commencement of the project to its completion. The monitoring team also visits the project sites upon request from contractors. The Head of the monitoring team explained that the contractors are paid based on the preparation of certificates indicating that they have finished a particular level of the project and ready to start the next level. Contractors therefore request the monitoring team to visit and assess progress of work to be able to prepare the necessary certification for the completion of the project. This should rather not be the case. During the planning stage planners should be aware of the standing orders during the construction stage and make the necessary monitoring schedules to include the various stages that would demand certification rather than contractors requesting for monitors to come and assess them.

Asked whether contractors pay the monitoring team for their work there was a 100% negative response. The monitoring process the respondents (contractors) said includes supervision, inspection and reporting. The results of the monitoring exercise to the respondents are used to prepare certificates, track progress of the project, for recommendation for action (that is to terminate the contract or re-award the contract). The outcome of the monitoring process is reported to the contractors and there is a strong contact between the contractors and the assembly after the completion of the projects. This indicates that there is feedback to contractors after the completion of the

project. The contractors on the other hand explained that the monitoring team is effective in carrying out their work. The figure below explains respondent opinion.

Table 4.7: Monitoring effectiveness

	1	2	3	4
	Strongly Agree (SA)	**Agree (A)**	**Disagree (D)**	**Strongly Disagree (SD)**

Table 4.8: Monitoring effectiveness frequency

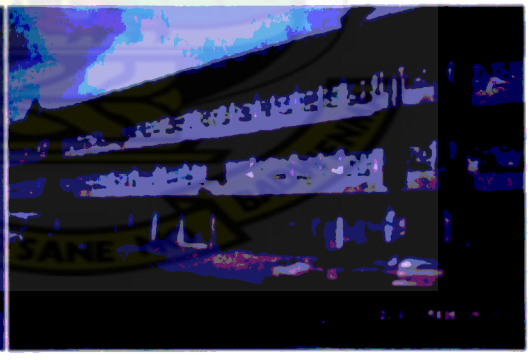
	Frequency	Percent
SA	5	25.0
A	15	75.0
Total	20	100.0

Out of the twenty respondents, five (5) said they strongly agree that the monitoring team is effectively carrying out their duties whereas fifteen (15) agreed to the statement. However, there were reported cases of short lived projects in the metropolis during the researcher's field survey. See figures 4.8 and 4.9 below.

Fig 4.8: Pavement at Bantama Market

Source: Researcher's Field Survey, 2008

Fig 4.9: Market Stalls at Bantama Market



Source: Researcher's Field Survey, 2008

The contractors concluded by elaborating the following as the problems they face with regards to project implementation in the assembly which is explained in Table 4.9

Table 4.9: Difficulties contractors face and suggested solutions

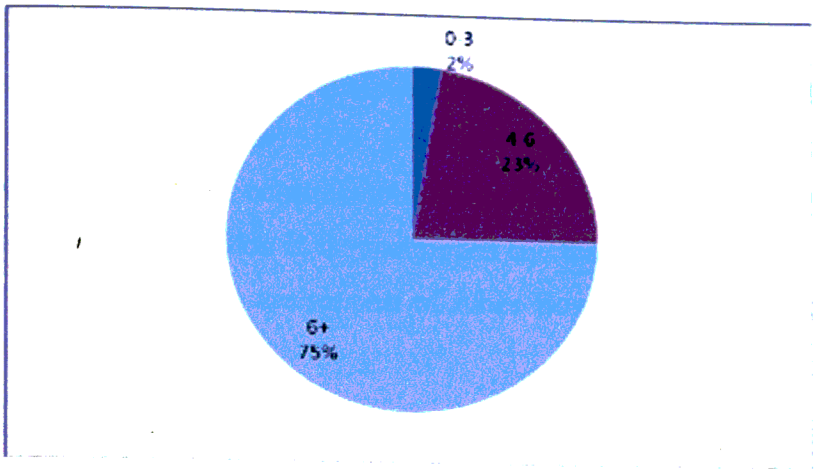
		Solutions			
		Banks should give discounts, fast release of mobilisation, speed up certification	Speed up certification, fast release of mobilisation	fast release of funds, bank should give discount	Total
Difficulties contractors face	Late release of funds, delay in preparation of certification, difficulties in the acquisition of sites	5	0	1	6
	Delay in preparation of certification, heavy taxes bureaucracy	3	0	0	3
	Difficulties in getting mobilisation, delays in getting certification, site acquisition problems	0	2	0	2
	Delay in certification, high cost of project materials, problem of mobilisation	0	0	1	1
	Delay in release of mobilisation, delays in preparation of certification,	4	0	3	7
	Site acquisition problems, late release of mobilisation	1	0	0	1
Total		13	2	5	20

4.5.2 Beneficiary involvement in project monitoring

Projects are planned, designed and implemented to be used by the citizens in the community. It is as a result of this that the local government structures were established to ensure that the people form part and parcel of the planning and implementation process.

Beneficiaries are therefore key stakeholders in projects implementation. In most of the communities in the metropolis, beneficiaries have lived in their sub-metros for the past six (6) years and beyond. About 75% of the beneficiaries questioned have lived in their respective sub-metros for the past six and more years. These community members therefore have a fair idea on the type of projects that have been implemented for the past five years and how community members were involved during the implementation stage.

Figure 4.10: Length of stay in the sub-metro



From the diagram it can be seem that only 2% of the beneficiaries have lived in their sub-metros between 0-3 years. The beneficiaries were therefore questioned on the type of projects the KMA implement in their various communities.

Table 4.10 present the type of projects that are being implemented in the various sub-metros in the KMA.

Table 4.10: Projects constructed by KMA

	Frequency	Percent
Educational	10	25
Health	3	7.5
Governance	1	2.5
Economic (markets)	2	5
Roads	4	10
All	4	10
Education and Economic	2	5
Education and Health	2	5
Education ,KVIP and Roads	7	17.5
Health and Economic	2	5
Health and Water	2	5
	1	2.5
Total	40	100

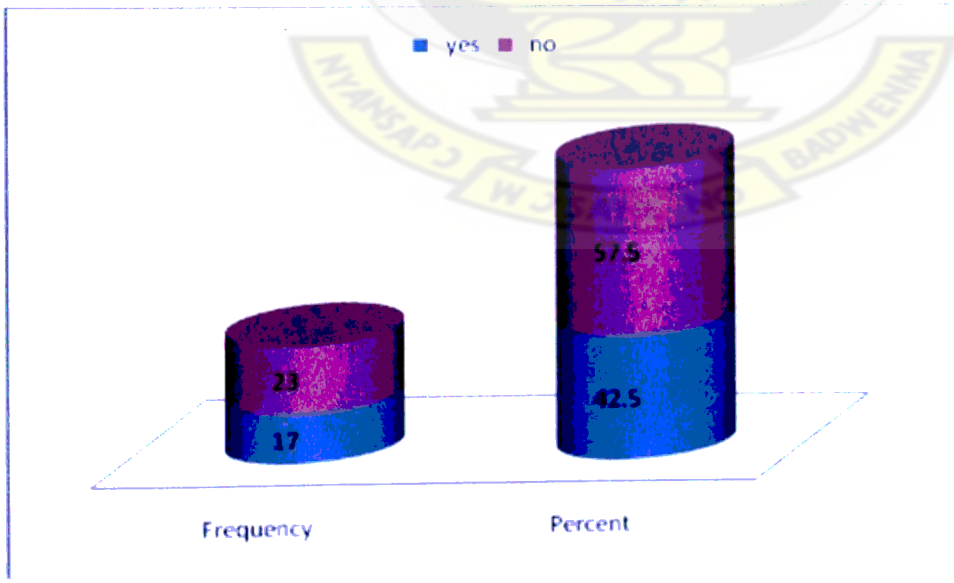
Source: Primary Data from Field Survey 2008

From Table 4.10 the KMA constructs more educational projects. About twenty-five percent (25%) of the total projects implemented are in the educational sector. KVIP and road infrastructure also form a significant percent of about 17.5%. The concentration in the construction of educational infrastructure may be as a result of the growing population in the metropolis and the need to meet all school going child in school as well as the support of funds from the Ghana Educational Trust Fund (GET Fund).

Roads and KVIP projects are also being implemented to reduce traffic congestion and good sanitation. Water and health facilities are however low with 2.5%. When the Head of the Monitoring Team was interviewed with regards to low construction of water facilities in the metropolis, he said that the Ghana Water Company is solely responsible for the distribution of water to the whole metropolis and not the responsibility of the metropolitan assembly.

Beneficiaries at the various sub-metros were again asked whether they are involved during the project implementation (monitoring) in the form of visiting to see what is going into the project such as the building materials, stages of the project and quantities. Figure 4.11 below represent the responses of the beneficiaries.

Figure 4.11: Beneficiary involvement in the monitoring process

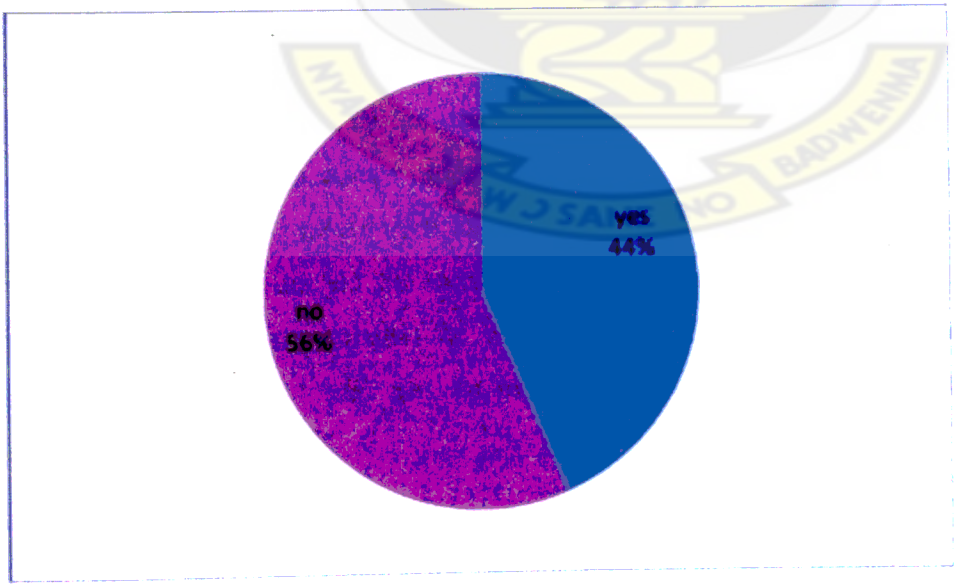


In Figure 4.11, 57.5% of the respondents said they were not involved in the monitoring process while 42.5% said they were involved. Most of the respondents who are within the 42.5% were identified as the assembly members and unit committee members. This group of respondents is directly involved in the planning process as explained by the Planning Officer and as such has a fair idea of the projects being implemented by the KMA.

The Planning Officer said most of the projects being implemented are in two folds. There are some of the projects that are awarded on contract from national level with little control by the KMA. In such projects the KMA is expected to fund just a small portion of the project. In this regard the community cannot be asked to monitor the project implementation process. The second type of projects is normally projects that are donor funded and needs the assistance of the community in the form of labour. In such projects the community members are involved in the monitoring since the have a full stake in the project.

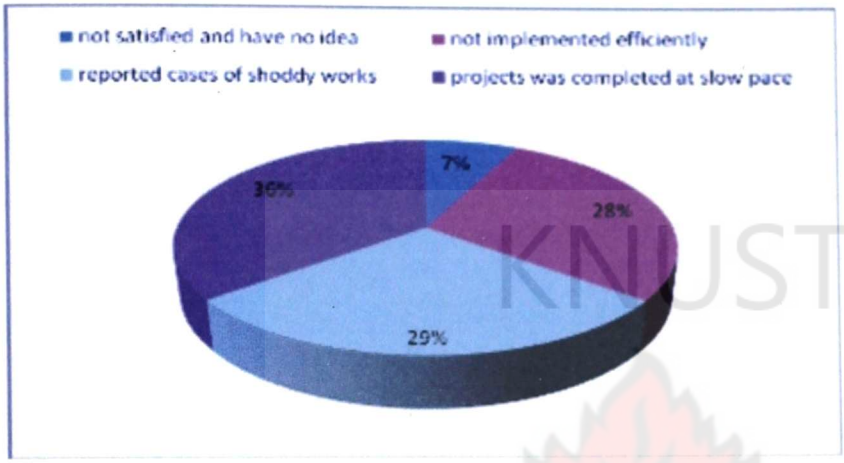
Responses were also given to reasons why community members are not always satisfied with the projects that are implemented in their various sub-metros and what they think could be done.

Figure 4.12: Satisfaction level of project after completion



From the diagram, 56% of the respondents said they are always not satisfied with the projects implemented. This 56% of the beneficiaries who are dissatisfied with these projects attributed poor project implementation to slow pace of work, use of inferior materials and the short live nature of projects. The figure below summaries the respondent views.

Figure 4.13: Reasons for dissatisfaction of projects



In Figure 4.13 above, 36% of the respondents are not satisfied with project implementation because projects are completed at a slow pace. About 29% of the respondents said there are reported cases of shoddy works in the metropolis. When a few assembly members were asked the projects with cases of shoddy works, they said they are mostly road works and some physical buildings. 7% are however not satisfied but have no idea what is causing their dissatisfaction.

Beneficiaries are however of the opinion that the community members can assist in effective monitoring to ensure project ownership and sustainability. 95% responded that their involvement would track all on-going projects in the sub-metro and report to the assembly. The use of the sub-metros, the local government structures (unit committees and area councils) as well as community sensitization is ways the metropolitan assembly can use to involve the beneficiary communities in the monitoring process.

Respondents were asked on how they get complaints on projects to the KMA after the projects have been implemented. About 64% stated that their complaints are reported

to the assembly members to be sent to the assembly. Others also said they report or discuss the state of these projects during phone in programmes on the air waves.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS AND CONCLUSION OF THE PROSPECTS AND CHALLENGES OF MONITORING PROJECTS AT KMA

This is the concluding chapter of the study. This final chapter presents findings on monitoring of projects at KMA, the assessment of the prospects and the challenges of monitoring and key recommendations. The findings are presented under broad groups: the KMA, the monitoring team and the process, budgetary allocation for monitoring, the challenges, main stakeholders (contractors) and beneficiaries.

5.1 Summary of Findings

5.1.1 The KMA

The KMA is the main institution that undertakes non-profit projects with the aim of providing the people with basic needs and alleviating poverty. Funding for these projects is mainly from the District Assembly Common Fund (DACF), Internal Generated Funds (IGF), grants and support from development partners as well as assistance from NGOs and CSOs. These projects are planned by the MPCU and implemented by the Metropolitan Assembly.

5.1.2 The KMA monitoring team

Projects being implemented are monitored by the Metropolitan Monitoring Team which comprises core members from the assembly that is, the Planners, Engineers, Budget Officers, Auditors, Finance Officers and Quantity Surveyors.

A member each from the decentralized departments joins this core team to monitor projects being implemented under their mother department. Road projects are mostly implemented by the Department of Urban Roads. Members from this department forms part of the monitoring team to supervise, inspect and report to management for the necessary action to be taken.

The monitoring team only inspects and supervises the activities being implemented. The team has no legal power and authority to terminate any project being

implemented. The Tendering Board as well as management is the only bodies that can terminate a contract upon advice from the monitoring team.

On average contractors commended that the work of the monitoring team is satisfactory. About twenty five (25%) of the respondents strongly agreed while seventy five (75%) agreed that the monitoring team is effective and efficient in their duties. There were however no strongly disagreement and disagreed opinions of responds.

Generally, projects with huge funding such as road projects, school buildings, market stalls are given the needed attention to prevent shoddy works by the contractors whereas programmes in the form of training where objectives can not easily be measured is given less prominence. Training and workshop programmes are not monitored by the monitoring team. These are handled by administrative heads.

The monitoring team does not only visit projects sites based on the stated schedules in the Gnat chart, but also visit on request of contractors after the contractors have finished one stage of the project and needs certification for payment to be made for the continuation of the next level of the project.

5.1.3 Budgetary allocation

The budget allocation for monitoring projects is insufficient. Annually the team requires an amount of GH¢140,000.00 to be able to conveniently monitor a total of about seventy (70) under construction. The team only receives 1/3 of this amount representing twenty five (25%) of the total budget. Projects with low funding are less monitored.

5.1.4 Contractors

Projects are awarded to contractors after the Tendering Board have finished with the biding process and is satisfied with a contractors work. Most of the contractors have worked in the metropolis for the past six (6) years and over. About 25% are mostly into the construction of roads and market projects. 45% of the contractors are into general construction that is; they can conveniently work on any project under implementation.

Contractors have contacts with the metropolitan assembly after the completion of the project to access feedback from the evaluation process. Contractors are assessed for their work and this serves as a yard stick for the award of contract in the near future.

5.1.5 Beneficiaries

The beneficiaries of these projects are not only involved in the monitoring process but the planning of the projects as well. Most of the beneficiaries give feedback on project to the planning and implementation bodies through their assembly members and phone-in programmes on radio.

The decentralization process is yet to achieved its desired outcome of bring the planning and implementation process to the door steps of the people. This is because the people at the grass root are not involved in the planning and implementation of projects in their communities.

Unit committees of beneficiary communities are not fully operational. The Local Government structures are demanding allowances for their service which government of Ghana is not in the position to finance. The individual district, municipal and metropolitan assemblies are not financially sound to pay these employees.

5.1.6 Challenges

The main source of revenue for the KMA is shown in table 17 below.

Table 5.1: Revenue sources of KMA

Source of Revenue	Percentage (%) contribution	Amount in Ghana cedis (¢)
Internal Generated Funds		
Rates	27.6	
Land (timber royalties)	9.4	
Fees and fines	34.3	
Rents	5.1	
Investments	0.2	
Licenses	19.5	
Miscellaneous	3.9	140,140,464.57 (2006)

Transfers from Central Government District Assembly Common Fund	67.5% of total income of the assembly	1,092,677.77 (2006)
Transfers from international sources (Donor Support)		494,991.01 (2006)
Total		141,728,233.35

Source: KMA Finance Department 2006

The KMA however, needs an amount of GH¢250,850,000.00 to finance both their recurrent and capital expenditure. From table 5.1 above the revenue generation is woefully inadequate to meet the needs of the assembly especially catering for individual project implementation including monitoring.

Officers directly involved in the monitoring of the projects stated that this does not only affect their visit to project sites but procurement of the needed logistics to fasten the implementation of the projects is a problem. Contractors complained of the late presentation of certificates to them after the completion of projects. This according to the administrators is attributed to financial constraints of the assembly.

Late release of the DACF is another contributory challenge to the monitoring of projects. The DACF is transferred from central government to the various districts on quarterly basis to supplement the financial needs of the districts. These transfers are however insufficient and gets to the assembly very late at times towards the end of other quarter. What happens to the projects that have been budgeted for with this money? On the other hand, contractors are at times working and waiting to be paid at a later time when the monies are transferred.

In addition to this, most of the projects such as school buildings, roads, KVIP, civil works have no budgets for monitoring. Some projects especially the ones with little funding have no monitoring expenses attached. This makes it impossible to find additional monetary resources to implement such projects to the fullest.

The monitoring team has no standing vehicles purposely for their activities. There are only two (2) vehicles at their disposal. These vehicles are however, shared with other officers and this makes it difficult for the monitoring team to follow the monitoring time table. Couple with this is the fact that some of the project sites are inaccessible due to the poor nature of the roads in the metropolis. This is even more difficult during the rainy season and makes smooth monitoring of these projects impossible.

Community members who benefit from these projects and programmes are not involved in the monitoring process. About 57% of the beneficiaries said they are not involved both in the planning and implementation phases of the projects. They are however invited to the commissioning of these projects for use by top government officials. This implies that usage and the protronage as well as the maintenance of some of these projects by the community would be a problem. For example, some satellite markets, KVIP, gutters constructed for use in some communities are abandoned. This was noted during the field survey by the researcher. With regards to this, they are at times embittered because they feel community needs are not met whereas limited resources are misused. In addition to this they do not have the sense of ownership of some of these projects and so at times there are maintenance problems especially with water and sanitation projects.

Most of the respondents (the monitoring team) said the monitoring process is a routine exercise to them since no action is taken on most of the reports submitted to management and administration. This may have adverse effects on the exercises since officers may be relaxed to work effectively.

5.1.7 Recommendations

1. With regard to the interviews with the Budget Officer at the KMA and other officers connected with the monitoring of projects within the assembly it was clear that most activities that have been planned or are in their implementation stage do lack budgetary component especially budget for monitoring purposes. Most planners assume that implementation will come as a matter of course and therefore we do not even count the cost of monitoring the implementation, restricting the cost of implementation to other components (King and Braimah, 2007). This should however be a thing of the past since the

monitoring component of a project is equally important and entails a lot, therefore budgets for projects should take cognizance of monitoring to ensure project quality as well as the completion of projects in good time so as to aid effective impact evaluation of most of these projects.

2. As long as resources or human wants and needs remain unlimited the monetary or financial constraints would pose a challenge especially sharing the meager sum for the physical construction of the project with the monitoring component but since the two are equally important, it is prudent to find solutions or ways of funding the project as well as ensuring that the monitoring process is effectively carried out so as not to compromise quality of the work. In this direction, the KMA could raise addition revenue to cater for the monitoring process of projects in the metropolis. Recently, buildings that have exceeded their lease period within the Central Business District (CBD) are being sold out for new construction works. These new private construction works should pay a percentage component to the KMA that would take care of the monitoring component during project implementation.

3. The KMA should partner more with private investors to establish profit making ventures such as stores for commercial activities like the Bantama commercial stores. These investments would be contributing a significant amount of money to support project implementation at the assembly. In this direction the assembly would be venturing into a new paradigm of a money making authority rather than the old tradition of planning and implementation of public projects and programmes. The monitoring team should also be tasked to intensify the monitoring process on illegal project in the metropolis. The construction of illegal projects should be charged to pay fines that would go to help the monitoring process.

4. The chiefs that are the custodians of the land should be educated to assist in paying a percentage of their royalties for purposes of monitoring public projects within the metropolis. Every piece of land sold within the metropolitan area should have a component amount for the monitoring process.

5. Another way to ensure effective monitoring of projects within the metropolis is to promote community participation in the monitoring process since the projects under implementation are closer to the people at the grass root. Participatory methods provide active involvement in decision-making for those with a stake in a project, program, or strategy and generate a sense of ownership in the M&E results and recommendations. Some of the advantages of this method are the fact that it establishes partnership and local ownership of projects as well as providing timely, reliable information for management on decision-making (World Bank, 2004).

   From the responses from the monitoring team, monitoring of projects is conducted on weekly and quarterly intervals. What happens at the time that the monitoring team is not on their rounds? It is also argued that people turn to put up good behavior when they are been supervised. There is therefore the likelihood that contractors turn to demonstrate good quality work when they are being supervised. Community participation would ensure that the right things are done almost all times. The researcher is also of the opinion that effective involvement of community members in the monitoring process would ensure active decentralization in the metropolis since the community would not only be a part of the implementation process but key and active participants in the planning process as well.

6. The problem however with community participation in the planning and implementation process in Ghana is the fact that illiteracy rates are high. This impedes the smooth involvement of community members who may find it difficult understanding key processes. This is coupled with partisanship and low motivation for community members.

   In this regard it would be suggested that the literacy programme by Non-formal Education be intensified to reduce the illiteracy rate as well as contributing in educating the unfortunate ones in the education area on planning and implementation related issues to ensure their involvement in the process.

7. Mention should be made of the fact that contractors should be rewarded for good work as well as punished for shoddy work done in the metropolis. This goes a long way to ensure quality project implementation within the metropolis. About eighty percent (80%) of contractors at the metropolis reiterated that late issuing of certificates is one of the major problems they encounter after project completion. The contractors said this affect their bit to tender in applications for future contracts. This the researcher feels could be used as a motivational instrument to issue early certification for contractors whose works are of quality whereas abrogating contracts with contractors whose works are of low quality.

5.1.8 Conclusion

The main task of this research work was to assess the prospects and challenges of monitoring projects at the KMA to be able to propose measures that would ensure that the implementation of these projects are sustainable. This is more important in the wake of the search for pragmatic ways in ensuring the sustainability of these projects to ensure that limited resources are used judiciously.

Data were gathered from both documentary and primary sources. Specifically, there were key informant interviews with the Metropolitan Assembly officials. Others that were also interviewed were stakeholders in project implementation (contractors) as well as the beneficiaries of projects in the various communities in the metropolis.

The study revealed that there is an effective monitoring team at KMA. Monitoring during the implementation stage provides management and administration with feedback on the progress of work as well as revealing issues that were not foreseen and planned for during the planning stage. On the other hand, the monitoring process at KMA is saddled with financial and logistics problems, no budget for the monitoring components of some projects. There are also slow action on reports from the monitoring team by management, inaccessibility to project sites due to poor road network and low community involvement in project implementation on one hand. Monitoring is one of the important components in Non-governmental Organisations' projects, especially the United Nations Development Programme (UNDP) projects.

To be able to monitor projects effectively, it has been recommended that planners must budget for the monitoring component of all projects and add this to the physical cost of the projects before the start of construction. The metropolitan assembly on the other hand, should seek ways of raising more revenue such as involving private led investment in profit oriented projects. With this the researcher is optimistic that the assembly would not only be a planning and implementing authority charged with the overall development of the district but also a profit making authority to be able to raise funds to implement its plans. Lastly, community involvement in the monitoring process would ensure continuous flow of feedback to and from management as well as building in beneficiaries the sense of ownership and their contributions to project sustainability.

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Appendix 1

Monitoring and Evaluation Budget for KMA for the period of 2007-09

Table 2.10 M & E Budget Summary

NO	ITEM	COST ESTIMATE (¢)
1	Logistics & Training	424,000,000
2	Vehicle, Fuel and maintenance	530,000,000
3	Monitoring and Evaluation and Dissemination of reports	609,000,000
4	Miscellaneous	30,000,000
5	Contingency (2%)	81,860,000
6	**Grand Total for M&E for 2006-9 MMTDP**	**1,624,860,000**

Table 2.11: Detailed M&E Budget 2007 - 2009

No	Activity/item	Frequency or quantity per year	Unit Cost(¢)	No of years	Total cost (¢)
1	Monitoring visit and meeting by M&E Team (25) member's average allowances at 150,000.00/ head/visit meeting.	12	2m	3	72,000,000
2	Refresher courses for M&E Team(15) venue, Travel, accommodation, materials per diems and course fees (lump sum)	2	50m	3	300,000,000
3	Material and equipments:- - Computer and accessories - Software-M&E	1set	25m	1	25,000,000
4	Printing Distribution Documentation (lump sum)		7m	3	21,000,000
5	Technical assistance fees to consultants- Training M&E &	1	60m	1	60,000,000

	Software usage				
6	M&E Plan – facilitating review workshops training and capacity building (lump sum for 13 members) at 3m per head.	1	39m	1	39,000,000
7	Procurement of a vehicle for monitoring exercises double cabin pick-up	1	350m	1	350,000,000
8	Fuel and maintenance (10gl./week, servicing, tyres etc)	12	5m	3	180,000,000
9	Monitoring and evaluation of projects	26 projects	2m	3	156,000,000
10	Dissemination of M & E report (durbar, CSO/CBO meetings, radio discussions, sub-committee meetings and general Assembly meetings)	2	60m	3	360,000,000
11	Miscellaneous expenses	Lump sum	-	-	30,000,000
12	Contingency (2%)	-	-	-	31,860,000
13	**Total M & E Cost Of The MMTDP for 2006 – 2009**	-	-	-	**¢1,624,860,000**

Appendix 2

Table 1.2: Kumasi Metropolitan Assembly, On-Going Programmes /Projects Register - Human Resource Development (HRD)

NO	PROGRAMME/ PROJECT	GPRS II THEMATIC AREA	SECTOR	PROJECT DESCRIPTION	PROJECT LOCATION	CONTRACTOR	SOURCE OF FUNDING	DATE STARTED	EXPECTED COMPLETION DATE	CONTRACT SUM (¢)	EXP. TO DATE	IMPLT. STATUS	REMARKS
1	Jackson park redevelopment	HRD										85% complete	
2	Construction and completion of satellite market	HRD	Economic									complete	
3	Redevelopment of Central market	HRD	Economic									proposed	
4	Construction of storm drains at Anloga	HRD	Sanitation									About to start	
5	Redevelopment of City Hotel Park	HRD											
	Redevelopment of City Hotel Park	HRD											
	Beautification of the capital city project	HRD	Sanitation		-								

	House Numbering Street naming project	HRD	Adm.	House Numbering	Metro wide	Asi Zip code system							
	Construction of Library a Rep	HRD	Education	Construction of Library complex	Tafo Methodist sch.		MP's Common Fund						
	Construction of 1 No. 3 unit classroom block	HRD	Education	Construction of classroom	Denkyem oso	Gambio Co. L.	MP's Common Fund						
	Constriction of 1 No. 3 unit classroom block	HRD	Education	Const. of Residential accommodate	Takyiman	Gambico	MP's Common Fund						
	Cons. Of 1 No. 3 storey blk of 1 6 – Unit flats	HRD	Education	Cost of library	Learners quarters	Bonsu Brother Co. Ld.	DACF	Nov. 2005	Jan, 2007				
12	Constriction of Library block	HRD	Education	Cost of classrooms	Kaasi	Nintonain Const.	MP's Common Fund						
13	Const. of 1 No. 3 unit classroom block	HRD	Education	Const. of classrooms	Abrepo	Kamp 1978 co. Ld.	CBRSP	Dec., 2007	March, 2008	300M			
14	Const. of 3 unit classroom block	HRD	Education	Const. Of classrooms	Kotei	Naseko Ltd.		April 2007	June 2007	345M			
15	Const. of 3 unit classroom block	HRD	Education	Const. of classrooms	Nwamase	Naseko Ltd.		April 2007	June 2007	346M			
16	Const. of 3 unit classroom block	HRD	Education	Const. of classrooms	Apatrapa	Hasnakn Ltd.		April 2007	June 2007	345M			
1	Const. of	HRD	Housing	Const. of housing		Allswell Ltd.		June	November	2.6B			

7	Engineer's Housing (2 No. 3 –Bedroom Semi – Detached Building)							2007	2007				
	Rehabilitation works at Kejetia terminal	PSC	Transport	Paving and Concrete Works on the Terminal	Kejetia,Adum	Justmoh Const. Ltd	Road Fund/ GOG	Sept. 2006	March 2007	24856.33	13M	80% complete	Two months behind schedule
2	Re-construction of Kumasi Sunyani Road and interchange at Sofoline	PSC	Transport	Widening of he road o a dual carriageway and interchange a Sofoline	Kumasi- Sunyani Route	China Geo. Const.	GOG	July 2007	July 2010	80M	-	commenc ement	On schedule
3	Construction of Oforikrom Asokwa Bye pass/Widening of the Lake Road/Developing of an interchange	PSC	Transport	Development of flyover	Asokwa	Yet to be selected	AFD	May 2008	May 2010	E 18.5m	-	commenc ement	Procure ment process is knowr complete for award of contract
4	Const. of an Access Roads(With 60m span slap bridge)and Internal roads,	PSC	Economic	Construction	Sokoban Wood village	China Zhong Hao (GH) Ltd.	AFD	Dec 2006	Jan 2008	38.9B	13.2B		Four months behind schedule

	General Earth works and Extension of Electricity and Water to wood village												
5	Const. of 31 No.s 24 × 40m sheds consisting of reinforced foundation and concrete frame, concrete slap flooring, corrugated aluminium roofing sheets supported by steel roof trusses with timber finishes and electrical fittings	PSC	Economic	Construction	Sokoban Wood Village	China Henan Geo-Construction Ltd.	AFD	Dec 2006	Jan 2008	29.8B	4.2B		Four months behind schedule
6	Const. of 30 No. 18 × 36m sheds consisting of reinforced foundation and concrete frame,	PSC	Economic	Construction	Sokoban Wood Village	Wilkado Construction Works Ltd.	AFD	Dec 2006	Jan 2008	25.4B	6B		Four months behind schedule

	concrete slab flooring, corrugated aluminium roofing sheets supported by steel roof trusses with timber finishes and with electrical fittings												
7	Const. of an Administration Block, shops and offices, 2 No. Canteens, 4 No.Toilets and a Taxi Rand Office			Construction	Sokoban Wood Village	China Zhong Hao GH. Ltd.	AFD	Dec 2006	Jan 2008	5.6B	1.6B		One month behind
8	Dualization of Western Bypass (Georgia Road)	PSC	Transport									About to start	
9	Dualization of Mampong Road	PSC	Transport									Feasibility studies on-going	
10	Construction of Suame interchange	PSC	Transport									Draft final report on design on-going	
1	Ring road project	PSC	Transport									Proposed	

1													
12	Installation of Road Lighting	PSC	Energy	Installation of road project lighting		Impact Technologies Ltd.		June 2007	September 2007	2.3B			
13	Installation of Pedestran Guardrails/Handrails	PSC	Transport	Installation of Guardrails/Handrails		Mikadu Construction Ltd.		June 2007	July 2007	2.7B			
14	Roadline Marking and Erection of Road Signs	PSC	Transport	Roadline Marking and Erection of Road Signs		Facol Roads Ltd.		June 2007	July 2007	386M			
15	Installation of Traffic Signals	PSC	Transport	Installation of Traffic Signals		Facol Roads Ltd		June 2007	September 2007	2.7B			
16	Installation of streetlights in the Kumasi Metropolis	PSC	Energy	Installation of streetlights	• KMA Main Office – Ahodwo Roundabout • Kumasi Gulf Park – Regional Adminisration	Prefos Ltd.		Feb. 2008	April 2008	1.7B			
17	Installation of streetlights in the Kumasi Metropolis	PSC	Energy	Installation of streetlights	• KMA Main Office – Ahodwo Roundabout • Kumasi Gulf Park – Regional Administration	Prefos Ltd.		Feb. 2008	April 2008	1.201B			
	Const. of 1 No. 3 – Storey Office Block for Asawasi Sub-Metro	Good Governance	Administration	Const. of offices	Asokore Mampong	RABECK (GH) Ltd	GoG	March 2008	February 2009	2.9B			Late acquisit of land
2	Const. of 1 No. 3	Good	Administra	Const. of offices	Bantama	Multi-Vision	GoG	March	February	3.4B			Late

	– Storey Office Block for Bantama Sub-Metro Council	Governance	tion			Construction Ltd.		2008	2009				acquisit of land
3	Const. of three 3 – Storey Office Block for Nhyiaeso Sub-Metro	Good Governance	Administration	Const. of offices	TUC - Kumasi	Pedro Company Ltd.	GoG	March 2008	March 2009	3.3B			Late acquisit of land

Appendix 3

Questionnaire for the Kumasi Metropolitan Assembly's (KMA) Monitoring Team

DEPARTMENT OF PLANNING

SPRING PROGRAMME

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KUMASI-GHANA

Questionnaire no..... Date of Interview.....

TOPIC: THE PROSPECTS AND CHALLENGES OF MONITORING PROJECTS AT THE KMA.

The objective of this questionnaire is to find out from the KMA monitoring team how the team undertakes the monitoring of project as well as assessing the budgetary allocation for monitoring projects in the Assembly

Please provide answers to the questions below.

1. In which department are you working?.....
2. What is your job title?.....
3. Does your job involve monitoring? Yes/No.....
4. If yes, how long have you been in the monitoring team?

Years	Please tick (√) one
0-3	
4-6	
6+	

5. What types of monitoring do you do?

Types	Please tick (√)
Inputs monitoring	
Outputs monitoring	
Impact monitoring	
Others (specify)	

6. What exactly do you do for monitoring?

   ……

   ……

   ……

7. Do you have budgetary allocation for the monitoring work in the Assembly? Yes/No

8. Is the budget sufficient for the work?

   Yes/No……

   ……

9. If No what do you do?……

   ……

10. Does the budgetary allocation for monitoring come regularly?

    Yes/No……

    ……

11. If No what do you do if the money does not come?……

    ……

12. Which projects require monitoring and why?……

    ……

13. Which projects do not require monitoring at the Assembly and why?……

    ……

    ……

14. What type of projects do you monitor?……

    ……

15. For the projects that require monitoring is the monitoring always done?

    Yes/No……

16. How often do you embark on the monitoring of projects at the assembly?

Monitoring intervals	Please tick (√)
weekly	
monthly	
quarterly	
annually	

17. Do all projects undergo the same monitoring process at the assembly? Yes/ No

18. If No what are the differences?.....

.....

19. Who develops your indicators for your monitoring activities?.....

.....

20. What are some of the challenges with regards to monitoring projects in the Assembly? Identify any four (4) of these challenges (in order of seriousness)

A

B

C

D

21. What are the ways by which we can address the above challenges?

A

B

C

D

22. Does the monitoring team involve any beneficiary in the monitoring process?

Yes/No.....

.....

23. If Yes who do you involve

Beneficiaries	Please tick (√) one
Opinion leaders	
Chiefs	
Community members	
NGOs and Donor Partners	

24. Who do you report to after monitoring?.....

25. What do you do with the monitoring results/reports?.....

.....

26. How does that feed into the on-going work?.....

.....

27. Do the results/reports feed into the evaluation of the project?

Yes/No……

THANK YOU FOR YOUR TIME AND HELPING ME WITH THIS VALUABLE INFORMATION TO MAKE MY WORK A SUCCESS.

Appendix 4

Questionnaire for Contractors working within the Kumasi Metropolitan Assembly's (KMA)

DEPARTMENT OF PLANNING

SPRING PROGRAMME

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KUMASI-GHANA

Questionnaire no..... Date of Interview.....

TOPIC: THE PROSPECTS AND CHALLENGES OF MONITORING PROJECTS IN THE KMA.

The objective of this questionnaire is to find out from contractors how projects are being monitored within the Assembly.

Please provide answers to the questions below.

1. What is the name of your construction firm?.....
2. How long have you been working in the KMA?

Years	Please tick (√) one
0-3	
4-6	
6+	

3. What type of projects do you work on?

Type of Project	Please tick (√)
School buildings	
Road construction	
Market stalls	
Hospital buildings	
General construction	

4. How many times does the KMA monitoring team visit your project site?

5. What do they monitor?

Items	Please tick (√)
Project materials	
Project stage	
Quantities of the materials	

Others

(specify)……

6. Do you pay for their monitoring visit?

Yes/No……

7. What does the monitoring entail?……

……

8. In your opinion do you think the monitoring team is effective in carrying out their work?

	1	2	3	4
	Strongly Agree (SA)	**Agree (A)**	**Disagree (D)**	**Strongly Disagree (SD)**
Please Tick (√)				

Where SA (4), A (3), D (2) and SD (1)

9. What indicators do they use for monitoring?……

……

10. What happens to the results of the monitoring exercise?……

……

……

11. Are you informed about the outcome of the monitoring?

    Yes/No……

    ……

12. Is there any contact between you and the assembly after the completion of the project?

13. What are some of the difficulties you encounter during the implementation/construction of the project? Please identify any three (3) of these difficulties in order of seriousness

    a.

    b.

    c.

14. How do you solve the above difficulties enumerated above?.....

.....

.....

THANK YOU FOR YOUR TIME AND HELPING ME WITH THIS VALUABLE INFORMATION TO MAKE MY WORK A SUCCESS.

Appendix 5

Questionnaire for beneficiaries of projects in the KMA

DEPARTMENT OF PLANNING

SPRING PROGRAMME

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY

KUMASI-GHANA

Questionnaire no…… Date of Interview……

TOPIC: THE PROSPECTS AND CHALLENGES OF MONITORING PROJECTS IN THE KMA.

The objective of this questionnaire is to assess whether the beneficiaries of some of the projects are satisfied with the monitoring process during the implementation stage of the projects

1. Name of sub-metro……

2. How long have you being living in the sub-metro

Years	Please tick ((√) one
0-3	
4-6	
6+	

……

3. What type of projects have been implemented by the KMA in your locality

Type of projects	Please Tick(√)
educational	
health	
governance	
economic	
others	

4. Is your locality involved in the monitoring of the project during the implementation of the project?

5. Yes/No……

6. If Yes what do you monitor?……

Items	Please tick (√)
Project materials	
Project stage	
Quantities of the materials	

7. If No what do you want to be done……

……

……

8. How many times do you monitor?……

9. Are you paid for monitoring or you do it voluntarily……

10. Are you satisfied with the state of the projects after completion?

Yes/No……

11. If No what are the reasons for your answer……

12. If not satisfied with the project do you think this is attributed to the monitoring process? Yes/No……

13. In your opinion do you think the beneficiaries can assist in effective monitoring to ensure project sustainability in your sub-metro? Yes/No……

……

14. How do you want the sub-metro to be involve in the monitoring of projects……

……

……

……

15. Does the monitoring team visit your sub-metro to assess the impact of the project after the completion of the project? Yes/No

If No how do you get complaints of the project to the KMA after the project has been implemented?

Channels	**Please tick (√)**
Monitoring Team	
Member of Parliament	
Assembly Member	
Others (specify)	

THANK YOU FOR YOUR TIME AND HELPING ME WITH THIS VALUABLE INFORMATION TO MAKE MY WORK A SUCCESS.

Appendix 6

Interview Guide for the Metropolitan Chief Executive (Mayor of Kumasi)

The objective of this interview is to assess the level to which information from the monitoring team is used to ensure effective project implementation.

1. What type of projects does the assembly implement?
2. How are these projects funded?
3. How is the tendering process done?
4. Do you have permanent contractors for construction works at the assembly?
5. Who set the indicators for monitoring projects at the assembly?
6. Does the monitoring team monitor all projects and programmes?
7. Which projects are not monitored and why
8. How many times does the monitoring team report to your outfit?
9. Do you have budgetary allocation for the monitoring team?
10. Do you disburse the budget regularly for the monitoring of projects?
11. What do you do with the reports from the monitoring team?
12. Have you terminated projects that are poorly constructed (that is using inferior materials)?
13. Do you get feedback from the beneficiaries of projects after the completion of the project?
14. What do you do after you have receive such complains?
15. Are the beneficiaries of these projects involved in the monitoring process?
16. What are some of the challenges of monitoring team in order of seriousness.
17. What is the way forward for the monitoring process in the metropolis

THANK YOU FOR YOUR TIME.