

**ASSESSING THE CHALLENGES ASSOCIATED WITH PROJECT
MONITORING AND EVALUATION OF DONOR-FUNDED CONSTRUCTION
PROJECTS IN GHANA.**

By

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DECLARATION

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

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ABSTRACT

The construction industry plays a very important role in the provision of social amenities such as hospitals, schools, highways and other urban infrastructure development. It also contributes significantly to the GDP of any country. Donors have played a very important role with regard to social development process across the globe. Donor-funded projects have been the backbone for many developmental projects in developing countries. To realise the sustainability of these projects, monitoring and evaluation is very important. In developing countries such as Ghana, so much importance is attached to donor-funded projects. Despite this, their output in terms of time, quality and cost remains a concern for all stakeholders. Based on this, a study was conducted to assess the challenges associated with project monitoring and evaluation of donor-funded construction projects in Ghana. Three (3) objectives were put forward to realise the aim. They were; to examine monitoring and evaluation procedures with donor-funded construction projects in Ghana, to assess the challenges of monitoring and evaluation with donor-funded construction projects in Ghana and to explore factors (strategies) for effective monitoring and evaluation with donor-funded construction projects in Ghana. Quantitative method was adopted for the study with the distribution of questionnaires. In all, forty (40) respondents completed the questionnaire. They included, project managers, architects, quantity surveyors and engineers who have the requisite experience in the field of monitoring and evaluation. The data obtained was analysed with the aid of the Statistical Package for the Social Science (SPSS) and Microsoft Excel. Findings from the study depicted that lack of stakeholder involvement, lack of planning and budgeting and political interference were the main challenges of project monitoring and evaluation with donor-funded construction projects in Ghana. It was recommended that the involvement of stakeholders in monitoring and evaluation should not be taken lightly, there should be adequate planning and budgeting and political interference should be curtailed in the monitoring and evaluation of donor-funded construction projects in Ghana.

KEYWORDS: Monitoring, Evaluation, Donor-funded, Construction, Ghana

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DEDICATION

This work is dedicated to God and my entire family.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Donors have played a very significant role in social development processes across the globe (Wayne, 2010). For more than half a century, developing countries have been the primary beneficiaries of donor-funded projects. Agriculture, education, public health, infrastructural development, social and community development are all sectors that have benefitted from donor funds (Wood, 2005). Generally, donor-funded projects have contributed to the upliftment of the social and developmental inactivity of developing countries (Globerson and Zwikael, 2002). Projects driven by donors' agencies have acted as vehicles in which, several agencies have channeled resources to improve the standards of living around the world. These resources are for interventions, especially in the social aspects such as healthcare, education along with food security. Adoption and implementation of proper Monitoring and Evaluation practices are therefore crucial to ensure sustained retention of realized benefits by these projects (Ahsan and Gunawan, 2010).

The construction industry is recognized as one of the essential drivers in the development of economic activities in Ghana (Osei, 2003). A socio-economic contribution of the construction industry is that the industry creates employment opportunities for the informal majority sector of Ghana (Amoah, et al 2011). This industry also contributes to the country's Gross Domestic Product (GDP) (Agbodjah, 2009). However, many challenges have faced the performance of the Ghanaian construction industry (Ofori 2012). The unfavorable state of this underperformance has given rise to the strengthening of monitoring and evaluation of project implementation (Williams, 2015). The construction industry worldwide and especially, in developing nations is characterized

by manual application and therefore needs many human resources to achieve the set targets. This, therefore, calls for close supervision to do away with rework, cost overruns and time overruns (Otieno, 2000). Nyorije et al (2012) indicated that monitoring and evaluation are important for the successful management of projects since the successful completion of projects is one of the paramount indicators that show the development and growth of a country (Maylor et al 2006). Monitoring and evaluation are conceived as two distinct, but complementary project management functions (Kusek and Rist, 2004). Maurico and Carlos (2002) indicated that a company's successful delivery of a project depends largely on its control measures as well as production planning. With this, there must be a systematic way comparing the performance of a project to its set targets and objectives. This calls for regular checking and assessment of the progress of the project, and the key tool used in the management of this exercise is what professionals' term as monitoring and evaluation (Kusek and Rist, 2004). Otieno (2000), describes monitoring and evaluation as a continuous assessment of a programme or project concerning the agreed implementation schedule or plan. Monitoring and evaluation are a systematic collection and analysis of information and the various steps taken to determine whether goals are being met and subsequently analysed for any discrepancies (Shapiro, 2007). With these, the goals of monitoring and evaluation are to achieve improvement in the efficiency of a project (Shapiro, 2007). Monitoring and evaluation systems can be established to help in the execution, delivery and provision of quality service in all livelihood intervention programmes. Hence, for monitoring and evaluation to be effective, it must be planned, managed and provided with adequate resources (Freeman, 2003). Monitoring and evaluation establish a clear link between the past, present and future interventions and results in enhancing the effectiveness of a project. Monitoring and evaluation can help an organization to use experiences from past and ongoing

activities to plan for future projects or activities. In the absence of monitoring and evaluation, it would be difficult to track or access if work is ongoing as scheduled, access success factors criteria and improvement of future endeavours (UNDP 2002).

1.2 STATEMENT OF THE PROBLEM

Adedeji, et al. (2015) indicated that between developed countries and developing countries, there are differences in the construction industry and construction projects. Developing countries are not characterized by high project performance and project success (Long, et al., 2004). The relevance of donor-funded projects cannot be underestimated. Despite these, their output in terms of stakeholder satisfaction, cost, time and quality remains a concern since most of these characteristics are abused in developing countries (Azhar and Farouqi, 2008). Robert (2010) indicated that as a requirement for budgets, donors have made a requirement for an aspect to be allocated for monitoring and evaluation. They further suggested 10% of the total budget be reserved for monitoring and evaluation. Although the donors might have strong ideas of why the monitoring and evaluation component is important, the beneficiary of funds tends to ignore the importance of monitoring and evaluation.

Monitoring and evaluation activities among other things are supposed to provide further direction to future project designs and execution as well as provide important data that influences decision-making. On the contrary, most projects are not achieving their intended objectives, taking a longer time to be completed and most of them are not able to sustain themselves after the donor has pulled out, all because monitoring and evaluation practices are not observed during the operation and execution of these projects (Robert, 2010).

Otieno (2000) stated that mechanisms to monitor and evaluate projects have not been successfully implemented to get the positive outcome of all projects on a global scale. Otieno (2000) added that this could be associated with the lack of appreciation of the role monitoring and evaluation plays in the construction sector. The importance and outcome that monitoring and evaluation have on a project implementation have never been in doubt (Tengan and Aigbavboa, 2016).

Monitoring and evaluation are becoming more recognized by most industry players as a means in the achievement of project success. There is an increase in the awareness of monitoring and evaluation. This can be attributed to cost and time overruns, less quality projects, contractors performing poorly which has resulted in client, beneficiary and funding agency dissatisfaction as well as accountability issues (Akomah and Jackson, 2016).

According to the Governance and Social Development Resource Centre (2007), monitoring and evaluation have historically suffered from underinvestment, weak commitment, lack of incentives and a relative shortage of professional expertise among others. Tengan and Aigbavboa (2016) also stated that the implementation of monitoring and evaluation has not been given the needed attention and therefore challenged.

1.3 AIM AND OBJECTIVES.

1.3.1 Aim of the study.

This study was aimed at exploring the challenges of monitoring and evaluation of donor-funded construction projects in Ghana.

1.3.2 Objectives.

In achieving the aim, the following objectives were considered:

1. To examine monitoring and evaluation procedures with donor-funded construction projects in Ghana.
2. To identify the challenges of monitoring and evaluation with donor-funded construction projects in Ghana; and
3. To identify the factors (strategies) for effective monitoring and evaluation with donor-funded construction projects in Ghana.

1.4 RESEARCH QUESTIONS

1. What are procedures for examining, monitoring and evaluation for donor-funded projects?
2. What are the challenges for monitoring and evaluating donor-funded construction projects?
3. Which strategies can be used for effectively monitoring and evaluating donor-funded projects?

1.5 JUSTIFICATION/SIGNIFICANCE OF THE STUDY.

The construction industry is one of the most important components of every economy. However, with the scientific and technological advancement in the industry, it is still popular for its client dissatisfaction, project delays, cost overruns and excessive waste (Morledge et al, 2009). Therefore, this study will create awareness among financiers (especially donors), construction engineers, developers, professional builders/contractors, and the public about the challenges posed to the monitoring and evaluation of donor-funded projects in Ghana.

Policy, practice, future research are three perspectives from which the study can be viewed. The gaps identified during the research will inform the scope of future research on project monitoring and evaluation for donor-funded construction projects in Ghana and beyond. Moreover, it is expected that, the findings from the study would influence policy makers in the practice of monitoring and evaluation of donor-funded construction projects in Ghana.

The outcome of this research will be very significant for both contractors and consultants, as they will know which aspect to improve on when it comes to monitoring and evaluation. This will help them in increasing the probability of achieving high project performance. It would also help researchers, as new avenues for research will be available from the outcome of this research for the benefits of the entire construction industry.

1.6 RESEARCH METHODOLOGY

Quantitative research approach was adopted for this study. This is because it makes use of the deductive method which involves measurement, sampling and theories. Questionnaires were used to gather data from respondents. The respondents for the study included construction and project managers on donor-funded projects within the Accra metropolis. The questionnaire survey was used to gather data, which was analysed and presented in tables. Details of the methodology are described in Chapter Three (3) of this study.

1.7 SCOPE OF THE STUDY

This study was restricted contextually to construction and project managers in the Accra Metropolis. These categories of professionals were chosen because they mostly do carry out these monitoring and evaluation. Project managers do so from the perspective of the client and project financiers (donors), while the construction manager does so from the contractor's point of view. Therefore, they had an in-depth knowledge in this area of study to provide the needed information.

The study was executed within the Accra metropolis geographically because of the concentration of a wide range of donor-funded construction projects in the metropolis. This brought to the study more diverse and accurate responses to improve the authenticity of the outcome of this research. In addition, the Accra metropolis was chosen due to its proximity to the researcher and therefore reduced the problems that the researcher may face in terms of data collection.

1.8 ORGANISATION OF THE STUDY.

The research was composed of five chapters. The chapters were divided into chapter one which contained the background of the study, the aim and objectives of the study, the importance and need of study, assumptions, limitations, the definition of terms in the study. Chapter two (2) reviewed the literature, which related to the research study. Outline of the research methodology, the targeted population, sample size, sampling technique and research design, data collection and analysis procedures are contained in the Chapter three (3). Chapter four (4) covered data analysis, presentation and interpretations. Chapter five (5) which concluded the study presented the summary of findings, conclusions and recommendations for action based on the study findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Reviewing literature deals with issues of theoretical assumptions and empirical findings of previous studies concerning the current study. Monitoring and evaluation helps in sustaining projects due to the fact that Monitoring and Evaluation systems emphasize on making statistically defensible measurements of project impacts and the project should be assessed primarily on the basis of their impacts and that impact should be understood as a change in the population compared to what would be expected in the project's absence. The theoretical review provides the: review of donor-funded projects; monitoring and evaluation procedures; challenges facing monitoring and evaluation system with donor-funded projects in Ghana; and strategies for effective monitoring and evaluation with donor-funded construction projects. Afterward, the empirical review documents related studies indicating the similarities, contradictions and gaps in such studies.

2.2 DONOR FUNDED PROJECTS

International development projects or public sector development programme intended to improve the social and economic status of a developing country are usually funded by a donor (Ahsan and Gunawan, 2010). Such projects are often the by-product of existing bilateral agreements existing between a donor country and recipient either through direct relations or through an “implementing partner” of the donor. This is usually an NGO or professional contracting agency (Crawford and Bryce, 2003). There is a significant difference between international development (ID) projects and commercial ones particularly because ID's are mainly concerned with an improvement in the standards of

living through poverty alleviations, provision of aid to victims of natural disasters. In addition, there is a clear focus on the establishing of social and physical infrastructure (Khang and Moe, 2008). Regardless, there are some soft matters like human or social development included amidst the rigid elements of ID projects (Crawford and Bryce, 2003). These targets are usually less visible in comparison to commercial or manufacturing projects. The intangibility of ID projects presents a distinct challenge in the assessing and examination of projects prompting an adaptation of current knowledge on project management to meet these demands (Khang and Moe, 2008). ID projects are characterized by the complex number of stakeholders involved (Youker, 1999). The contractor and the client are the two key players in industrial projects with the client who makes payment for the project and the contractor as the implementer of the project (Ahsan and Gunawan, 2010).

In contrast, ID projects comprise three distinct vital stakeholders; a funding or paying agency that makes financial resources available but have no direct use of the project output, the executing unit and finally those who are to benefit from the project output who in many cases do not offer financial contributions to the project. In that regard, most ID projects are not business focused nor profit oriented. The way and manner in which ID projects are implemented by the host country are very different from that of the beneficiary countries. This makes the tools of managing projects in the developed world less suitable (Blunt and Jones, 2000). In financing ID projects, foreign loans from development banks, donor agencies and host country organisations play a leading role. Many of the ID projects are funded by five major multilateral development banks namely; the Inter-American Development Bank, World Bank Group, the Asian Development Bank (ADB), the African Development Bank and the European Bank for Reconstruction and Development, and the 21 member countries of the Organization for

Economic Cooperation and Development. According to the UNDP's Human Development Report in 2004, it is estimated that the 49 Least Developed Countries (LDC's) in the world received an estimated US\$55.15 billion in assistance (Khang and Moe, 2008). This amounts to 8.9% of the LDC's total GDP, which is mostly allocated for ID projects. However, the primary lenders and donors have a estimated US\$200 billion allocated to economic and social development in over 120 countries. The World Bank lends more among the five MDB's. The World Bank had 60% in arrears set aside for 1508 projects in 1998/99, while the four other MDBs accounted for the remaining 40% of the outstanding \$200 billion (Austin, 2000; Blunt and Jones, 2000). Within the period of 1966-2006, ADB contributed US\$123.2 billion in Asia-Pacific countries for 2002 projects (ADB Annual Report, 2006). In spite of the continued efforts to invest billions in projects in the hope that infrastructure projects like roads, dams and airports will be delivered, the output of these projects continue to disappoint the stakeholders as they are not delivered to the expected standards (Ika and Hodgson, 2014).

Donor and recipients due to the requirements of foreign aid are bargaining for resources. It is difficult to establish the terms of these bargains. Donors are usually in a position of power. This power makes it difficult for recipient countries to use the aid for to score political points. Collier (2006) distinguishes "scrutinized" revenues such as aid and "unscrutinized" rents from natural resources. Collier (2006) reasons that in the absence of embezzlement or any kind of fraudulent activities, aid allocated to projects would bear fruits since it is closely scrutinised. Similarly, Van de Walle (2007) argues that "bankrupt governments whose development policy making process is micro-managed by donors do not have much discretion in the allocation of social services and new patronage". Cross-national studies generally support the concept that foreign aid can stabilize regimes (Morrison, 2009) or increase the survival of leaders (Kono and Montinola, 2009). A

leader's ability to offer better levels of public goods relative to local tax rate is linked to their ability to survive longer (Morrison, 2007). In addition, there is also the assertion that external aid permits leaders to channel resources from donors to other ventures which allows them to score political points (Devarajan et al., 2007; Feyzioglu et al., 1998). Njeru (2004) provides evidence that aid to Kenya was partially fungible during the period under study in his paper. While fungibility might give an idea of how an increase in the overall resources in important political constituencies, there is also the possibility that donors might decide to allocate more resources to areas deemed important to the recipient leader. This plays a part in the securing of some geopolitical goal for a donor if aid is not aimed at boosting the outcome of the development projects (Morgenthau, 1962). An example can be cited as a country that is trying to gain members in the UN Security Council. An increase in aid is witnessed by these countries (Kuziemko and Werker, 2006).

2.2.1 Monitoring and Evaluation of Donor Funded Projects in Sub-Saharan Africa

The following have contributed to the weak nature of monitoring and evaluation in Tanzania. These are the lack of institutional systems, poor leadership and lack of communication to stakeholders (Obure, 2008). Moreover, most municipalities and districts lack skilled personnel in the field of monitoring and evaluation who could develop proper tools; therefore, result in mediocre monitoring and evaluation procedures (Chesos, 2010). The study by Koffi-Tessio (2002) also states that Monitoring and Evaluation as a decision making tool are not meeting their mandatory requirements, rather their activities are being controlled by the bureaucratic management style. Jaszczolt et al. (2010) recommended that monitoring and evaluation should be part of the curricular for the training of NGO staff.

Jiménez and Pérez-Foguet (2010), on the study on “Challenges for Water governance on rural water supply; Lesson learned from Tanzania” revealed that certain flaws continue to weaken efforts of poverty eradication which included lack of sustainability of constructed water infrastructure; difficulties for targeting the poor; and inadequate internal information systems. A policy was formulated to which water supply was to be monitored and evaluated by the government. This was a key policy to achieve new paradigms for the provision of rural water supply. Ineffective Monitoring and Evaluation systems were cited as a major factor for projects failing especially during post construction in Ethiopia (Tadesse et al., 2013). Decentralized government plays a limited role concerning Monitoring and Evaluation regulation and technical support and that accounts for 46% of Tanzania’s public improved water points in rural areas not functioning (Jiménez and Pérez-Foguet 2010).

According to UNDP (2012), study on “Africa Human Development Report 2012 Towards a Food Secure Future” witnessed that the allocation of adequate budget for the purpose of monitoring and evaluation for project success was absent. Montgomery et al. (2009), in their study on “Increasing Functional Sustainability of Water and Sanitation Supplies in Rural Sub Saharan Africa” identified that the main difficulty facing water projects is sustainability and this is influenced by the absence of systematic documentation of failed schemes or consequences for providers who invest in or are particularly responsible. This makes it difficult to track water and sanitation systems that functioning poorly. The Jiménez and Pérez-Foguet, UNDP and Montgomery’s studies are comparable on the problem of poor or ineffective sustainability of water projects caused by poor Monitoring and Evaluation due to few allocated funds by Governments. This brings in donor agencies who support the project with funding.

2.2.2 Monitoring and Evaluation of Donor Funded Projects in Ghana

Capital-intensive projects in Ghana, which are wholly financed with donor funds, are termed as donor-funded projects. These include roads, bridges etc. This happens because the revenue generated in the country is not sufficient to undertake some of these projects. Bilateral and multilateral donor agencies such as IDA-International Development Association (World Bank), JICA- Japan International Co-operation Agency and EU-European Union provide funds in the form of loans and grants for these purposes. (Ministry of Transportation, 2009). Ihuah and Kakulu (2014) in their study on “Rural Water Supply projects and Sustainable Development in Nigeria and Ghana”. The study was to review if the provision of rural community water was sustainable and challenges faced in the Niger Delta Region of Nigeria. In comparing the MPP in Nigeria and VRCWSP in Ghana, the study adopted the qualitative approach. Poor assessment of water projects and ineffective Monitoring and Evaluation procedures was later revealed from the study. With this, monitoring and evaluation was to be incorporated into the implementation and operational management of hand pumps water supply systems.

2.3 MONITORING AND EVALUATION PROCEDURES

The dominant theoretical approaches in Evaluation Practice; Goal-Based approach, the Goal- Free approach and the Participatory approach (Obure, 2008).

2.3.1 Goal Based Approach

According to Box (2007), the goal based approach has been the preferred choice to many evaluation experts especially those employed with consultancies in donor-funded projects. Verschuren and Zsolnai (1998) indicated that the German social scientist, Max Weber explained that the goal-based approach operates on the principle of goal-

rationality. With the aid of certain means, humans strive for precise goals. It is with these goals that the means are rationally derived. The log-frame model is an example of the goal-based approach. UNDP (2002) describes Log-Frame as “A methodology that logically relates the main elements in programme and project design and helps to ensure that the intervention is likely to achieve measurable results”. By use of “log frame matrix” the methodology works at establishing consistency among outcomes, outputs, activities and inputs, and to identify important risks or assumptions in intervention programmes.

Procedurally, the Goal-Based approach commences by indicating targets for the intervention. In determining the success or failure of the intervention, evaluation is afterwards implemented based on these targets. Pre-intervention level of welfare (Baseline) and the post-intervention level are therefore the important levels of measurement (Verschuren and Zsolnai, 1998). In determining the success of the intervention, it depends on how close the outcome is to the objectives originally set. Many evaluation specialists have described the goal-based approach as a top down approach that disregards the importance of the involvement of stakeholders in the development processes. Verschuren and Zsolnai (1998) indicate that the goal-based approach is too direct which does not take into account that goals continue to change. Based on these weaknesses that Goal- Free Evaluation developed.

2.3.2 Goal Free approach

The Goal-Based approach was heavily criticized since it excluded the participation of stakeholders. With this shortcoming, the Goal-Free approach was born to address this issue. Scriven (1980) advocated for an approach that “...will not be driven by managers’ viewpoints nor by consumers’ viewpoints, but will stand above identification, sensitizing

each other (stakeholders) about the importance of the other.” With the goal-free approach, determining success was based on predetermined set targets. This was considered as the main problem with this approach. However, determining success should be based on the outcomes of interventions and thus relating them to stakeholder requirements (Verschuren and Zsolnai, 1998). The Goal-Free Evaluation tends to promote the inclusion of stakeholders in their method of evaluation.

2.3.3 Participatory approach

The World Bank (2004) describes participatory monitoring and evaluation as that method that involves stakeholders such as staff, project beneficiaries and the community in planning and execution of the project monitoring and evaluation. There are some procedures with which stakeholders are involved with in the participatory approach. These include, identifying the project, the objectives and goals and identifying the indicators to be used for monitoring and evaluation. Collection and analysis of data and capturing the lessons are also some roles stakeholders are involved with. Managers of a project are tasked expedite the monitoring and evaluation process.

Participatory development in any form has normatively been argued from constructivist epistemology (Chambers, 2007; Crotty, 1998). Constructivism is believed to have its theoretical roots in the philosophy of Emmanuel Kant, its basic principle being that reality (knowledge) is based on the experiences and the perceptions of the knower (Jonassen, 1991). Meaning is therefore based on how individuals construct it, depending on their social and physical experiences. With relevance to intervention research, understanding the socio-economic needs, necessary interventions and the success or failure of these interventions should be understood from the perspective of the people involved, or those whose realities these interventions claim to address (Chambers 1997;

Hulme 2000). Beneficiaries and other stakeholders have been ignored on the process of monitoring and evaluation. However, the participatory approach to monitoring and evaluation have advocated to the inclusion of stakeholders in this process. This indicates a demonstration of downward accountability i.e. accountability to the beneficiaries. (Aune, 2000).

2.3.4 Stakeholder involvement

Multiparty involvement in the process of monitoring and evaluation of projects remains critical. These include; donors, beneficiaries, project implementation staff and the community at large. (Aune, 2000). For a project to be successful there is the need to understand and appreciate the goals and objectives of the project, allocate resources and active stakeholder participation. Active involvement of stakeholders in the Monitoring and evaluation process inspires all involved with the project to examine its progress, learn from mistakes and inspire ideas for making improvements. In addition, involving stakeholders is very critical since information gathered needs to be examined and discussed by stakeholders.

All Stakeholders need to have a degree of involvement in the manner in which projects are implemented, hence, their involvement in such projects remains paramount. Stakeholder participation is usually not needed in making small decisions or for use in emergencies. However, more complex situations are deemed more appropriate for their involvement as this helps to avoid problems in the future. The reasons for public participation are often to share information and collect feedback from members who have significant interests in particular projects Mbaabu, (2012).

The participation of stakeholders in the process of evaluations and monitoring can be equated to the provision of management information and an involvement in decision making. Decisions resulting from this are deemed to have a higher degree of acceptance and relevance to majority of the population. This enhances the process of resource and human mobilisation smoother during project implementation. Making the decision to involve stakeholders in all aspects of a project is deemed empowering and promotes active participation from stakeholder groups as there is an inherent sense of inclusion (Donaldson, 2003). Stakeholder participation is often related to the empowering of development beneficiaries to plan the use of resources in the actual implementation of development initiatives. (Chambers, 2009; Chitere, 2004). While stakeholder involvement is needed at all stages, best practice suggests their involvement at the very start of the process of evaluation. Aspects such as the attraction of knowledge seeking political agents is gained when the support of high calibre champions is obtained (Jones, 2011).

2.3.5 Indicators in Monitoring and Evaluation

According to Yumi & Susan (2007) indicators serve as a means of accurately assessing performance as a reflector of change. They communicate patterns, trends and warnings as well as progress to audience. These indicators can be quantitative or qualitative and process indicators offer information on how a program is implemented. The choice of an indicator is crucial as an inappropriate choice often leads to a negative evaluation and subsequent termination of a project which would otherwise be making a significant positive contribution to the life of a community.

William *et. al.* (2001) assert that indicators are central to any monitoring framework. The first feature of any such framework is to establish and monitor target levels of inputs.

These targets are to serve as estimates of the level of input a project might require to achieve any set objectives. These targets are tracked throughout the life of a project to determine the extent to which implementation plans are being followed. A different set of indicators other than those used in monitoring are used during evaluation. The indicators for evaluation are designed to measure the outcome of projects with parameters such as outputs, results and outcomes. According to William *et. al.* (2001), the process of indicator selections should involve stakeholders directly involved with the development project. However, the ideal preference is one done in conjunction with professionals experienced in Monitoring and Evaluation (M&E). The approach to generating indicators can be considered in three ways. The first is to generate them from scratch from stakeholder. This list can include indicators not directly related to the project in question. The second would be to present a set of indicators with pros and cons to stakeholders and make them choose. The third option involves a collaborative effort between external professionals and key members of the project team. The choice of indicator generated for any project should however be reviewed to ensure they conform to set criteria prior to being added to the data collection system. This can offer a range of knowing which Monitoring and Evaluation staff may overlook. This however has the possibility of generating more indicators than can be managed. The set of indicators need to be selected to provide information capable of allowing the assessment of implementation. This involves the finding of some balance between what is practical and needed as against what is deemed interesting. It is necessary to have a balanced set of indicators that measure inputs, outcomes and impacts in addition to any assumptions considered necessary for a specific project. This should be easily achievable if information requirements have been met based on project objectives and data collection constraints (William *et. al.* 2001).

According to Sanders (1997) indicators should be capable of directly assessing the issue. However, sometimes an indirect indicator is often seen as more feasible. Indicators work best in union with other indicators as a single one often does not give enough detail. Indicators are also transitory and should be consistently reviewed to make room for any changes as this will mean a change of the indicator to be measured.

2.3.6 Data collection in monitoring and evaluation

In the collection of data for monitoring and evaluation, procedures for the collection of data should clearly be specified as well as the personnel from whom it is to be collected. In addition, requirements for report writing should clearly be specified (Gyorkos, 2003). In order to detect problems early in a project, monitoring should be done on a regular basis. (AUSAID, 2006: and FHI, 2004). The process for the monitoring would involve gathering of data, analysis and writing a report at the definite rate. A well-designed Monitoring and Evaluation system, therefore, have in detail the methodology or processes for collecting and using data including purpose/uses of data, type of data to be collected (both qualitative and quantitative), and frequency of data collection. (NGO Connect, 2012).

2.4 CONCEPT OF MONITORING AND EVALUATION

Stem et al (2005) proposed some approaches to monitoring and evaluation to be used by project managers. They include accounting and certification, basic research, effectiveness measurement and status assessment. Mladenovic et al. (2013) on the other hand has also recognized a two layers approach for the evaluation of projects. The first approach according to Mladenovic et al. (2013) is that every stakeholder gives their opinion based on the stated objective in the evaluation of the project in terms of

profitability, effectiveness and value for money etc. The second approach is the balanced scorecard which is based on four perspectives. These include the financial perspective, customer perspective, business process, learning and growth.

The logical framework (Log frame) is considered as one of the commonest methods used in both monitoring and planning of projects. It is a prepared document giving an overview of the objectives, activities and resources of a project. It also provides information about external elements that may influence the project and assumptions are also catered for in the statement. The logical framework as a tool aids in strengthening project design, implementation and evaluation. The log frame is in the entire project cycle. It aids in the organisation of thoughts, activities, set performance indicators, investment to estimated results, set performance indicators, allocate responsibilities etc. One benefit of this approach is that it encompasses all the key parts and components of the project (Martinez, 2011). Log frame matrix as a tool has been viewed as being applicable for all development projects and it is simple and efficient in data collection, recording and reporting.

Myrick (2013) on the other hand also postulates that a practical approach to Monitoring and Evaluation must be desired. He also adds that certain basic principles including the measure of objectives, target, periodic reporting and performance indicators should be part of the monitoring and evaluation tool. These very influential management tools can aid state institutions and governments to improve upon how tasks are executed in order to achieve their set goals. The data and evidence that the government and other state institutions need to hold officials accountable, make effective and efficient decisions and implement policies should be derived from a results-based performance feedback system to ensure that it is possible to make tactical, strategic and operational decisions more relevant (Mackay, 2007).

2.4.1 Definition of Project Monitoring

According to Stenström (2016), monitoring as a methodical process of collecting, processing, analysing and use of information to assess the efficiencies of inputs such as budget, time, equipment, personnel and the likes that part of inputs employed to generate an output measured by ascertaining the ratio of useful output to total input. This among others may minimise the waste of resources. It involves an assessment of whether project inputs are being delivered, whether the desired objectives have been achieved, and are having the original effects as intended. It involves regular examination of the resources. Also examined are the outputs and results of a project. Monitoring involves the process of comparing actual performance with the planned performance (Jili, and Mthethwa, 2017). According to the National Treasury (2007) monitoring reports on tangible performance against what was intended by way of gathering, analyzing and reporting data of all projects, programs and policies to support effective management.

Again, Rossi et al. (2004), also defines monitoring as an assessment of the extent to which a programme is designed and serves the intended target group. According to UNDP (2006), Monitoring is a continuous function that provides managers and stakeholders with regular feedback on the performance of programmes taking into consideration the external environment.

Monitoring as a good management tool, may be used by contractors and owners of the project to ascertain the strength and weakness encountered in the project. According to Otieno (2000) efficient project monitoring offers regular reports on the execution and also aids in recognizing potential challenges and setbacks while improving on the positive side all aimed at facilitating timely and effective decisions. Monitoring may form the basis to retrieve sufficient information by persons responsible for the project. By retrieving information, this may arm persons connected with the project to make the right

decisions and thus ensure the project's quality. According to Saloni et al. (2010), in managing a project, there are three key elements which are; cost, quality, and time and they must be closely assessed and monitored throughout the entire project. This, therefore, brings to the fore that monitoring is not an event, but a process when it comes to infrastructural projects.

2.4.2 Tools for Project Monitoring

It has been argued that when communication of information is ineffectively and untimely carried out, it may lead to a setback in managing the information so gathered. For instance, if a person charged with monitoring uses so much time in gathering information about the ongoing project and yet fails to interpret same, this will affect the project output. Whatever tool for monitoring is employed must be used effectively and timely otherwise the specific monitoring tool may become counterproductive. The benefits of having good communication as a monitoring tool cannot be overemphasised. To achieve the project output, communication must thus play a pivotal role. There are widely used tools for project monitoring notwithstanding their limitations. These include the following:

2.4.2.1 Verbal Communication

This tool can be considered as the most effective mode of communication. The positive strings to this tool are that it is quick, and the listener is generally allowed to adapt to concerns and also to raise questions. Misunderstandings is one of the limitations that arise when using the verbal communication method in communicating monitoring information. Some persons may at times deny having that information (PMBOK, 2004).

2.4.2.2 Meetings

Various meetings during projects are inevitable. Meetings serve as platforms for communication and sharing of information. For instance, if there is a need for clarification, change or alter a constructional plan, it is at these meetings that they are disseminated. The feedback from inspections onsite can also be given and it is all aimed at bettering the output in the long run. It must be emphasised that meeting though are important tools for Monitoring and Evaluation, they need to be used purposefully. There may be a tendency for individual interests spurring its head at these meetings or the tendency of even discussing issues other than the project (PMBOK, 2004).

2.4.2.3 Reports

Reports play an essential role in project monitoring and must not be overlooked. Records of activities in and on site must be kept as this also allows for accountability. Without records of for instance resources, inputs supplied, expenses e.tc, it may be difficult to plan for the completion of the project and particularly the project's efficiency. Having prepared these reports, they must be submitted to the designated individuals for effective action. If the reports are not submitted to the right people on the project, it becomes a useless tool for monitoring. Again, when the wrong information is gathered, there will be no useful decision making as the required information is non-existent so far as the report prepared is concerned. Wrong information in reports will also serve no useful purpose in monitoring a project. When there is, also a lack of logistics like paper, printers etc, and then it will be difficult to use reports as a monitoring tool. According to Otieno (2000), the project monitoring report provides helps managers and other interest parties to evaluate planned against executed. He postulates that these reports are used to document project activities, determine aberration, note nonconformity and then through

the process resolve such challenges with corrective actions through a collective engagement of stakeholders. The aim is that corrective actions, identified challenges of the current monitoring systems, will become a blueprint for other development programmes and projects, as they will be reference material to access for the planning of successive process assets. To Otieno (2000), there are limitations, which include the fact that managers tend to concentrate on a pre-determined set of data for information while real problems on site may not be reported due to lack of interest of the persons tasked to the reporting, or the information may perhaps be too subjective.

2.4.2.4 Site Visits

Visiting the site where the project is ongoing is key. Persons in charge of monitoring will be able to gather in-depth data for monitoring purposes (Stenström, 2016). It enables the project manager, for instance, knows the progress of the project in terms of costs, time and inputs.

2.4.3 Types of Project Monitoring

Zall Kusek and Rist (2004) indicates that project monitoring includes the following major items;

2.4.3.1 Physical Project Progress Monitoring

This type of monitoring when adopted enables managers and owners of the project to keep track of all activities. Physical project progress monitoring also helps managers to check and ascertain if the activities for a said project are up to schedule. This also aids project managers to evaluate the significance of any delay and whether any action can be taken to remedy the situation. There is a need to manage time as time is a major

component in physical project progress monitoring. When the set objective is reached at the set time, it may be considered as a project milestone and this defines the stages of the said project and the critical steps taken in these stages. These milestones are used in monitoring physical progress. Ascertaining if the said goals of a project are being achieved is termed as milestone (Wysocki, 2010). This also helps in determining the status of the project. Effective monitoring of a project's physical progress requires systematic performance analysis'. The following questions are answered in this regard:

- Is the whole project including its phases as a whole (and its component) on schedule, ahead of schedule or behind schedule?
- If there is a variation, where did it occur, why did it occur, who is responsible for it and what would be its implication?
- What is the trend of physical performance? and
- What would be the likely final cost and completion date of the project and its components?

Zhang et al. (2010) on the other hand adopts approaches in measuring physical progress.

2.4.3.2 Quantifying Output of the Activity in Absolute Terms.

This approach is used in determining the work completed on the project. It can be calculated by measuring the quantity of work executed to date relative to the total quantity of work planned.

For example, if it has been set for the construction of a total of 5000 square meters underground carpark and only 2,500 square meters has been constructed so far, it means work of 2,500-meter square is yet to be completed.

2.4.3.3 Valuing the Output of the Activity.

To calculate the earned value of the completed construction of carpark and compare it with the total value of work planned.

$$\frac{\text{Value of work done}}{\text{The total value of Work planned}} * 100(\%) \dots\dots\dots \text{ii}$$

2.4.3.4 Using Time Spent on the Project /Activity.

$$\frac{\text{Time spent to date}}{\text{Total time to complete}} * 100(\%) \dots\dots\dots \text{i}$$

The remaining time left will enable project managers to know whether to speed up their work to achieve the set time or otherwise. This invariably may keep project managers on their toes and is a way of monitoring.

2.4.3.4 Finance Progress Monitoring.

The monitoring of cost in projects is key. For the purposes of cost monitoring and control, costs involved in a project such as budgeted cost and actual cost are measured periodically as the project progresses. It allows for the estimation of project cost (PMBOK, 2004).

2.4.3.5 Project Quality Monitoring.

All materials, systems and labour must conform to the terms, requirements and specifications stated in the contract. What this invariably means is that the owner in the contract must specify issues of quality. The monitoring of these items will enable the project manager to ascertain whether quality has been compromised or not. Monitoring of these items to ensure quality can take the form of periodic inspections, and periodic testing (PMBOK, 2004).

2.4.3.6 Assumption Monitoring.

Risks may be monitored and controlled in projects. Risks, when not monitored and controlled, can affect the project. This process of monitoring risks in projects enables project managers to be in the known as to what may happen and to assess them and put in place various measures or to manage them when they occur (PMBOK, 2004).

2.4.4 Definition and Purpose of Project Evaluation

Evaluation, on the other hand, refers to an applied inquiry process for collecting and compiling evidence-based data that highlights the effectiveness, efficiency and value of an intention. (Fournier, 2005:140). According to Henry and Mark (2003), the aim of the evaluation is for social advancement; evaluation is one of the procedures in the achievement of this aim by assisting democratic organizations to better oversee, improve, select and above all understand the context of social programmes, projects and policies.

The evaluation provides a judgment based on assessments of relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts. It also involves a diligent, systematic and objective process in the design, analysis and interpretation of data to answer specific questions. (UNDP 2006).

An evaluation generally is carried out by a study of the outcome of a project and is aimed at informing the design of future projects (Bamberger and Hewitt, 1986). Laborious and autonomous assessment of completed or uncompleted activities constitute the evaluation process. The said assessment is aimed at ascertaining the degree to which the objectives of the project has been achieved and this informs decision making for the future. Evaluation is a process of determining systematically and objectively the relevance, effectiveness, efficiency, sustainability and impact of activities in the light of project

output. The evaluation also focuses on the analysis of the progress made in obtaining the established objectives of the project (UNDP, 2009).

Al-Otaibi (2011) found in his study that in Saudi Arabia, contractors lacked an appropriate performance evaluation framework and this significantly harmed the project success generally. During the evaluation, the data and information gathered at the monitoring stage can be analysed and the impacts of the project during evaluation (Otieno, 2000). The key distinction between monitoring and evaluation is that evaluations are done independently to provide managers and staff with an objective assessment of whether or not they are on track (UNDP, 2009). However, both aims at providing information that can help inform decisions, improve performance and achieve planned results.

The evaluation has various purposes as postulated by UNDP (2009) and they include the following:

- It aids to ascertain the extent of obtaining the stated objectives;
- Problems connected with project planning and execution are also identified;
- Cumulative learning for future projects is also generated as a result of data collected; and
- Policies and strategies are reformulated.

2.5 Challenges Facing Monitoring and Evaluation System with Donor-Funded

Projects In Ghana

It has been viewed globally that generally, projects face numerous obstacles in their implementation (Tengan and Aigbayboa, 2016). Monitoring and evaluation have been considered as a panacea to some extent, to enhance infrastructural project performance.

It has been argued that for a monitoring plan to be effective and successful it may largely depend on the size of the organisation and the personnel charged to carry out the monitoring. From a study, it has been found that implementing monitoring and evaluation has been met with weak institutional capacity (Bhagavan and Virgin 2004). To correct poor performance and to achieve the objectives and aim on the project, it requires the capacity building of institutions. Capacity building is aimed at training individuals to strengthen human resource development, equip individuals with skill sets etc. and this would enable them to perform effectively.

A major barrier to monitoring and evaluation of construction projects in Ghana is resources and budgetary allocation. Another barrier is the feeble relationship between monitoring and evaluation processes and other activities in the phases of the project. There is a need for a strong interrelationship between the monitoring and evaluation processes one side and other activities (including planning and budgeting) in the project cycle on the other hand. Data collection and analysis is an important monitoring process and planning for the same is as important as the monitoring itself. At the analysis of data, for instance, threats, limitations etc. are identified and that cements the need for a synergy between monitoring and evaluation and other activities carried out in the project cycle (Chaplowe, 2008). In order to reduce wastage of time and resources, it is important to plan and manage data for monitoring and evaluation. A budget should exist for every expense including training facility costs, staff, office supplies, equipment, travel etc. Budgeting helps in the determination of ascertaining if all activities have been captured in the project budget and this enhances project performance. Monitoring and evaluation face a challenge when there is a weak link between these crucial activities and the system (International Fund for Agricultural Development, 2002).

According to Tengan and Aigbavboa (2016), procedures used in the measuring of project monitoring and evaluation contributes to challenges of monitoring and evaluation of construction projects in Ghana. Gyadu-Asiedu (2009) postulates that most measures only can report on performance after they have occurred. Beatham et al. (2004) indicated that there are problems with the key performance indicators (KPIs) of the Construction Best Practice Program (CBPP). The performance indicators that are mostly aimed for post-results are mostly fixed and scarcely subject to change. According to the Ghana National Development Planning Commission (GNDPC, 2010), limited resources and budgetary allocations for project monitoring and evaluation may affect monitoring and evaluation system. When project managers fail to comply with monitoring and evaluation guidelines and when there are data gaps and poor data quality, they pose a challenge to monitoring and evaluation in the construction industry. Another barrier to monitoring and evaluation is the lack of comprehensive national database.

The monitoring and evaluation system must be effective. To be effective, the system must be consistent with the objectives of the project. This, therefore, means that if there is a disconnect, the desired outcomes of the project may not be achieved (Ghana National Development Planning Commission (2010). Despite the demand for improved construction practices in Ghana, desired outcomes of projects may not be achieved since stakeholders are not able to relate the objectives of a project to the needs and values of the beneficiaries (Ghana National Development Planning Commission (2010).

2.5.1 Political Influence

Kenya's political culture like most developing countries is ethnically based. Politicians use ethnic favoritism as a basis in manipulating the allocation of public expenditure, which aims at achieving votes from electorates. Ethnic groups associated with the

government tend to receive huge expenditure on projects (Burgess et al., 2015). In Kenya for example, the dominant ethnic group is affiliated with the dairy industry and therefore enjoys massive political support (Atieno, 2014). Muriithi and Crawford (2003) have revealed the various issues associated with the approaches to project management in developing countries and it includes coping with political and community demands on project resources. Pinto (2000) has advised that project managers must not lose sight of organizational politics and as effective managers, they should be enthusiastic and able to use the relevant political maneuvers to advance project aims. In developing countries, it has been argued that political impacts on projects must be reviewed during the monitoring and evaluation phase to ascertain whether to go on with the project (Cusworth and Franks, 2013). Project success are positively or negatively affected by political influence.

2.5.2 Management Support

According to PMBOK (PMI, 2004), there are three (3) processes involved in the management of a project. These include managing, organising and leading the project team. There are roles assigned and duties for persons in the project team and this is aimed at project completion. The number of persons in the project team may differ during the project lifecycle. Successful projects are produced by institutions that have an established human resource management practice and vice versa (Pretorius et al., 2012). It has been agreed by literature reviewed that management support plays a crucial role in the achievement of project success (Andersen, 2006). In monitoring and evaluation, motivation, managing societal demands, managing politics, communication, leadership are some of the measures that are used in the assessment of management support (Jetu & Riedl, 2013; Yong & Mustaffa, 2012; Marangu, 2012; Atencio, 2012). It has been argued

that management support contributes to project success and hence there exist a relationship between monitoring and evaluation (Pequegnat et al (1995).

2.6 STRATEGIES FOR EFFECTIVE MONITORING AND EVALUATION WITH DONOR-FUNDED CONSTRUCTION PROJECTS

Several authors have put forth different measures that can lead to effective monitoring and evaluation with donor-funded projects. This section of the study also narrows the discussion to the measures that lead to effective monitoring and evaluation with donor-funded construction projects.

2.6.1 Top Management Commitment

Chrusciel and Field (2003) noted that top management commitment when active in an organization helps towards the accomplishment of policies established in the organization. The need for top management commitment for policies such as quality management systems and policies is because it is a vital source of motivation for employees (Ciptono, 2008).

Top management commitment also ensures that management can quickly respond to problems that crop in order to maintain the level of effectiveness of the quality management system. Even though quality-related problems addressed later, problems associated with quality, management systems must be addressed as quickly as possible hence the need for top management commitment. The establishment of quality policies, providing resources, providing problem-oriented training, stimulating improvement, establishing and deploying quality goals are witnessed when top management are involved in quality management (Ciptono, 2008).

2.6.2 Customer Focus

Quality is essentially putting measures in place to ensure customer satisfaction. This involves the identification of customer needs or expectations. Therefore, no quality system can succeed without the input of customers or a focus on customers (Karani and Bichanga, 2012).

Customers' focus concerning quality management involves placing a priority on customer needs and expectations, building an improved relationship with customers and also market research to determine the changing needs customers.

Demin (1986) cited by Karani and Bichanga, (2012) stated that involvement of customers in the design of products leads to quality products hence the need for organizations to ensure a customer focus during quality management.

2.6.3 Employee Participation

The involvement of employees in quality management planning leads to a successful quality management system. Employee participation involves organizations empowering employees to be able to make certain decisions that will enhance quality in the organization. Employee participation, therefore, will enable employees to be alert enough to be able to recognize certain problems and make a decision that can help avoid detrimental effects of these problems (Sangeeta & Banwe, 2004).

There is improved commitment from employees when they are involved in the quality management system of an organisation. In addition to the improvement of employee commitment, employee participation also enables employees to improve their level of knowledge regarding the operations in the organizations (Sangeeta & Banwe, 2004).

2.6.4 Education and Training

Russell and Taylor, (2011) were of the view education and training of employees on quality issues is a vital avenue for improving the level of acceptance and commitment of employees toward quality management systems. Education and training improve the level of awareness of employees regarding quality management, which puts them in a better position to make informed decisions that will enhance the performance of the organization.

Demin in his study also identified training of employees and management as an important aspect of any quality management system. According to Zhang et. al, (2009) for total quality management to be executed successfully, education and training is one of the essential elements.

2.6.5 Recognition and Awards

Abdullah et. al, (2008) also noted that employees need to be motivated in order for them to perform as expected. Motivational package encourages employees to work towards a particular course. In order, for employees to be able to adhere to the tenets of the quality management systems in place there is the need for recognition and reward systems that will propel them to go beyond their normal performance. The reward that can encourage employees to adhere to quality management systems includes bonuses and travel packages while open recognition through citations and other similar means also helps employees to adhere to the principles of the quality established in an organization (Everett, 2012).

2.6.6 Process Control and Continuous Improvement

Process control and continuous improvement were also identified by Russell and Taylor, (2011) as one of the most important factors which affect quality management. The steps employed in an organization to manufacture products are referred to as processes (Balbastre and Moreno Luzo'n, 2013). Quality involves close monitoring of the processes employed to manufacture products of customers. This is because defective products will occur as a result of a defect in the production process. Also, waste and other similar quality problems can be realized through process control. An effective process control will, therefore, lead to effective quality management (Zhang et. al., 2009).

Process control leads to the identification of limitation in the production process which in turn calls for improvement measures. A continuous or daily process control will lead to continuous process improvement in organizations. Even though the traditional business approach has operated on *if it is not broken, why fix it* modern business approach does not make room for a breakdown before fixing. In modern production practices, process control and improvement are undertaken in a continuous basis in order to ensure that there is a smooth operation of the production process in organizations.

Operational breakdowns can result in severe consequences in organizations hence the need for process controls and continuous improvement as part of quality management in organization (Balbastre and Moreno Luzo'n, 2013)

2.7 SUMMARY

This chapter began with an overview of Donor Funded projects. It was identified from the literature that, the donor-funded [international development (ID)] projects differ from industrial or commercial projects with the main objective of social or human development and not business focus (profitability). Furthermore, ineffective monitoring

and evaluation systems were cited as a major factor for projects failing in Sub-Saharan Africa which was followed by a discussion on the monitoring and evaluation procedures. The concept of monitoring and evaluation was further discussed and was followed by the challenges facing the monitoring and evaluation system with donor-funded projects in Ghana. Lastly, strategies for effective monitoring and evaluation with donor-funded construction projects were reviewed. All these reviews led to the development of this research questionnaire which will be used to seek answers to the set objectives of this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter discusses the research methods adopted for this study. It describes how data was collected and the method used to analyse the data. The design of the questionnaire for the survey and the selection of the respondents are discussed in this chapter. The questionnaire was designed according to the objectives of research by reviewing literature. It was designed to be short, comprehensive and easy to understand. This would encourage high participation from the potential respondents. In selecting appropriate answers, the respondents would have to express their opinions and views.

3.2 RESEARCH DESIGN

Research design is very crucial to answering your research questions. It entails the general procedure of how to answer your research questions. The research design specifies how data is going to be collected, the shortcomings likely to be faced as well as discuss ethical issues (Saunders, et al, 2009). The research design provides a framework for how data would be collected and analysed; the various techniques with which the data would be collected and analysed. This, when done, provide facts about the research questions of the study (Bryman 2012).

According to Creswell (2003), there are three types of approaches to research, namely; qualitative, quantitative and mixed approaches. Quantitative research is 'Explaining phenomena by collecting numerical data that are analysed using mathematically based methods (in particular statistics)' (Aliaga & Gunderson, 2005). It can also be described as an approach in which the investigator mainly uses approaches of probe such as experiments and surveys, and collects data on predetermined instruments that yield

statistical data (Creswell, 2003). On the other hand, the qualitative approach is one in which the inquirer makes knowledge claims based on multiple meanings of individual experiences or meanings socially and historically constructed to develop a theory or pattern. It also uses strategies of inquiry such as narratives, grounded theory studies, or case studies (Creswell, 2003). The mixed-methods approach employs the collection of both quantitative and qualitative data (Creswell, 2003).

3.3 RESEARCH METHOD

A quantitative strategy was used for this study since it follows a deductive approach concerning theory and it is concerned with the design measurement and sampling (Naoum, 2002). It uses statistical techniques to identify facts and objective in nature (Naoum, 2002). A questionnaire survey was designed based on the objectives of the study, which are to examine monitoring and evaluation procedures with donor-funded construction projects, identify the challenges of monitoring and evaluation and to identify factors (strategies) for effective monitoring and evaluation. A questionnaire survey was developed to get the opinion and understanding from respondents regarding the above objectives.

3.4 POPULATION OF STUDY

In answering your research questions and objectives, there is a need to consider various sampling methods. There is the possibility of collecting and analyzing data from each group member. This is referred to as the census. However, due to restrictions such as money, time and often access, it is impossible to collect and analyse data from the census. The full set of cases from which a sample is taken is called the population (Saunders, et al, 2009).

For this study, the targeted group of construction professionals includes project managers, architects, quantity surveyors and engineers who are affiliated with consultancies or construction firms who are involved with donor-funded construction projects in the Greater-Accra Region of Ghana. This is because most of the offices of these professionals are located in this Region.

3.4.1 Sampling techniques

Saunders et al, (2009) identified two main types of sampling techniques. These are probability and non-probability sampling techniques. The probability of selecting a case from a population with regards to probability samples is usually known. This means statistical analysis can be deduced from the features of the population from the sample. Concerning non-probability samples, the probability of selecting a case from the population is usually unknown; therefore, statistical analysis cannot be deduced from the features of the population (Saunders, et al., 2009).

Purposive and snowball sampling methods were adopted for this study.

3.4.1.1 Purposive sampling

Bernard (2002) describes purposive sampling as when the researcher moves out to locate people with the requisite experience and are readily available and willing to provide the necessary information. Purposive sampling enables a researcher to use their judgement to select cases that will best enable them to answer their research questions and meet their objectives (Neuman 2005).

3.4.1.2 Snowball sampling

Snowball sampling technique is used when difficulty is faced in establishing the members of a population. With this, a researcher contacts a few members of the desired population. These members help the researcher find the other members of the population (Saunders et al, 2009). Bryman (2012) also describes snowball sampling as when a researcher gets in touch with people who are important to the research topic and uses that to establish contacts with others.

Data was gathered from a wide variety of actors involved in the construction industry.

3.4.2 Sample size

Over the past decade, many donor-funded construction projects have been executed in Ghana. It has become increasingly difficult to keep track of the actual number of construction projects that are financed under donor-funded arrangements within the period. Companies who have executed or currently executing donor-funded projects were purposively selected to survey the challenges of monitoring and evaluation on such projects in Ghana. Based on this benchmark, some companies were identified in Greater-Accra to match the criteria. Other construction companies, consulting firms and professionals were selected on referrals and recommendations by the identified firms based on the fact that they have been actively involved in the execution of donor-funded projects in Accra. Data was gathered until respondents had no new referrals to provide for the research, a clear situation of saturation.

The sample size obtained from the study was forty (40) respondents. Out of the forty (40) respondents, forty (40) questionnaires were retrieved representing one hundred (100) percent response rate.

3.5 DATA COLLECTION

Well-structured questionnaires were designed to obtain information from professionals in the construction industry such as quantity surveyors, architects, project managers and contractors. The questionnaire, which was made up of 33 major sets of closed-ended questions was designed to obtain data on the objectives of this research.

3.4.1 Secondary and primary information

Data collection plays a very vital role in statistical analysis. There are two main methods of data collection under research. These are primary and secondary data (Douglas, 2015). Primary data is collected the first time by the researcher while secondary data is already collected or produced by others (Ajayi, 2017). Reanalysing data that has already been collected and used for some other purpose is known as secondary data (Saunders, et al, 2009).

The most important difference is that primary data is factual and original whereas secondary data is analysis and interpretation of primary data (Ajayi, 2017).

Surveys, observations, questionnaires, experiments, personal interviews are some sources of primary data whereas websites, books, government publications, journal articles and internal records are some sources of secondary data (Ajayi, 2017).

3.4.2 Questionnaire design

The questions were constructed using the Likert scale. The respondents were asked to rank on a scale of 1-5 the procedures for monitoring and evaluation with donor-funded construction projects in Ghana. Where 1=Not important, 2=Slightly important, 3=Moderately important, 4=Important, 5=Very important. They were also to score the challenges of monitoring and evaluation with donor-funded construction projects in

Ghana on a scale of 1-5. Where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree. Also, respondents were asked to rank on a scale of 1-5 the strategies to adopt for effective monitoring and evaluation with donor-funded projects in Ghana. Where 1=Not important, 2=Slightly important, 3=Moderately Important, 4=Important, 5=Very Important. The questionnaire was classified into four sections:

SECTION A: Respondent Background.

SECTION B: monitoring and evaluation procedures with donor-funded construction projects in Ghana.

SECTION C: challenges of monitoring and evaluation with donor-funded construction projects in Ghana.

SECTION D: factors (strategies) for effective monitoring and evaluation with donor-funded projects in Ghana.

3.4.3 Administering of Questionnaires

The questionnaires were administered to forty (40) respondents comprising of architects, project managers, quantity surveyors and engineers.

3.5 DATA ANALYSIS AND PRESENTATION

3.5.1 Data analysis

The completed data obtained was coded into the Statistical Package for Social Sciences software for analysis. The findings were presented by the use of tables and bar charts. These were used to give a clear graphical presentation of the results obtained. The mean was calculated and the factors ranked.

3.6 ETHICAL CONSIDERATION

During the research, people become subjects of your work or are affected by it. The ability to respect the rights of these individuals is referred to as ethics (Saunders, et al, 2009). Saunders et al (2009) identified the following ethical considerations;

- The privacy of the participants was paramount.
- Participation was voluntary. Moreover, participants had the right to withdraw partially or completely from the process.
- Data provided by individuals were treated as confidential and kept anonymous.

With this study, respondents were assured of the fact that the information provided was treated as confidential and also used purposely for academic purposes. Moreover, to keep respondents anonymous, they were not obliged to put down their names.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter deals with the analysis and discussion of the study which is to access the challenges associated with project monitoring and evaluation of donor-funded construction projects in Ghana. It ascertains the procedures, challenges and factors for effective monitoring and evaluation of donor-funded construction projects in Ghana.

This chapter deals with the results of the study as obtained from the analysis of the responses gathered from the questionnaires administered and detailed discussion of the results. This chapter interprets the results in the form of texts, figures and tables.

4.2 RESPONDENTS PROFILE

4.2.1 Role in the construction industry

With regards the role the respondents play in the construction industry, ten (10) were project managers representing 25%, eight (8) were architects representing 20%, eleven (11) were quantity surveyors representing 27.5%, five (5) were engineers representing 12.5% and 6 belonged to the other group representing 15%.

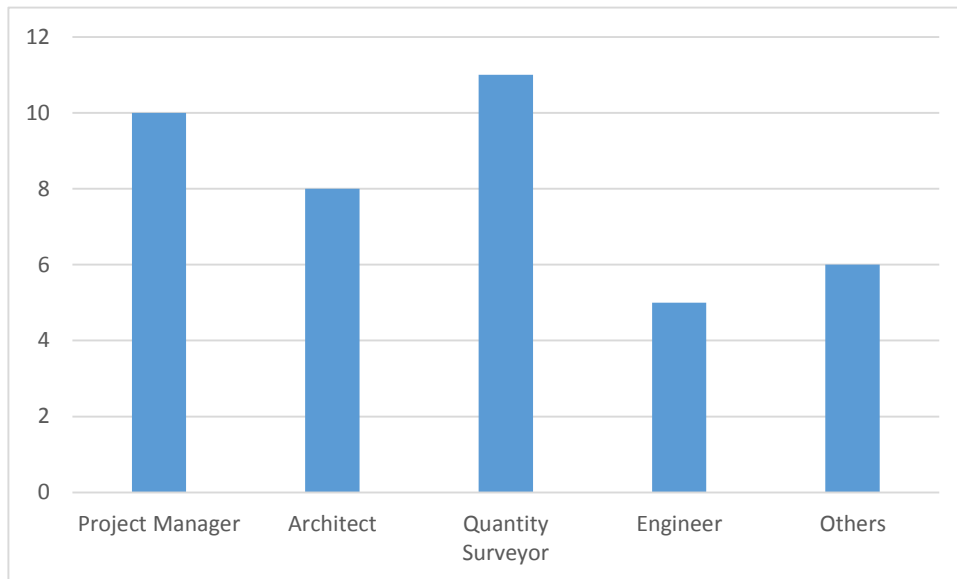


Figure 1: Role in the construction industry

4.2.2 Level of Education

From the responses received, twenty-five (25) had a postgraduate degree representing 62.5% whereas fifteen (15) had a bachelor's degree representing 37.5%.

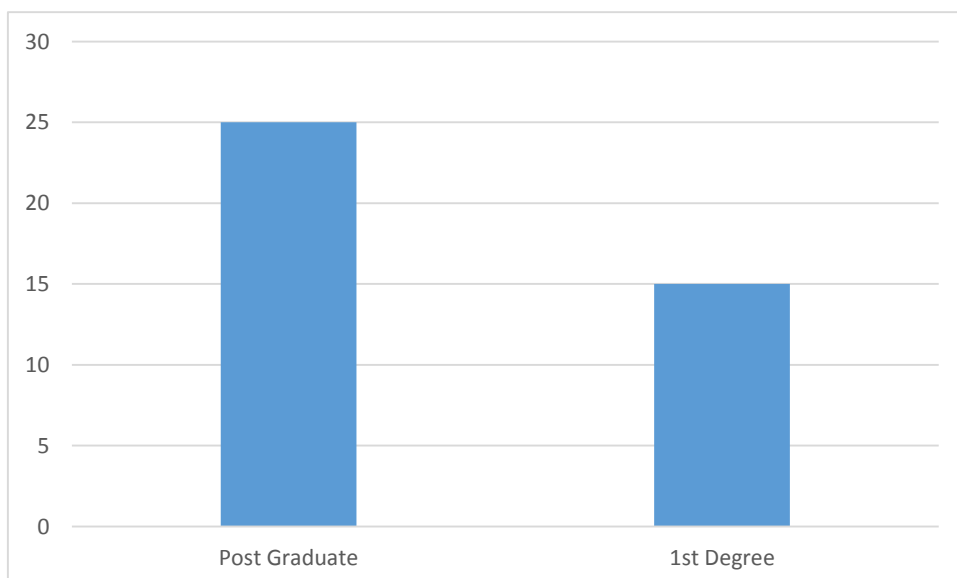


Figure 2: Level of Education

4.2.3 Years of General Experience

In the acquisition of knowledge, experience cannot be overlooked since it plays a very important role (Kolb, 1984) therefore the importance of this must be completely accepted (Hansen, 2000). Results gathered from the respondents indicate that ten (10) of them have less than 5 years experience in the construction industry representing 10%, sixteen (16) have 5 to 10 years experience in the construction industry representing 16%, nine (9) have 11 to 15 years experience in the construction industry representing 22.5% and five (5) have 16-20 years experience in the construction industry representing 12.5%. An insightful opinion could, therefore, be expected.

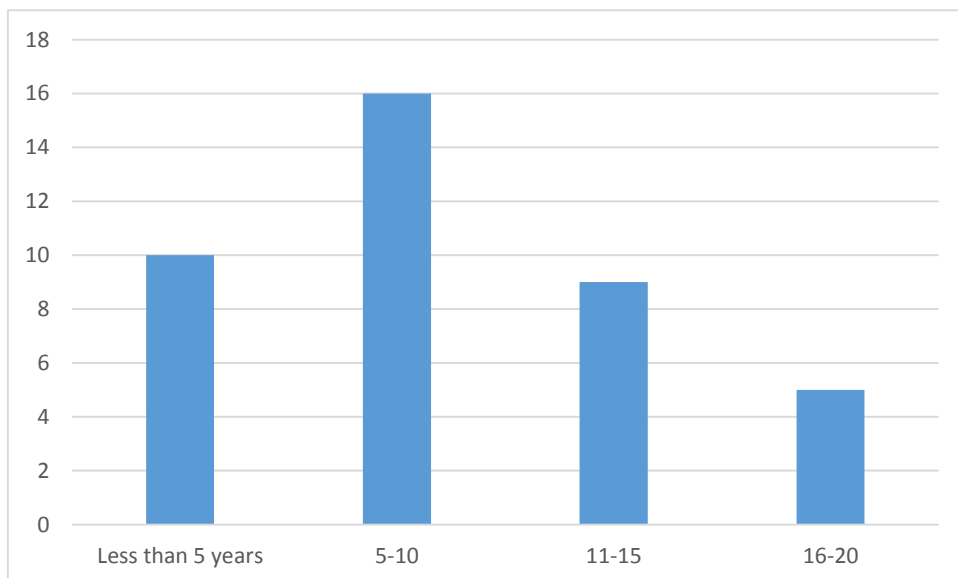


Figure 3: Years of General Experience

4.2.5 Years of Experience in the field of M&E

Results gathered from the respondents indicate that twenty (20) of the respondents have 1 to 5 years experience in the field of M&E representing 20%, nineteen (19) have 6 to 10 years experience in the field of M&E representing 47.5% and one (1) respondent has 11-15 years experience in the field of M&E representing 2.5%. An insightful opinion was therefore expected.

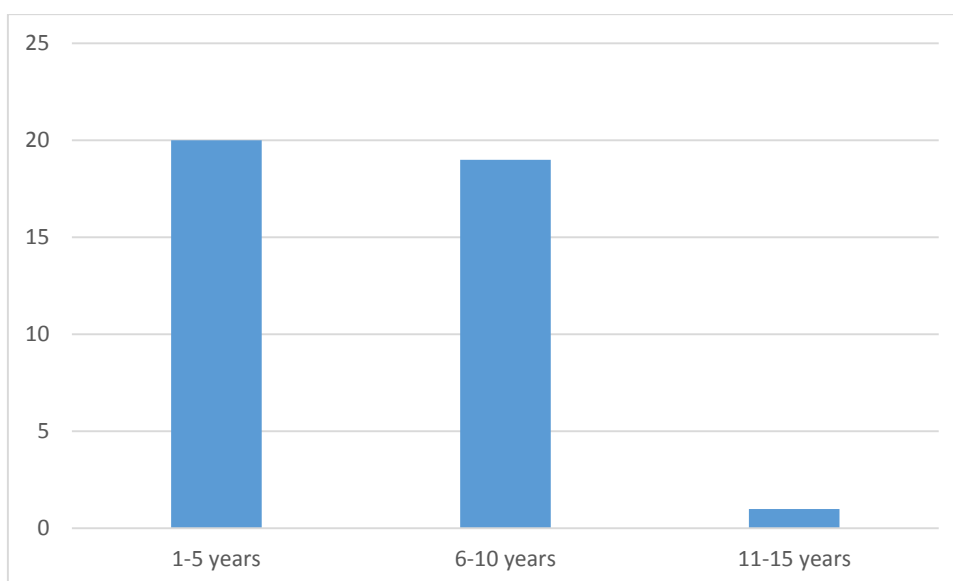


Figure 4: Years of Experience in the field of M & E

4.3 Monitoring and evaluation procedures with donor-funded construction projects in Ghana

From Table 1, the responses by the professionals indicate that initial design of the M&E with RII of 0.895 ranked 1st, selection of indicators for M&E with RII of 0.87 ranked 2nd, Data collection for M&E with RII of 0.865 ranked 3rd and stakeholder involvement for the M&E with RII of 0.86 ranked 4th. The others namely; decision making after M&E with RII of 0.81, determination of findings from the M&E with RII of 0.8, data analysis for M&E with RII of 0.795 and outcomes chosen for M&E with RII of 0.79 ranked 5th, 6th, 7th and 8th respectively.

Table 1: Monitoring and evaluation procedures with donor-funded construction projects in Ghana

Procedures	MEAN	RII	RANKING
The initial design of the M&E	4.48	0.895	1 st
Selection of indicators for M&E	4.35	0.87	2 nd
Data collection	4.33	0.865	3 rd
Stakeholder involvement for the M&E	4.3	0.86	4 th
Decision making after M&E	4.05	0.81	5 th
Determination of findings from the M&E	4	0.8	6 th
Data analysis for M&E	3.98	0.795	7 th
Outcomes chosen for M&E	3.95	0.79	8 th

Source: Survey Data (2019)

4.3.1 Initial design of the M&E

Initial design of the Monitoring and Evaluation as a procedure for Monitoring and Evaluation is very important. This supports the argument made by Stenström (2016), that monitoring is a methodical process of collecting, processing, analysing and use of information to assess the efficiencies of inputs such as budget, time, equipment, personnel and others to generate an output. With this, to enhance effective monitoring and evaluation, the initial design cannot be disregarded since it plays a very crucial role in determining the general output of the monitoring and evaluation.

4.3.2 Selection of indicators for M&E

Also, with the selection of indicators ranked second, it accentuates what Yumi and Susan (2007) that indicators provide a means of determining accomplishments, assist in assessing performance or make changes. The process of selection of indicators should involve stakeholders directly involved with the development of the project as accentuated by William et. al (2001). He also adds that the indicators should be designed to measure

the outcome of the project outputs. With this, the indicator should be reviewed to make sure that they conform with the set criteria.

4.3.3 Stakeholder involvement

Concerning stakeholder involvement in monitoring and evaluation, Donaldson (2003) states that when stakeholders participate in monitoring and evaluation, it helps in decision making. Decisions resulting from this are deemed have a higher degree of acceptance and relevance to majority of the population. This enhances the process of resource and human mobilisation smoother during project implementation. Making the decision to involve stakeholders in all aspects of a project is deemed empowering and promotes active participation from stakeholder groups as there is an inherent sense of inclusion (Donaldson, 2003). With the above assertions, it is very clear that the roles stakeholders play in monitoring and evaluation is very pivotal in the success of monitoring and evaluation.

4.3.4 Data collection

Moreover, Gyorkos (2003) indicates that there should be a clear plan of data collection for monitoring and evaluation. Concerning data collection, monitoring should involve gathering of data and analysis (NGO Connect, 2012). Chaplowe (2008) also argues that data collection and analysis is an important monitoring process and planning for the same is as important as the monitoring itself. At the analysis of data, for instance, threats, limitations etc. are identified and that cements the need for a synergy between monitoring and evaluation and other activities carried out in the project cycle. Therefore, for monitoring and evaluation to yield results, collection of data should include the procedures for data collection and the personnel responsible for collection (Gyorkos,

2003). Data collection and analysis is an important monitoring process as indicated by (Chaplowe, 2008) and therefore should be taken seriously in project monitoring and evaluation.

4.4 Challenges of monitoring and evaluation with donor-funded construction projects in Ghana

From Table 2, the following were the responses received. Lack of involvement of stakeholders with RII of 0.87 was ranked 1st, lack of planning and proper budgeting with RII of 0.86 was ranked 2nd, political interference with RII of 0.825 was ranked 3rd, poor site management practices and weak institutional capacity were both ranked 4th. Lack of effective and efficient supervision with RII of 0.79 was ranked 5th, failing to comply with M&E guidelines with RII was ranked 6th and limited resources and budgetary allocations (few allocated funds) with RII of 0.76 was ranked 7th. The others namely; feeble relationship between M&E processes with RII of 0.76, improper timing of site data collection with RII of 0.736, improper selection of tools and techniques with RII of 0.735, lack of a comprehensive national database of monitoring and evaluation system with RII of 0.715, Lack of technical expertise with RII of 0.705, lack of technical know-how by supervisors with RII of 0.705, improper M&E approach with RII of 0.695 and bad weather conditions with RII of 0.55 ranked 8th, 9th, 10, 11th, 12th, 12th, 13th and 15th respectively.

Table 2: Challenges of monitoring and evaluation with donor-funded construction projects in Ghana

	MEAN	RII	RANKING
Challenges			
Lack of involvement of stakeholder	4.35	0.87	1 st
Lack of planning and proper budgeting	4.3	0.86	2 nd
Political interference	4.125	0.825	3 rd
Poor site management practices	3.975	0.795	4 th
Weak institutional capacity	3.975	0.795	4 th
Lack of effective and efficient supervision	3.95	0.79	5 th
Failing to comply with M&E guidelines	3.875	0.775	6 th
Limited resources and budgetary allocations (few allocated funds)	3.8	0.76	7 th
Feeble relationship between M&E processes	3.75	0.75	8 th
Improper timing of site data collection	3.68	0.74	9 th
Improper selection of tools and techniques	3.675	0.735	10 th
Lack of a comprehensive national database of monitoring and evaluation system	3.575	0.715	11 th
Lack of technical expertise	3.525	0.705	12 th
Lack of technical know-how by supervisors	3.525	0.705	12 th
Improper M&E approach	3.475	0.695	13 th
Bad weather conditions	2.75	0.55	15 th

Source: Survey Data (2019)

4.4.1 Lack of involvement of stakeholder

Bhagavan and Virgin (2004) argue that for a monitoring plan to be effective and successful it may largely depend on the capacity of the organisation and the individual charged to undertake the monitoring. Stakeholders' involvement in the monitoring and evaluation process is very important since for a project to be successful there is the need to understand the goals and objectives, allocate resources and actively involve stakeholders. However, the lack of the involvement of stakeholders in monitoring and evaluation affects the outcome of monitoring and evaluation processes.

4.4.2 Weak institutional capacity

From the study, it was realised that weak institutional capacity was a challenge in the project monitoring and evaluation as indicated by Bhagavan and Virgin (2004). With this when institutions are weak, they cannot properly engage in monitoring and evaluation. He further indicated that capacity building aimed at training individuals and equipping them with skills helps for bridge the challenge.

4.4.3 Feeble relationship between M&E processes

Chaplowe (2008) indicates that the feeble relationship between monitoring and evaluation processes is a challenge. To curb this, there is the need for a strong relationship between the monitoring, evaluation processes one side, and other projects cycle on the other side.

4.4.4 Limited resources and budgetary allocations

Chaplowe (2008) also indicates that resources and budgetary allocations is a barrier in monitoring and evaluation of construction projects in Ghana. Concerning lack of budgeting, budgeting helps in the determination of whether all activities are included in the project budget and this enhances project performance. Therefore, when this becomes a challenge, it goes a long way to affect the activities of monitoring and evaluation.

4.4.5 Political Interference

In monitoring and evaluation, managing politics is very crucial to the success of its implementation (Yong and Mustaffa, 2012). Pinto (2000) advised that project managers involved in monitoring and evaluation should use relevant political manoeuvres to advance project aims. Politics has crept into the construction industry in Ghana. This

is felt in the allocation of projects. Some projects are awarded just to gain political points and therefore results in shoddy works. This also goes a long way to affect monitoring and evaluation since the hands of individuals or professionals tasked to undertake monitoring and evaluation are tied.

4.5 STRATEGIES FOR EFFECTIVE MONITORING AND EVALUATION

From Table 3 below, top management commitment with RII of 0.96 was ranked 1st. education and training with RII of 0.95 were ranked 2nd, proper communication among stakeholders with RII of 0.9 was ranked 3rd, managing political interference with RII of 0.89 was ranked 4th and recognition and awards were ranked 5th. The others which are process control and continuous improvement with RII of 0.8, managing societal demands (stakeholder in general) with RII of 0.865, customer focus with RII of 0.84 and employee participation with RII of 0.835 were ranked 6th, 7th, 8th and 9th respectively.

Table 3: Strategies for effective monitoring and evaluation of donor-funded construction projects in Ghana

	MEAN	RII	RANKING
Strategies			
Top management commitment	4.8	0.96	1 st
Education and training	4.75	0.95	2 nd
Proper communication among stakeholders	4.5	0.9	3 rd
Managing political interference	4.45	0.89	4 th
Recognition and awards	4.35	0.87	5 th
Process control and continuous improvement	4	0.8	6 th
Managing societal demands (stakeholder in general)	4.33	0.865	7 th
Customer focus	4.2	0.84	8 th
Employee participation	4.18	0.835	9 th

Source: Survey Data (2019)

4.5.1 Top management commitment

This accentuates the comment of Ciptono (2008) that top management commitment is seen as a vital source of motivation for employees and therefore very important as a strategy for effective monitoring and evaluation of donor-funded construction projects in Ghana.

4.5.2 Managing political interference

Managing political interference as a strategy for effective monitoring and evaluation ranked fourth. This accentuates Pinto (2000) comment that project managers should use appropriate political strategies to enhance project advancements. Muriithi & Crawford (2003) also revealed the various issues associated with the approaches to project management in developing countries and it includes coping with political and community demands on project resources. Therefore, to effectively monitor and evaluate projects, political interference should be managed.

4.5.3 Education and training

Russell and Taylor, (2011) were of the view education and training of employees on quality issues is a vital avenue for improving the level of acceptance and commitment of employees toward quality management systems. Education and training improve the level of awareness of employees regarding quality management, which puts them in a better position to make informed decisions for a project to be executed successfully, education and training is vital. With this, education, training and retraining of individuals in monitoring and evaluation should not be overlooked.

4.5.4 Recognition and awards

Abdullah et. al, (2008) indicated that for better performances, employees need to be motivated. Moreover, recognition and awards systems propel employees to go further beyond their normal performance. Rewards in the form of bonuses, travel packages, open recognition through citations and other means helps employees to give off their best. With this, professionals who excel in their roles in monitoring and evaluation should be duly rewarded.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Assessing the challenges associated with project monitoring and evaluation of donor-funded construction projects in Ghana was the drive for this research. Chapter one (1) contained the background of the study and the aim of the research. In achieving the aim, the objectives were identified. The first was to examine the procedures associated with project monitoring and evaluation of donor-funded construction projects in Ghana. The second was to assess the challenges associated with project monitoring and evaluation of donor-funded construction projects in Ghana. The third objective in achieving the aim was to explore the factors or strategies for effective monitoring and evaluation of donor-funded construction projects in Ghana.

In chapter two (2), literature was reviewed to in relation to the research topic. These included literature on the objectives.

Chapter three (3) covered the research methodology. This detailed how data sample size was determined, sampling procedure, data collected and analysed.

Chapter four (4) presented the results and the analysis of the data gathered. The data was collected by the aid of a questionnaire and analysed.

Chapter five (5) finally presented the conclusion of the research findings and also made recommendations for future research.

5.2 SUMMARY OF FINDINGS

5.2.1 Procedures for monitoring and evaluation of donor-funded construction projects in Ghana.

From the survey, initial design of the Monitoring and Evaluation was ranked first as a procedure for monitoring and evaluation of donor-funded construction projects in Ghana. Selection of indicators for monitoring and evaluation was ranked second. Data collection was ranked third. Stakeholder involvement for Monitoring and Evaluation and decision making after Monitoring and Evaluation were ranked fourth and fifth respectively. From the above, these are the main procedures for monitoring and evaluation of donor-funded construction projects in Ghana.

5.2.2 Challenges for monitoring and evaluation of donor-funded construction projects in Ghana.

From the survey, lack of involvement of stakeholder was ranked first as a challenge associated with project monitoring and evaluation of the donor-funded construction projects. Lack of planning and proper budgeting was ranked second, political interference was ranked third, poor site management practices and weak institutional capacity were ranked fourth and fifth respectively. From the above, these are the main challenges facing monitoring and evaluation of donor-funded construction projects in Ghana.

5.2.3 Strategies for effective monitoring and evaluation of donor-funded construction projects in Ghana.

From the survey, top management commitment was ranked first as a strategy for effective project monitoring and evaluation of the donor-funded construction projects. Education

and training were ranked second, proper communication among stakeholders was ranked third, managing political interference and recognition of awards were ranked fourth and fifth respectively. From the above, these are the main strategies for effective monitoring and evaluation of donor-funded construction projects in Ghana.

5.3 RECOMMENDATIONS

The researcher noted the following recommendation based on the findings of the study to help curb the challenges of monitoring and evaluation of donor-funded construction projects in Ghana.

- Stakeholders should partake and be highly involved and be interested in the monitoring and evaluation of the donor-funded construction projects in Ghana.
- There should be adequate planning and budgeting towards monitoring and evaluation of donor-funded construction projects in Ghana.
- Participants in the monitoring and evaluation of donor-funded construction projects must be highly educated and trained to acquire the requisite skills to perform their functions.
- The interference of politics in the execution of donor-funded projects must be curtailed.

5.4 RECOMMENDATION FOR FUTURE RESEARCH

Future research can be undertaken to find out if there is value for money on donor-funded construction projects in Ghana.

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APPENDIX

To whom it may concern

Dear Sir/Madam,

Invitation to participate in a research in the assessment of the challenges of monitoring and evaluation of donor-funded construction projects in Ghana.

I write to request your assistance as an experienced practitioner with substantial knowledge in project monitoring and evaluation to complete the attached questionnaire. Currently, I am undertaking a Master of Science (MSc) in the Department of Construction Technology and Management of the Kwame Nkrumah University of Science and Technology under the supervision of Dr. Ernest Kissi. This research is entitled “**Assessing the Challenges Associated with Project Monitoring and Evaluation of Donor-funded Construction projects in Ghana**”.

The questionnaire will take 5 to 10 minutes. All your responses will be treated with strict confidentiality and used only for academic purpose. Your views are valuable for the success of this research.

Sincerely,

Adanusa Geoffrey Kwame, MSc Student

Dr. Ernest Kissi, Supervisor

Department of Construction Technology and Management

The Kwame Nkrumah University of Science and Technology, Ghana

Assessing the Challenges Associated with Project Monitoring and Evaluation of Donor-funded construction projects in Ghana

Questionnaire Survey

Important Instructions:

1. Please duly fill this questionnaire with reference to your latest experience about monitoring and evaluation of donor-funded construction projects
2. Please answer the questions by ticking {such as “✓”} or checking {such as “☑”}.

Section A: Background of respondent

Q1. Gender?

Male ☐; Female ☐;

Q2. Highest Level of Education?

Post Graduate ☐; 1st Degree ☐; Diploma ☐; Others (Specify) ☐

Q3. Please indicate your role in the construction industry.

Project Manager ☐; Architect ☐; Quantity Surveyor ☐; Engineer ☐ Others
(Specify) ☐

Q4. Years of experience.

Less than 5 years ☐; 5 - 10 ☐; 11 - 15 ☐; 16-20 ☐; Above 20
☐

Q5. Years of Experience in the Field of M&E?

1-5yrs☐; 6-10yrs☐; 11-15yrs☐; 16-20yrs☐; Over
20yrs☐

Section B: Procedures for Monitoring and Evaluation with Donor-funded construction projects in Ghana

Question: Monitoring and Evaluation procedures with donor-funded construction projects:

What are the procedures for monitoring and evaluation with donor-funded construction projects?

Please, rate the importance of each factor with respect to procedures of monitoring and evaluation of donor-funded construction projects under which they are listed. **1 = Not important; 2 = Slightly important; 3 = Moderately important; 4 = Important; 5 = Very important.**

No.	Key indicators	Level of Significance
		Low <<<----->>>Extreme
A	Procedures for monitoring and evaluation	
1	Initial design of the M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
2	Outcomes choose for M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
3	Selection of indicators for M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
4	Data collection for M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
5	Data analysis for M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
6	Determination of findings from the M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
7	Decision making after M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
8	Stakeholder involvement for the M&E	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
	Other (Please specify)	
9		
10		
11		

SECTION C: Challenges of Monitoring and Evaluation

Question: Challenges of Monitoring and Evaluation: What are the challenges with monitoring and evaluation with donor-funded construction projects in Ghana? Please, rate the importance of each factor with respect to the challenges of monitoring and evaluation of donor-funded construction projects under which they are listed.

1 = Strongly disagree 2 = Disagree; 3 = Neutral; 4 = Agree; 5 = Strongly Agree.

No.	Challenges	Level of Significance
		Low <<<----->>>Extreme
	Challenges of Monitoring and Evaluation	
1	Lack of technical expertise	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
2	Political interference	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
3	Improper M&E approach	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
4	Lack of a comprehensive national database of monitoring and evaluation system	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
5	Improper selection of tools and techniques	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
6	Lack of effective and efficient supervision	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
7	Improper timing of site data collection	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
8	Failing to comply with M&E guidelines	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
9	Bad Weather conditions	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
10	Lack of technical know-how by supervisors	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
11	Poor site management practices	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
12	Limited resources and budgetary allocations (few allocated funds)	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
13	Weak institutional capacity	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
14	Feeble relationship between M&E processes	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
15	Lack of planning and proper budgeting	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
16	Lack of involvement of stakeholder	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
	Other (Please specify)	
17		
18		
19		

SECTION D: Strategies for effective Monitoring and Evaluation

Question: Strategies for effective Monitoring and Evaluation: What are the strategies to adopt for effective monitoring and evaluation with donor-funded construction projects in Ghana? Please, rate the importance of each factor with respect to the procedures of effective monitoring and evaluation of donor-funded construction projects under which they are listed.

1 = Not important; 2 = Slightly important; 3 = Moderate; 4 = Important; 5 = Very important.

No.	Strategies	Level of Significance
		Low <<<----->>>Extreme
	Strategies for effective Monitoring and Evaluation	
1	Top management commitment	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
2	Customer focus	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
3	Employee participation	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
4	Education and training	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
5	Recognition and awards	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
6	Process control and continuous improvement	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
7	Proper communication among stakeholders	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
8	Managing political interference	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
9	Managing societal demands (stakeholder in general)	<input type="checkbox"/> 1; <input type="checkbox"/> 2; <input type="checkbox"/> 3; <input type="checkbox"/> 4; <input type="checkbox"/> 5
	Other (Please specify)	
10		
11		
12		

--This is the end of the survey---Thank you for your time