KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI, GHANA.

Assessment of Project Monitoring and Evaluation Practices on Construction Projects in Ghana.

By

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DECLARATION

I hereby declare that this thesis submission is my own work towards the MSc. Project Management 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 aim of project delivery is to make sure the primary objectives are accomplished. And this is immensely affected by project monitoring as well as evaluation. These play an important role in achieving project success. Howbeit, the execution of these in our local construction industry, i.e. Ghana, has witnessed a great deal of hindrances, difficulty and objections. This has therefore resulted in the poor performance of construction firms all over the country. The purpose of this study is to find and evaluate the various practices, barriers faced by projects and the drivers that push for the implementation of monitoring and evaluation practices of construction projects in the construction industry. The study used quantitative research methodology and a field survey design as well as literature review. A structured questionnaire was developed and administered for relevant response from the major stakeholders in the Ghanaian construction industry in Accra using purposive sampling. The quantitative data was analysed using the one sample t-test and mean score ranking in SPSS. The results indicated that, the practices mostly used in the construction industry are; the use of participatory monitoring approach which is important for guiding decision making as well as project mapping which communicate what task needs to get done and which resource will be allocated to complete in what timeframe. The results again indicated that, the barriers to monitoring and evaluation are; dominant use of donor procedures and guidelines in monitoring, not incorporating lessons learned which is a cost effective project management tool to bring together any insights learned during any project for a future project, improvement of PM&E targets which are not in line with the requirements and estimations of proposed recipients, sustainability is often not considered and lack of a thorough national database PM&E framework are the barriers . The results also indicated that, project budget, which is the total amount of money that is allocated for the project, the extent of participation and capacity for M&E, project scope and size and the duration are mostly the drivers for monitoring and evaluation. The study contributes to the body of knowledge on the challenges to effective monitoring and evaluation of construction projects. The drivers identified are important in driving the application of project monitoring and evaluation and should be taken note of. It is therefore recommended that, a best practise framework can be done on the implementation of project monitoring and evaluation practices.

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LIST OF ACRONYMS

CBPP	Construction Best Practice Program
GDP	Gross Domestic Product
IBM	Implementation-Based Monitoring and Evaluation
IFAD	International Fund for Agricultural Development
KPI	Key Performance Indicator
KPO	Key Performance Outcome
M&E	Monitoring and Evaluation
PM&E	Project Monitoring and Evaluation
RBM	Results Based Monitoring and Evaluation

DEDICATION

This thesis is dedicated to my ever loving and supportive family and friends.

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I acknowledge the almighty God for His mercies and grace that has seen me come this far. Then also, my heartfelt gratitude also goes out to my supervisor Dr. (Mrs.) Theresa Y. Baah-Ennumh for her able support, patience and guidance and also my friends and those who supported me in the study.

CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Ghana has seen a massive boost in its economic development and one major industry that contributed to this growth is the construction industry, and has therefore been hailed in recent times (Osei, 2013). This industry affects the social and economic standing of the country by providing employment for citizens, especially those who fall within the informal working class, amongst many others such as providing infrastructure (Amoah et al., 2011; Tengan et al. 2014). It has also played a significant role raising money which used to contribute to the country's Gross Domestic Product (GDP) (Agbodjah 2009; Laryea and Mensah 2010; Ofori 1980) and also helped to bridge the gap in our infrastructural development by providing educational, recreational, social, economic and health infrastructure and amenities to ensure a progress in our economic growth (Ofori, 1980). Although all of such benefits exist, there have been numerous problems that have been encountered and documented in the works of others which have proven to cause a negative impact performance of the local Ghanaian construction (Ofori 2012). Due to such a downturn, and a damaging condition of non-performance of construction professionals, this has arisen the petitions to consider and enhance the monitoring and evaluation of works before, during and after their execution (Williams, 2015). This has amounted to the recent increase in the attention given by key players in the construction industry to recognize the role carried out by monitoring and evaluation (M&E) in attaining consistent project success deliveries. The M&E system speaks a few variety of management processes, indicators structure structures, plans, and standards that make sure that observation and analysis functions of a project square

measure enforced effectively. In describing the same system, Hardlife and Zhou (2013) compared it to a ‘management toolkit’ which can be employed to monitor the progress of works. In recent years, it has become necessary to hand over completed projects in a state that meets the aims, specifications and standards and this has therefore enlightened the experts in the construction industry about the importance of M&E system. This system’s relevance cannot be overlooked as it helps in tracking the various stages of the project, makes sure that there is an appropriate and effective use of the available materials, labour and other resources, and also strengthen the ties between the project members and the members of the M&E team (Hardlife and Zhou, 2013). During the process of monitoring and evaluating construction projects, laid down structures ensure that all the various stages and procedures are inspected and crosschecked frequently to as to achieve the expected results and effects, similar to that which is expected with reference to standards. This system is also designed to make sure the due processes (i.e, monitoring and evaluation) are carried out comprehensively and in accordance to the schedule of works. This exposes all the loopholes and bottlenecks that may occur during the implementation stage (Kerzner 2017). M&E provides guiding principles and also is helpful in facilitating the data gathering stage, this frame work serves as guide which is used to facilitate the process of collection, its scrutiny and reporting it with relation to the standards and specifications already established (Omonyo, 2015). It conjointly serves the overarching irresponsibleness challenge in most project implementation. Monitoring and evaluating systems area unit necessary to supply data to live and guide the project set up, certify processes, meet internal and external news necessities, and inform future programming (Chaplowe, 2008). Monitoring and evaluation of projects is not only important to projects but it is part and parcel of project design (PMBOK,

2001). Monitoring and evaluation has been used globally over the last several decades as a tool in project management. Project monitoring and evaluation is an integral part of the project cycle and of good management practice (Olive, 2002). For the purposes of achieving an overall success in a project, attention must be paid to monitoring and evaluation, as discussed by Olives. M&E generally makes a project more efficient at every stage. According to UNDP (2002), the overall purpose of monitoring and evaluation is the measurement and assessment of performance in order to more effectively manage the outcomes and outputs known as development results. It helps improve performance and achieve results.

Monitoring and Evaluation has been discovered as major factors that contribute to the success of projects (Prabhakar, 2008). In a similar work of Papke-Shields et' al (2010), it was established that, all other things being equal, there is a very high chance that projects will become successful if the singular construction stages are carefully and repeatedly monitored. Time, risks, project scope, cost, human resources, communication and quality. These factors which are important and can be effectively be managed through monitoring and evaluation, as in accordance to their study.

1.2 STATEMENT OF THE PROBLEM

One of the major factors that contributes to the achievement of organizational growth and development is the success in the various projects undertaken by the organisation. A large majority of project managers appreciate that monitoring and evaluation of projects are important if the project objectives and success are to be achieved. Project monitoring and evaluation exercise adds value to the overall efficiency of project planning, management and implementation by offering corrective action to the variances from the expected standard. "Project managers are

required to undertake more rigorous monitoring and evaluation of the projects and develop frameworks and guidelines for measuring impact" (Kahilu, 2010). By so doing they will achieve greater value creation for the organization through project success (Kamau and Mohamed, 2015).

The industry is faced with a number of challenges that retard performance and contribution to national economy. This industry provides a lot of job for the citizenry and also feeds the nation's coffers, that is, the Gross Domestic Product (GDP). The major cause of these is the poor monitoring and evaluation strategies. Even though counsel and strategies have been sought from construction consultants (project supervisors), critical questions still have not been addressed. Such questions are; how do these factors or indicators affect the success or failure of projects and also, which of these indicators will allow works to be completed and handed over within the aims and objectives (Tengan et al., 2014). There is therefore the need to assess the project monitoring and evaluation processes of ongoing construction projects in Ghana.

1.3 RESEARCH QUESTIONS

1. What are the monitoring and evaluation approaches practiced on construction projects in Ghana?
2. What are the barriers to monitoring and evaluation on construction projects in Ghana?
3. What pushes for the implementation of monitoring and evaluation practices on construction projects in Ghana?

1.4 RESEARCH AIM AND OBJECTIVES

1.4.1 Aim

The general objective of the study is to assess Monitoring and Evaluation Practices on Construction Projects in Ghana.

1.4.2 Objectives

The specific objectives of the research study are to:

1. identify the project monitoring and evaluation approaches or practices on construction projects in Ghana.
2. identify the barriers to monitoring and evaluation on construction projects in Ghana.
3. to identify the drivers that pushes the implementation of monitoring and evaluation practices on construction projects in Ghana.

1.5 SCOPE OF THE STUDY

For the aim of this research, the investigation focused on building construction projects in the Greater Accra Region where most of the construction projects are undertaken. Data collection was based on information provided by D1K1 contractors because of the kind of project they undertake and the orderliness in their construction practice. Geographically, the study is limited to the Greater Accra Region of the country where most of these construction companies are situated.

Contextually, the study delved into how to apply project monitoring and evaluation procedures to the Ghanaian construction industry in general and narrow it down to building works for the data collection and analysis. Though the broader monitoring and evaluation meaning will be looked at; the study focuses on the construction industry.

1.6 JUSTIFICATION OF THE RESEARCH

Monitoring and evaluating of projects can be of great importance to various players including project sponsors as it ensures similar projects are replicated elsewhere as witnessed in various projects undertaken by the financial sector which revolve around a few areas (Kamau and Mohamed, 2015; Marangu, 2012). The study is

expected to help researchers and policy makers improve in the areas of project M&E procedures. Overall, the study recommendations might improve effectiveness of M&E in projects and programmes and provide comprehensive guidance on how to set up and implement a monitoring and evaluation system by avoiding the pitfalls that may lead to its failure. The study also discovered areas related to the Monitoring and Evaluation field that might require more research, hence a basis for further study.

1.7 STRUCTURE OF THE STUDY

The study was structured into five main chapters. The **first chapter** is the introduction and it comprises of the background of the study, the research problem, the research objectives and question, the significance of the study, the scope and limitation and organization of the thesis. **Chapter two** is the literature review and this comprises of both theoretical reviews and empirical findings. **Chapter three** is the research methodology and this comprises of the various approaches and methods that will be used to gather and analyse the data. These approaches include the research design, the research population and sample size, the research sampling technique, the source of data and the data collection instrument. **Chapter four** is the discussion of data and analysis. This chapter analyses all data drawn from the research studies. **Chapter five** is the summary of findings, conclusions and recommendations. This chapter outline the studies into their respective findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

In this chapter the literature surrounding monitoring and evaluation and its impact on project management is presented. This chapter is divided into several parts, the first section looks at or considers the history of M&E in project management examining the various classifications of M&E. Following suit are the views on M&E tasks which are Planning, training, baseline reviews and information frameworks by considering their impact on project management. Considering the dialog of M&E tasks, a hypothetical system of this investigation is then shown after comparing conceptual structure. A list of the various loopholes in learning tended to by this investigation will be introduced and ultimately, a brief of this Chapter.

2.2 MONITORING AND EVALUATION DEVELOPMENT

Over a period of time now, there has been major logical and conceptual advancements that have been introduced to M&E. This has reflected the changes in perspective that have happened management of projects, with M&E practice in the mid1950s being overwhelmed by a solid accentuation on judicious usage of assets, monitoring the social logical pattern of the period (Rogers and Williams, 2006). The accentuation increased interest in the monitoring and evaluation of tasks reflected a period during the late 1950s where people grew unhappy and weary about the project management practice, which was thought to be a separate field emerging from the top executives (Cleland and Ireland, 2007).

Presently, it is critical to attempt to determine the inquiry frequently made on the possibility of M&E to be grouped as a discipline, an approach or a field. It is the simple specific way in which M&E has developed that has brought about Scriven

(2010), alluding to the M&E field as “trans-disciplinary”, an idea often utilized lately to portray M&E, instead of describing it as a field or discipline. An imperative theoretical issue, like the way to group M&E, is "what is M&E?". Various writings which have been explored demonstrate the inexistence of one singular, undisputed answer to what M&E seems to be. This can be ascribed to the fact that, no agreement still surrounds its motivation which may thusly be ascribed to the way that there is no agreement around its motivation (Kohli and Chitkara, 2008; Wysocki and McGary, 2003; Shapiro, 2001; and Khan, 2001). The reason for this question in this manner impacts the “what is?” question. The reason ranges from advancing responsibility, to straightforward, to hierarchical learning, and relying upon the specific reason, the approach would differ (Binnendijk, 1989). There would likewise be diverse changes to the above, which thusly would rely upon the specific circumstance and topic. As a result M&E can now and again be a fluid idea. The assorted variety can be found as far as techniques utilized and the topic thought about including the kinds of M&E (Jones, 2011) examined in Section 2.3.

2.3 VARIOUS KINDS OF MONITORING AND EVALUATION

Investigations assessed round characterizations of M&E by various researchers indicate outstanding likenesses. In light of our attention, two sorts of M&E, namely; Implementation-Based Monitoring (IBM) and Results-Based Monitoring and Evaluation (RBM). The creation of RBM was intended to give input on the real results and objectives of undertakings, which it still does (Kusek and Rist, 2004). Similarly, Parks et al (2012) include the fact that RBM is ordinarily carried out together with vital accomplices and includes foundational writing about advance toward results. RBM, along these lines helps in knowing whether outcomes are being met or surely will be met as the task advances (Naidoo, 2011).

On the other hand, Implementation-Based Monitoring and Evaluation (IBM) centers around inputs, venture tasks and yields and advances joint learning of partners at different levels and catalyzes duty to taking remedial activities where essential (Kusek and Rist; 2004, Neubert; 2010). This point again underscores the part M&E plays on project management. In this way, it may be presumed that the present job monitoring and evaluating projects rotates between RBM and IMB in to the extent zone of centre is concerned.

Concerning, Nyonje et al., (2012) in the book "Checking and Evaluation of Projects and Programs", recognize classifications from methods of M&E and established that three kinds of valuations exist: (I) Formative Evaluation – surveys current undertaking tasks, (ii) Summative Evaluation – Its motivation is to survey a developed task's achievement in achieving its expressed objectives and (iii) Ex-ante Evaluation or Needs Assessment - is pre-project evaluation. It is also included by Black (1993) that, summative valuation also exists as kind of undertaking valuation which gathers data about results and linked procedures, systems and tasks that have prompted them.

2.4 MONITORING AND EVALUATING ACTIVITIES

Looking at the dialogue above about the sorts of M&E, it is crucial to recognize different perspectives on what M&E implies and what it ought to accomplish. The utmost recognizable perspectives inside this range originates from the individuals who consider M&E to be backing an absolutely responsibility work. This would incorporate the correct management of spending plans, work force, lawful and administrative consistence towards procedure and systems. Deviation from any of the models welcomes rebuff (Naidoo, 2013). In this unique situation, M&E is viewed as

supporting an administrative work, which Cook (2006) calls attention to "envelops the whole administration, working frameworks and culture of a firm".

Aside from M&E fulfilling vital need of responsibility, for reasons specified previously, it is likewise intended to advance the “knowledge organisation” (PMI, 2006) - this could be at the stage of M&E, then comes to fruition after results have been exhibited. The suspicion was that firms would turn out to be much open and self-intelligent if subjected to evaluative data, however it isn't really the situation, as operational learning isn't simple, given that unpredictable cluster of conventions with administration culture, which ought to be arranged (PMI, 2006). It’s been demonstrated that while it is certain that M&E should prompt learning and reflection, this might not be the situation, in light of the fact that the manner in which firms coordinate data might be perplexing, and not as fundamental as proposed in classic M&E (Preskill, 2004).

As per Kennerly and Neely (2003), using evaluation in firms is difficult and is affected by a few variables: relevant (political), specialized (methodological) and bureaucratic (mental). These elements mix, yet what is clear is that except if "every one of the components are arranged, organisational learning is troublesome". Schwartz and Mayne (2005) evaluate this grouping regarding how M&E adds to learning and reflection, and notes that in this mode M&E is viewed as one apparatus that backs administration by enhancing the nature of data for leadership. While the greater part of the examination has concentrated on NGOs, there is a developing enthusiasm for perceiving how M&E manufactures learning associations in different associations (Roper and Petitt, 2002; Hamer and Komenan, 2004). Organisational learning can be easily prompted by evaluation, not simply responsibility that was represented by Gray (2009). It has been made clear that M&E goal is vital, as it

could prompt diverse results – the focus of this paper. It ought to be recollected that M&E has expected diverse characters, because of setting, and relying upon this, it might be utilized for responsibility, advancing a conduct or practice, or learning, as exhibited regarding the matter (Bamberger, 2008).

The ability to know that M&E are not enchantment potions that can be poured into circumstances to influence issues to vanish, or to fix them, or to marvellously roll out improvements without a considerable measure of diligent work being placed in by the venture or association is vital. In themselves, they are not an answer, but rather they are significant instruments (Verma, 2005). There are different procedures associated with the M&E activities which when done effectively can prompt change and great conveyance of projects in the future (Msila and Setlhako, 2013).

M&E can aid recognize issues including their roots then recommend conceivable answers for issues (Shapiro, 2001). Along these lines, monitoring and evaluating might have an impact on project management as there is deficient data on it (Singh and Nyandemo, 2004). Thus, at that point, which tasks are engaged with monitoring and evaluation? As per UNDP, (2009), directing M&E includes various corresponding tasks of which the most imperative is to figure an arrangement for M&E, which control whatever is left of the activity. Shapiro (2001) urged that checking and evaluation ought to be a piece of the project planning procedure where there is a necessity to start taking data about task execution in connection to targets appropriate from the beginning.

2.4.1 Planning Performance of Monitoring and Evaluation

Many researchers of project M&E contend that planning for monitoring and evaluation must be accurately carried out with the simple aim of undertaking

planning (Kohli and Chitkara, 2008) whilst some others oppose that it ought to be made when the planning stage ends yet prior to the deign period of a project (Nyonje et al., 2012). In spite of the divergence in views, all research fellows have come to a mutual understanding that the plan has to provide and include data as to how a project evaluation should be carried out (Cleland and Ireland, 2007).

Studies also discovers the fact that there exist certain imperatively uncertain meditations concerning an M&E design: Brignal and Model (2012) sorts these contemplations into assets – what amount of money and time will be required to carry out the task. Limit – does the task have inward ability to carry out the projected M&E tasks; with examination of information gathered? Various complex situations which have also been highlighted in the work of Armstrong and Baron (2012) are; feasibility- is the proposed tasks sensible? Can they be created in reality? Course of events – will the available time frame practical to work with (in terms of directing the work activities)? Morals – are there any ethical considerations and complexities that should be considered in making the work come into reality, and is there any available mechanism which can be put in place to cater for such circumstances?

2.4.2 Monitoring and Evaluation Training and Project Performance

Concerning M&E education, M&E asset and limit evaluation will be done before project planning. This distinguishes initial limit gaps in M&E and the various resources which are supposed to direct M&E training. From that point, training could be undertaken in a casual manner, in view of the process of learning during staff encounters whereas execution could be a formal procedure (Pfohl and Jacob, 2009). Knowing which path to select depends on the size of the plan as well as the ability to determine whether or not the plan can be put up. In the case of much larger contracts involving many workforces, it is imperative to ensure that the planning preparation is

made to custom in accordance to staff limit gaps, due to the fact that there is a limited number of opportunities to participate with staff individuals. As training needs get distinguished, they have to create an M&E training and reduce building arrangements for those integrated themes to be protected and make individuals well equipped (Alcock, 2009). However, it should be noted that not every worker needs training in every single subject that will be thought.

Essentially, there is going to be some education that is carried out occasionally which will add up to an initial education for administration and the workers at M&E framework and in-service training over the life of the project with a specific outcome of enhancing rehearsal or preparation (Gray, 2009). This approach has always proven to affect and impact positively on project performance. Opinions undertaken in M&E training are essential in controlling the job in the entire process of collection of data. They collaborate, at least, the M&E framework will be given out succeeding the main implementation indicators for the project data collecting strategies including apparatuses and information examination (UNDP, 2006). Such material of exercise altogether changes the execution group in M&E. Gathering of data, which improves the understanding of how an assignment is progressing at every point in time thus could be emphatically affected.

According to UPWARD (2011), the subjects of M&E education are of real interest to implementers and other information. However, authorities will try to understand interrogations such as “this” identity for – who we are gathering information for, by “what” means would we believe they will utilize data including why we have chosen to accrue the information in the ways which we have. This is critical, particularly to the persons whose job it is to gather and disseminate information for the M&E framework which they understand the method of reasoning backing the framework

and their part in it UPWARD (2011). Here again is an additional indication of the ways M&E could affect the progress of the project. This has been the motivation behind this research.

As suggested before, monitoring and evaluating training must also include a survey of important implementation signs which are to be collected. The meaning of every sign, how to estimate the indicator, how to collect information on the indicator will be collected, the purpose of collecting and displaying the indicator will be gathered, and the ways the indicator satisfies the expectations of clients (Alcock, 2009). Principally, these kinds of information give implementers a clear view of how M&E improves and add on to project performance.

There has been a hefty amount of research work on M&E training which additionally discovers that data accrual methods and devices are a critical element (Wysocki and McGary2003; Preskill 2004; Acharya et al 2006). Matters canvassed in the literature include the purpose of each technique and gadget and the justification for adding the strategy or including the gadget into the M&E framework (Kusek and Rist, 2004). These include ways each strategy or apparatus fulfils the expectations of the clients, the technique or instrument's request for the legitimacy, and the concerns that bother on strategy or device execution (Ward and Pene, 2009).

Woodhill et al (2012), showed that M&E training must include themes on the aspects and obligations. By the end of the preparation, the administrative body and staff need to have a solid understanding of: (1) the roles they play in ensuring a powerful use of the M&E framework; and (2) where the roles they play link with the various roles played by individuals and staff.

On the series of events during M&E training, researchers have seen that, typically it is accustomed to the requirements of the work to the extent of the intricacy of the work. And can therefore have the likelihood of changing from one to another (Reviere et al, 1996). The most important piece of the training is the improvement of M&E devices utilizing the project log frame lattice which has been critically examined by many and responded to, indicating that new clients could be included (Narayan-Parker and Nagel, 2009). Improvement of M&E gadgets by using the strategy relating to those participating will improve the assimilation of project determinants and their significance in adhering to project execution and usage (Marsden, David, and Oakley, 2001). This assimilation is prime because it upgrades the probabilities of gathering M&E information on strategy considering the detection of mistakes and their remedies just in time (PAMFORK, 2007) – eventually promoting transformation in project management.

In relation to the above mentioned, a conclusion can be made that training in M&E is crucial. Assigning unqualified employees to collect data on results and effects can bring about compromises to the lawfulness of the information resulting in consistent nullification. The best way to begin is to start the training on the segments of the framework put an effort in evaluating pieces and the limits that supposed to be built within the team.

2.4.3 Baseline Surveys and Project Performance

All things being equal, when M&E planning is executed accurately, and adequate information about situations have been collected in a quest to starting a mediation process, this is what is termed as having baseline data (Hogger et al, 2011). A baseline data, fundamentally, is a study undertaken with the aim of starting of a project to generate the rank quo before a job is removed (Estrella and Gaven, 2010).

In a starting point study, figures for the recognized execution determinants are gathered also. The baseline survey, which insists on collating of standard data concerning a situation, is a beginning factor in monitoring and evaluating plan for the persons whose information are used to efficiently assess the situations at which the project begins (Frankel and Gage, 2007). This provides the foundation for consequent assessment of how profitable the productively the project is undergoing implementation and the movement is being actualized and the unavoidable results attained (Armstrong and Baron, 2013), a major commitment to affecting project management. A baseline survey accumulates key data quickly in a project with the goal that later judgments can be made about the quality and improvement results accomplished by the project.

The impact of project management is an essential area one must focus on. Especially in relation to the baseline survey, numerous writers on M&E have done well to provide data on the significance the baseline surveys. According to Action Aid (2008), baseline surveys are vital due to these various factors: serves as the inception stage for a task - One imperative procedure for beginning a project is to complete a baseline study. From the findings, a baseline comes in as a yardstick for each future action, which PMs can look to for the motivations behind settling on project management choices: Creating the areas of need - Baseline studies are critical in establishing zones of need for a project. This situation is predominantly noticed when the task has a few targets. The results of a baseline study can show how a small portion of the study requires a great amount of attention, as compared to others. (Action Aid, 2008).

Talking about the attribution state, Krzysztof et al (2011) argued strongly that the lack of a benchmark makes knowing the effect of a project unconvincing. A

benchmark study successfully enlightens managers what effect the task had had on the object. The reporters additionally include that monitoring and evaluation apparatuses utilized amid the study of a baseline typically comparable gadgets used during evaluation since it is vital for ensuring that project administrators think about "one type to its logical counterpart" Krzysztof et al (2011). All things considered, directing a baseline suggests that the resource of time as well as other resources for planning evaluation instruments are not in excess or even disposed of inside and out and there is a genuine chance to recognize en route whether or not the project is execution.

Dissimilar motives as to why the survey will be directed are that it is a giver necessity by way of a feature of the task procedure (Abeyama et al., 2008). Since monitoring and evaluating is basic for any individual to establish upcoming projects accomplishment, they usually force actualizing bodies to do baseline studies. Generally, this aids the individual in the future, to think about the appreciating of outcomes as task advances. Very surprisingly for quite a number of bodies, the main aim of M&E has become benefactor necessity, losing the original motives for which these obligations to ensure monitoring and evaluation was created (Nyoje et al., 2012).

Similar to unalike tasks of the M&E, a number of matters ought to be deliberated afore conducting a survey baseline. According to the study “Checking and evaluating urban development programs, a handbook for project managers and researchers” Bambeger et al. (2008) calls attention to the fact that the sameness of the titles recommends, survey of baselines should be done on a fresh page of a task also for an obvious reason. Every manager must assure that every notable effort or work done should be put on record for assessment. Where a benchmark ponder is directed as

soon as tasks begin, the precise picture shows the fundamental position cannot be mirrored because the task now has certain effects, all the same. It is in this way constantly finest exercise, to lead a gauge before task management (Bambeger, 2008).

Further overbearing problems to be done prior to baseline education is led are the ID of signs, which can be quantified simply or substantial symbols proving a task has been achieved (UNDP, 2009). They help is organising the poll and in determining appraisal queries – organising and controlling the kind of data to collect and break down. Another idea to be pondered over is the aim of the general public (Gosling et al.2009). Similar to added action in project usage, for a person to complete to as a benchmark study, capitals are required. Every single professional of M&E know that subsidies are mandatory for directing a survey. The ability to have access or contact with resources would direct the influence and vastness of the research. Much aid may stipulate that both the quantitative and qualitative mechanisms are got, whereas restricted resources could suggest that an association goes for computable techniques (Amonia et al. 2006).

Once the study is done, consequent observing of task progress assembles and examines information utilizing the same sensible structure and devices to analyze advance made in accomplishing the project set results. Thusly, baseline survey add to affecting task execution when the PM can decipher the penalties of M&E effectively.

2.4.4 Information Systems and Project Performance

Collecting information in relation to project performance in the process of monitoring and evaluation at long last amassing of data depending on how complex a project may be. There is a likelihood that this substantial amount of information will

raise the value of project management, there is the need to have to select how to understand it or to simplify it to your level. Shapiro (2001) discussed that data evaluation is a method aiming at transforming the systematic information into an understanding of current situations and matters, changes and repetitions. At the inception of the work, the analysis of a specific task has to do with sorting out information - consequently the issue of information framework as an M&E activity (Technopedia, 2013).

Principally, Information Systems (IS), is an information that controls and directs the system and provides information that helps to control projects in a productive and lucrative manner (Beynon-Davies,2008). Information systems consist of three major resources: people, innovation, and data or basic leadership on how to interpret M&E information. It becomes useless when M&E data is seen being used cheaply by project management personnel to save, retrieve and simplify data. Considering findings from this study, one can notice that a M&E information system is a major factor when it comes to the impact of project management, since it is a gadget used to organize important information collected about the task. Hailey and Sorgenfrei (2009), suggest that the importance of developing an information system is for it to serve as an easily accessible point for imperative information at every stage of project management with which the implementation can be evaluated. Information in the system additionally aids in including the primary elements for the efficient working of the project (Cheng et al., 2007)

A feature of an information system that makes it a profitable segment of M&E is the fact that it is management oriented - these advancements in IS could start from examining the administrative requirements and usually project objectives and must should begin from the best to the worst. According to Olive (2002), it must be

guaranteed that whichever information is deleted from the system is trustworthy information which will at the long run be useful in information project management. An also existing factor of information systems is that it is integrative-it is all encompassing in its approach. This encompasses every utilitarian region of the task. It mixes data from all regions of a task. Obviously, these highlights make a data framework a spine of M&E that holds data.

Considering merits, the most important merit of owning an information system is the fact that it has its own peculiar rights, which moves around as a correspondence, planning and re-planning instrument. Information Systems encourage recovery, association, recording, and disseminating, which includes reports, practice, capabilities, methodology and archives (Beynon-Davies, 2008). Due to the purpose of this research work, an individual may argue that a database with such characteristics is a fountain of essential information that could be used to advice on the implementation of the project.

2.4.5 Monitoring Planning

Monitoring planning has been identified to be one of the effective PM&E practices. Throughout literature monitoring planning activities has been identified to include: Monitoring of plans are well appropriate in firm events; Workers are all around prepared on compelling monitoring planning hones in the firm's projects; System charts and structures are utilized as a part of planning firm's projects; The firm leads partner's investigation studies on its assets before it designs.

The staff's parts relate to their experience and capabilities in the firm; The firm utilizes project management programming for monitoring plans and Fast appraisal is done in monitoring plans utilized as a part of activities (Nyonje et al 2012).

2.4.6 Monitoring Tools

Various monitoring tools has been identified by Gyadu-Asiedu (2009) to be effective ways of PM&E. These include: Monitoring devices are very much evaluated in the event that they are pertinent in firm's tasks; Workers are all around prepared on Monitoring mechanisms in firm's project; The firm seeks counsel generally on the best Monitoring strategies to be utilized; The firm utilize Monitoring strategies which are universally perceived; The firm reviews its budgetary tools in controlling its project cost; Metrics are utilized to check risks in the firm; Investigation checklist are utilized as a part of institutionalizing the firm's monitoring practices.

2.4.7 Monitoring Techniques/Strategies

The monitoring strategies are techniques that is put in place to ensure PM&E in various firms. Various techniques has been identified throughout literature and summarized as follows: The firm directs month to month projects appraisals; There is an appropriate system on anticipating project tasks; Fluctuations are directed on execution, timetable and cost of project tasks ; Changes asked for have been all round dealt with and recorded in the firm; Participatory monitoring and approach is utilized to decide execution; Stochastic technique is utilized as a part of monitoring practices and Project mapping is directed in projects tasks (Chaplowe, 2008; IFAD, 2002)..

2.4.8 Adoption of Monitoring Practices

This involves making sure that; Firm gives criticisms on monitoring practices done; Formal Systems of monitoring selections are given in projects usage; There is legitimate mindfulness on adopted practices done by the firm on its staffs; The firm benchmarks its monitoring practices with different firms.; The Organization has better procedures on receiving monitoring practices; The techniques on receiving

monitoring practices are complete, clear and effortlessly comprehended in the project; Staffs are happy with the policies set up which give chance to adopting best monitoring practices (Beynon-Davies, 2008).

2.5 DRIVERS OF PROJECT MONITORING AND EVALUATION

During the process of reviewing already existing literature, it was uncovered that the resource of time is a propeller of project monitoring and evaluation. The construction sector all over the world, it has been stated by experts that, the best indicator of success and achievement in a project is the ideal opportunity for fruition of significant works. Significant works are those sections of a project which require a considerable amount of resources and energy to complete and which must be completed to allow the progress of the other sections of the project to continue. A typical example is the foundation of a construction project (Gyadu-Asiedu, 2009). These are vital tasks and are relied on for the accomplishment and achievement of the project under execution. One major inspiration is that, these significant tasks are breakthroughs, which is a point at which periodic certificates are raised and thus, professionals add exceptional significance to them. The control, that is, the reduction or increment of this key indicator, falls within the responsibilities of the project manager or the consulting group or project team to the extent that they can guarantee a decent PM&E. In the Ghanaian construction industry, the period of remunerating evaluated tasks undertaken is very paramount in determining the duration of the project. In the extraordinary situation, these outcomes in contractual workers pausing work until the point that they get instalments (Gyadu-Asiedu, 2009).

The general objective or wanted change/impact of the task is also a key influencer or propeller of PM&E. The objective of IFAD for instance succeeding the 1955 World Summit for Social Development was undertake projects to decrease neediness.

Important sections considering monitoring and evaluating progress in this manner including: Poor people enhancing parts of their livelihood that they consider very essential; poor people in the rural communities use enhanced occupation methodologies, increasing expanded access to profitable resources and more prominent impact and authority on approaches that influence them; IFAD, in collaboration with debtors and stakeholders, setting up and reinforcing empowering conditions for successful destitution decrease; IFAD enhancing its inner tasks and procedures in the zones of speculation and strategy mediations, and improving its ability to be considered a "learning organization" which advances as well as supports development (Chaplowe, 2008; IFAD, 2002).

The principal recipients or group that looks to that project seeks to profit. This is also a major driving force of monitoring and evaluation. A valid example is the International Fund for Agricultural Development (IFAD), who try to profit individuals whose salaries are short of what a US dollar for each day, and individuals who experience the ill effects of starvation and hunger. Monitoring improvements in achieving such objectives is hence the errand of the whole United Nations framework facilitated by the Department of Economic and Social Affairs of the United Nations Secretariat and the United Nations Development Program and in serious collaboration with the World Bank, the International Monetary Fund and the Organization for Economic Cooperation and Development (IFAD, 2002).

2.6 BARRIERS TO THE EXECUTION OF PROJECT MONITORING AND EVALUATION

Many studies have encountered various hindrances during their execution. As an answer, project monitoring and evaluation are crucial components in enhancing project execution. These hindrances are essentially impacted by the sorts of measures

being utilized and the base measure of consideration handed over to the training. The viability and accomplishment of each monitoring practices depend to a great extent on the limit of the establishment or individual ordered to attempt the action. Execution of project monitoring and evaluation of project monitoring and evaluation is subsequently tested with powerless institutional limit. Limit working of firms is important, not only for the prompt redress of bad execution, yet in addition for the inclusion in light of an expansive point and result examination (Al-Najjar et al. 2012). Monitoring and Evaluation are procedures and thusly there is a requirement for cooperative energy with different tasks in the project cycle, for example, budgeting and planning. Feeble linkage amongst budgeting and planning from one viewpoint and project monitoring and evaluation on the other will antagonistically influence a definitive point of PM&E. A critical thought in getting ready for information accumulation and investigation is to distinguish any confinements, predispositions, and dangers to the precision of the information and examination (Enshassi et al. 2007). It is likewise basic to painstakingly get ready for the information administration of the framework which diminishes time and asset wastage (Enshassi et al. 2007). Planning for PM&E projects and generally obligations must be recorded and dissected where fundamental. Things related with each assignment has to be resolved, including their cost, and there must b financial plan for staffing, including full-time staff, outer advisors, limit building/training, and other human asset costs. Moreover, the financial backing ought to incorporate every single capital cost, including office costs, office gear and supplies, travel and hotel, PC equipment and programming, and different costs. Planning must likewise decide if all tasks are incorporated into the general task spending plan, for example, support for a data administration framework, field transportation, vehicle support,

interpretation, and printing and distributing of M&E archives/instruments. Ineffective communication between significant strides in project monitoring and evaluation in the end represents a test (Lewis et al. 2007). The sort of measures utilized as a part of estimating project monitoring and evaluation obliges the successful usage of project monitoring and evaluation. IFAD (2002) hypothesizes that an issue with the different monitoring and evaluation models is that the greater part of the measures are just fit for giving an account of project after they have happened. As per Ahadzie (2007), a meeting of top agents from a gathering of design and development organizations noticed that significant issues with the key performance indicators (KPIs) of the Construction Best Practice Program (CBPP) were that they don't offer the chance to change and that they are composed as post-comes about KPIs. An examination of alternate KPIs uncovers a comparable circumstance (Chaplowe, 2008). Ahadzie (2007) clarify two choices of KPIs as measures of appraisal under "slacking" or "driving" measures: key performance outcomes (KPOs) and observation measures. KPOs could be utilized to evaluate a sub-process and give signs for change in the next sub-process.

The project extension and the size are also a propeller of monitoring and evaluation. In the development business, it is an imperative paradigm for surveying project monitoring and evaluation. It has the accompanying indicators: proficiency of the task group, overseeing a temporary worker, basic leadership process, correspondence and reports, evaluation and endorsement of tasks, site meeting consistency. The achievement or disappointment of these determinants will directly affect the nature of the project and along these lines of monitoring and evaluation (Gyadu-Asiedu, 2009).

Contract length or the length of a project is a basic affecting variable of project monitoring and evaluation (Chapwole, 2008). The degree of investment in and limit with respect to the processes of monitoring and evaluation is by implication influenced by the term of the project.

The general project spending plan drives the task of monitoring and evaluation. A portion of the expenditure engaged with a project incorporate change expenditure, administrative expenditure, ecological and social expenditure, accidental expenditure and legal expenditure. Uncertainty expenditure is an imperative part of the general expenses of the project at any stage. This likewise gives a decent sign on how expenditures on projects are influenced by the "project outer condition". The administrative expenses, which comprises the expenditure of using administrators on the project and the project team, is basically a settled one (a level of the agreement entirety) and can be different from the modifications in this whole because of alterations in the specific factors of the project and its surroundings which includes time, extension as well as value variations et cetera. Environmental and social expenses are not based completely on the degree at which the project affects both the society and the environment and the level of expenditure of the customer alleviating the impacts. This for the most part frames a little portion of the price of projects of government involving buildings as a result of the shapes, dimensions, sizes and complexities as well as on the grounds that there are relatively few enforceable laws in these respects. The situation of coincidental (costs identifying with mishaps, severe climate, mechanical activities) and expenditure on legal issues demonstrate that they speak to the minimum of the general cost of projects, more often than not. Coincidental costs identifying with mischances and damages are secured by protection of which a periodic contribution is made by the contractual worker to

reimburse the customer, aside from where those occurrences are cause by the carelessness of the customer (provision 15, Articles of Agreement and Condition of Contract for building works, 1988), the other viewpoint manages the misfortunes because of period used in taking care of these (Gyadu-Asiedu, 2009).

The various limitations to the implementation of the monitoring and evaluation of projects are summarized in the following: Feeble interest in and use of monitoring and evaluation results; Frail institutional ability; Frail connection among budgeting, evaluating and planning and monitoring; Constrained assets and budgetary allotments for monitoring and evaluation; Rebelliousness towards rules concerning planning and evaluation and monitoring; bad or poor quality of information , information gaps and irregularities; lack of a thorough nationwide record PM&E framework; The improvement of PM&E goals which may not be quantifiable and consequently can't be utilized to assess project management and accomplishments or to convey project outcomes; The improvement of PM&E targets which may not be reliable with the requirements and estimations of envisioned recipients and Project tasks that don't convey the coveted result monetarily and don't have the coveted effect.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter describes the methodology, with the aim of adopting the best possible method, used or employed in attaining the research aims and objectives. People were expected to answer questions that were raised. This chapter put emphasis on the ontological and epistemological considerations, the reasoning that is deductive and inductive, research strategy, design, sampling technique and approach, the data collection instrument and the analysis of the data.

Christou et al., (2008), defined methodology as gaining information about the world and discovering the procedures by which we can find or discover the things we trust or believe to be true, making it an all-encompassing method to the design procedure from the beginning to the data gathering stage all through to the analysis employed for the research.

3.2 RESEARCH APPROACH

A research approach can also be classified in terms of whether it is deductive or inductive. The inferential method referred to as examining a theory is when the investigator builds up a theory or hypothesis and designs the investigation procedure to examine the newly formed theory. Trying to give an understanding to deductive research, Perry (2001) added that, it is a research in which a conceptual and theoretical framework is developed which is then tested by empirical observation; thus, particular occurrences are deducted from overall impacts. In deductive studies, theories are generally tested by empirical observations. The deductive method is referred to as moving from the general to the particular and it often requires considerable data which this study uses (Hussey et al., 1997).

The inductive approach which is known as building a theory, involves the researcher collecting data in an attempt to develop a theory (Saunders et al, 2000). Hussey et al. (1997) added that inductive research is a study in which theory is, "developed from the observation of empirical reality; thus general inferences are induced from particular instances, which is the reverse of the deductive method since it involves moving from individual observation to statements of general patterns or laws,".

3.3 RESEARCH DESIGN

A study's design is a group of guidelines or instructions or data collection (Ogoe, 1993). These agrees with the framework of collecting information and examination; the framework that affects the method involved in gathering of information and analysing it and also supplies the link experiential information and also conclusions in a rational pattern to the foremost research question of the investigation (Yin, 2009; Baiden, 2006). By adopting positivism as the paradigm underpinning this study, the epistemological and ontological assumptions dictated that either; case studies, surveys and experiments would be most ideal as the research method. Survey was used for this research as data was collected from D1K1 contractors in Ghana.

3.4 RESEARCH STRATEGY

Research strategy as the enquiry of research objectives (Naoum, 1998). According to Bouma et al. (1995), research strategy is the way in which the research objectives are questioned and Baiden (2006) stated that, the three main types of research strategies are quantitative research strategy, qualitative research strategy, and triangulation. Making a decision on which type of research strategy to use, depends on the purpose of the study and type and availability of the information which is required.

3.4.1 Quantitative Strategy

Quantitative research is an inquiry into a social or human problem, based on testing a hypothesis or a theory composed of variables, measured with numbers, and analysed with statistical procedures, in order to determine whether the hypothesis or the theory hold true (Creswell, 2005). This strategy was adopted for the study.

3.4.2 Qualitative Strategy

Qualitative studies emphasise the procedure for uncovering how the social import is formed and highlights the relations between the researcher and the title studied (Denzin et al, 1998). In the work of Berg (2001), it was established that qualitative studies seek to talk about the definitions, metaphors, descriptions, meanings, symbols, concepts and characteristics of things.

3.4.3 Mixed Strategy

In this study, this approach was not adopted based on the duration of the study. The use of both procedures ensures an even more enriched comprehension of the observable facts and an explanatory account of triangulation and illuminates the important study conclusions. This procedure, that is, the mixed technique, is an investigative design with logical assumptions and the procedures of scientific enquiries. This method includes the use of logical presumptions that direct the processes of data gathering and analysis and a combination of qualitative and quantitative or statistical approach in man phases of the research problems and process (Tashakkori & Teddlie, 2003).

3.5 DATA COLLECTION AND SOURCE OF INFORMATION

According to Bernard (2002), information collection is very paramount in investigative studies, since the information helps provide a much clearer comprehension of the hypothetical context. This results in the mandatory

requirement of selecting the method of obtaining information and the source of the data. This should be carried out with sound judgement particularly because no measure of analysis can reconcile for data that was gathered poorly and improperly (Tongoco, 2007). Both secondary and primary data was collected for the purpose of this study. The use of more than one data collection instrument fortify and makes the study one of integrity (Patton, 1990).

3.5.1 Primary Data Source

Empirical data that is mostly involved with on-the-ground surveys or gathered on the field of work is basically known as Primary data. Naoum (2002) described field work as having three pragmatic procedures; the case study approach, the problem-solving approach and the survey approach. The Survey approach was selected in this research where the primary data were collected from construction professionals in the Greater Accra region. It was the most economical and convenient for the study (Hagget and Frey, 1977).

3.5.2 Secondary Sources of Information

Data gathered from books, articles, databases and from technical journals are referred to as secondary sources of data. This is an extremely important part of the research work because it sets the pace for the creation of the instruments used for the field survey by the usage of interviews and questionnaires (Owusu-Manu, 2008). This study made use of secondary data available from two major sources; namely, internal and external. The internal sources are those published by the organizations or companies themselves. These include magazines, financial reports, financial information memoranda, plant and equipment registers, brochures and annual reports. This type of internal secondary source of information for the study was collected from the case study School Nkawie Senior High Technical School.

The most accurate sources of data are the primary sources, since they provide the investigator with original research information. The magazines, newspapers, textbooks, internet sources and technical journals, which are secondary sources of data are also very important.

3.6 RESEARCH POPULATION AND SAMPLING TECHNIQUE

3.6.1 Research Population

The targeted population for the study are D1K1 contractors in the Greater Accra region who have knowledge on monitoring and evaluation practices in the industry.

3.6.2 Sampling Procedure and Sample Size

According to Punch (1998), one cannot study everyone, everywhere, doing everything and so sampling decisions are required not only about which people to interview or which events to observe, but also about settings and processes. In view of this, purposive and snowball sampling methods were adopted for the study. Purposive sampling was adopted to select contractors knowledgeable in project monitoring and evaluation that is the highest class of contractors in Ghana, D1K1 contractors. As a result of this, top ranking members of staff were approached and questioned. Basically the selected professionals had their roles which were involved with decision making with regards to monitoring and evaluation in the firm.

Snowball sampling technique was used to select contractors by referrals of their colleague contractors since their database were hard to reach. From a review of literature, a survey questionnaire was developed to collect data for the study. Data was collected through the use of a written questionnaire hand-delivered to participants in their offices and classroom. Questionnaires were filled out by participants and returned to the researcher.

3.7 DATA COLLECTION INSTRUMENT

The main instrument that was used to collect information for the study was survey questionnaire. The questionnaire was structured to consist of closed ended and open ended type of questions in order to elicit feedback from participants. However, most of the questions were cantered on monitoring and evaluation practices. These were the main areas around which data gathered from clients were analysed.

3.7.1 Questionnaire

A questionnaire is a printed statement designed to collect information that can be obtained through written responses of the subject. Structured questionnaire was designed and self-administered to student, teachers and headmasters of the School. The questionnaire used mainly closed and open ended questions that focused on the subject matter extracted from the literature review.

These questionnaires were mainly administered face to face to selected students, teachers and headmasters of the school. These were all done to ensure that the objectives of the study could be achieved. There was less opportunity for bias as they were presented in a consistent manner. Most of the items in the questionnaire were closed, which made it easier to compare the responses to each item.

3.7.2 Content of Questionnaire

Largely, the questionnaire was developed to collect data from construction professional. The questionnaire was grouped in categories to collect data on monitoring and evaluation practices of the construction firms. Section A, solicited the characteristics of the respondents using objective test.

Section B, solicited information on project monitoring and evaluation practices using a rating Likert scale from 1 to 5 having strongly disagree to strongly agree. In section C information was solicited on barriers in practicing project monitoring and

evaluation which was rated from 1-5 with the statement strongly disagree, disagree, neutral, Agree, strongly agree. And also a space given to answer some of the barriers in practicing project monitoring and evaluation they knew of. Lastly, section D brought out the drivers that pushes for the implementation of monitoring and evaluation practices which was scaled from 1-5 with the statement strongly disagree, disagree, neutral, Agree, strongly agree.

3.7.3 Questionnaire Administration

Primary data was collected through a field survey of professionals within D1K1 construction firms. Data was collected from sixty (60) respondents through the use of a designed questionnaire administered to participants in their office and sites. Questionnaires was filled out by participants and the researcher had to go for the questionnaires in three days' time.

3.7.4 Pilot Testing

The pilot questionnaire was given to ten (10) professionals in the construction industry to answer to correct errors which could take the form of repetition of questions and typological mistakes and the avoidance of double questions.

3.8 ANALYSIS OF THE DATA

The raw data obtained from a study is useless unless it is transformed into information for the purpose of decision making (Emery and Couper, 2003). The data analysis involved reducing the raw data into a manageable size, developing summaries and applying statistical inferences. Consequently, the following steps were taken to analyse the data for the study. The data was edited to detect and correct, possible errors and omissions that were likely to occur, to ensure consistency across respondents.

The quantifiable data from the questionnaire was coded and analysed using SPSS 17.0 (Statistical Package for Social Sciences) software computer program and the statistical tool employed was the mean method and also the Relative Importance Index (RII) to determine the importance of the various ratings in ranks. Descriptive and inferential statistics such as frequency tables, percentages, one sample t-test and charts were used in the data analysis and summaries.

3.8.1 Mean score

The relative importance index was used to analyze some of the data by computing to deduce their rankings as below. Data was also analyzed by ranking for example whether the students agreed or disagreed with the statement. The ratings of the statements by the respondents were placed against a five-point scale and were combined and converted to deduce the Mean Score (MS) by the formula:

$$MS = \frac{\Sigma (f \times s)}{N}$$

Where MS = Mean Score
S = the score given to each factor by respondent
F = frequency of responses for each rating
N = total number of respondents

The factor with the highest mean was then ranked as 1, and then followed by two as the next higher rank and so on.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

Chapter four analyses the various data collected from the respondents using analytical software like the IBM SPSS 23 and also the use of Excel spreadsheet to make the data easy to understand and interpret. A total of sixty questionnaires were collected from professionals from the construction industry on the monitoring and evaluation practices in their various place of work. The data was taken through mean score ranking, one sample t test descriptive statistics and relative importance index to ascertain and make meaning of the data. The results of the analysis are discussed below.

4.2 RESPONDENT CHARACTERISTICS

Every research must be credible and reliable. This enabled the researcher to solicit some needed information on the characteristics of the respondents. Questions like their sex, education level, their occupation, working experience and their professional affiliation. These characteristics aided the researcher to have an idea of the professionals that answered the questions and their qualifications. The result of the analysis is illustrated in the Table 4.1.

Table 4.1: Demographic Data of Respondent

		Frequency	Percent
Sex	Male	57	95.0
	Female	3	5.0
Educational Level	Diploma / Professional Certificate	4	6.7
	Bachelor's Degree	43	71.7
	Masters / Postgraduate Degree	12	20.0
	PhD	1	1.7
Respondents Occupation	Architect	12	20.0
	Civil/Structural Engineer	17	28.3
	Project Manager	10	16.7
	Quantity Surveyor	21	35.0
Working Experience	1 – 5 years	10	16.7
	6 - 10 years	39	65.0
	11 – 15 years	11	18.3
Professional Affiliation	Ghana Institute of Architects	10	16.7
	Ghana Institutions of Surveyors	25	41.7
	Ghana Institutions of Engineers	20	33.3
	Project Management Professional	5	8.3
Total		60	100.0

Source: Field Survey August 2018

Table 4.1 gives the details of the characteristics of the respondents of the survey. It was realised that, among the sixty questionnaires shared 95% of the respondents were Male that is about fifty-seven of them whiles the female respondents were three representing 5% of the whole sample. This proves the fact of a male dominated construction industry in Ghana. On the topic of their educational level, four of the respondents had Diploma / Professional Certificate making about 6.7%, forty-three of them were having a Bachelor's Degree which was the most dominant with a percentage of 71.7, the number of respondents who completed with a Masters / Postgraduate Degree were twelve in number also making a percentage of 20. The last was those with a doctorate and per the analysis only one person making a percentage of 1.7 had that qualification. This gives the researcher the assurance of the questions answered by these respondents and their understanding of the subject under consideration. The researcher then moved to their occupations. Architect were twelve

making a percentage of 20. Civil/Structural Engineer represented with a percentage of 28.3 making their number 17. The number of Project Managers who answered the questionnaire were ten which represents 16.7%. the last occupation was the Quantity Surveyors with their number being twenty-one representing 35 percent. This proves that the questionnaires were answered by qualified people in the construction industry and their answers would be credible and reliable. Their experience in the industry was also important to the researcher as it would buttress the point made before. The analysis revealed that, almost all the respondents had six years and above years of experience in the industry which was a plus to the researcher in confirming the credibility and reliability of the responses. Respondents with experience of 1 – 5 years are ten representing 16.7 percent, 6 - 10 years were thirty-nine representing 65 percent and respondents with 11 – 15 years' experience were eleven in number also representing 18.3 percent of the total respondents. The last question the respondents were asked was pertaining to their professional affiliation. All the professionals belonged to one affiliation or the other. Respondents belonging to the Ghana Institute of Architects made up 16.7 percent which was ten respondents. Ghana Institutions of Surveyors had a number of twenty-five members representing 41.7 percent. Ghana Institutions of Engineers had twenty members out of the respondents representing 33.3 percent. Those belonging to the Project Management Professional were five also representing 8.3 percent. This showed the experience and qualifications the respondents had in answering the questions posed. The data can be said to be credible and reliable based on these results from the analysis.

4.3 PROJECT MONITORING AND EVALUATION PRACTICES

To achieve the first objective which was to examine the project monitoring and evaluation practices on construction projects in Ghana, a question was posed to the

respondents to elicit information on the said objective. The questionnaire was designed in such a way that the respondents will understand what was required of them using the Likert scale from 1 to 5. The data collected from the respondents went through data screening to make sure all the data was good enough for analysis. Mean score ranking and one sample t test was used in the analysis of the data. Table 4.2 gives a detailed description of the analysis.

Table 4.2: Project Monitoring and Evaluation Practices

Practices	Mean	Std. Deviation	t	df	Sig. (2-tailed)	Rank
Participatory monitoring and approach are utilized to decide execution	4.82	5.177	2.718	59	0.009**	**1**
Project mapping is directed in projects tasks	4.52	5.196	2.261	59	0.027**	**2**
Monitoring planning	4.08	0.424	19.813	59	0.000**	**3**
Stochastic technique is utilized as a part of monitoring practices	3.92	0.381	18.616	59	0.000**	**4**
Fluctuations are directed on execution, timetable and cost of project tasks	3.85	0.515	12.784	59	0.000**	**5**
Lack of adequate supervisory skills to monitor contracts	3.80	0.480	12.907	59	0.000**	**6**
Approved procedures in place for contractor monitoring	3.78	0.415	14.605	59	0.000**	**7**
Contract performance appraisal is done during project implementation	3.77	0.563	10.539	59	0.000**	**8**
Technical audits are conducted during project implementation	3.73	0.482	11.774	59	0.000**	**9**
There is an appropriate system on anticipating project tasks	3.72	0.555	10.000	59	0.000**	**10**
The firm directs month to month projects appraisals	3.71	0.524	10.599	59	0.000**	**11**
Contract supervisors do not prepare monitoring plans	3.65	0.515	9.776	59	0.000**	**12**
There is poor record management on projects	3.43	0.500	6.717	59	0.000**	**13**
No regular site inspections on road projects	3.35	0.515	5.264	59	0.000**	**14**
No clear feedback mechanism between the contractor and employer on	3.15	0.917	1.267	59	0.210	**15**

projects						
No clear dispute resolution procedures for projects	3.07	0.634	0.814	59	0.419	**16**
There is no timely payment of contractors	3.03	0.843	0.306	59	0.760	**17**
Project expectations are not clearly communicated to contractors	2.78	1.121	-1.497	59	0.140	**18**

**Significant

Source: Field survey August 2018

From the table above, comparing the means of the practices it was realised that participatory monitoring and approach are utilized to decide execution had a mean of 4.82 and a standard deviation of 5.177 which was ranked first. Project mapping is directed in projects tasks had a mean of 4.52 with a standard deviation of 5.196 and ranked second. Monitoring planning had a mean of 4.08 with a standard deviation 0.424 and that ranked third. Stochastic technique is utilized as a part of monitoring practices had a mean of 3.92 with a standard deviation 0.381 ranking fourth. Fluctuations are directed on execution, timetable and cost of project tasks had a mean of 3.85 with a standard deviation 0.515 ranking fifth. Lack of adequate supervisory skills to monitor contracts had a mean of 3.80 with a standard deviation 0.480 ranking sixth. Approved procedures in place for contractor monitoring had a mean of 3.78 with a standard deviation 0.415 also ranking seventh. Contract performance appraisal is done during project implementation had a mean of 3.77 with a standard deviation 0.563 which also ranked eighth. Technical audits are conducted during project implementation had a mean of 3.73 with a standard deviation 0.482 ranking ninth. There is an appropriate system on anticipating project tasks had a mean of 3.72 with a standard deviation 0.555 ranking tenth. The firm directs month to month projects appraisals had a mean of 3.71 with a standard deviation 0.524 ranking eleventh. Contract supervisors do not prepare monitoring plans had a mean of 3.65 with a standard deviation 0.515 and was the twelfth ranked. There is poor record

management on projects had a mean of 3.43 with a standard deviation 0.500 ranking thirteenth. No regular site inspections on road projects had a mean of 3.35 with a standard deviation 0.515 ranking fourteenth. No clear feedback mechanism between the contractor and employer on projects had a mean of 3.15 with a standard deviation 0.917 ranking fifteenth. No clear dispute resolution procedures for projects had a mean of 3.07 with a standard deviation 0.634 ranking sixteenth. There is no timely payment of contractors had a mean of 3.03 with a standard deviation 0.843 ranking seventeenth. Project expectations are not clearly communicated to contractors had a mean of 2.78 with a standard deviation 1.121 was the last ranked practice.

The significance of the proposed practices was again tested using the one sample t test. With a 95% significance level and a test value of 3.0, $p > 0.05$ was deemed not statistically significant with the significant ones having $p < 0.05$. After the test, all the practices received a p value less than 0.05 except: no clear feedback mechanism between the contractor and employer on projects, no clear dispute resolution procedures for projects, there is no timely payment of contractors and project expectations are not clearly communicated to contractors which also ranked from fifteenth to eighteenth. This shows that the practices from the first ranked to the fourteenth ranked are deemed very significant and important to monitoring and evaluation practices.

There are different procedures associated with the M&E activities which when done effectively can prompt change and great conveyance of projects in the future (Msila and Setlhako, 2013). Many researchers of project M&E contend that planning for monitoring and evaluation ought to be done exactly with the simple purpose of undertaking planning (Kohli and Chitkara, 2008) whilst a couple oppose that it ought to be made when the planning stage ends yet prior to the deign period of a project

(Nyonje et al., 2012). In spite of this distinction in view notwithstanding, all researchers concur that the plan ought to incorporate data on how a project ought to be evaluated (Cleland and Ireland, 2007). The results affirm the many practices by different researchers on monitoring and evaluation practices in the Ghanaian construction industry.

4.4 BARRIERS IN PRACTICING PROJECT MONITORING AND EVALUATION

The second objective was aimed at identifying the barriers to monitoring and evaluation on construction projects in Ghana to ascertain the relevance of the data collected from the respondents on the said topic, the data was analysed using the relative importance index. This ranked the barriers from the most predominant to the least. Before this was done, a question was posed to the respondent using the Likert scale from 1 to 5. They were asked to rate some identified barriers from literature on monitoring and evaluation practices. After screening of the data, the IBM SPSS was used in conjunction with the Excel spreadsheet to come up with the relative importance index of the barriers. Table 4.3 gives a clear description of the analysis conducted on the data.

Table 4.3: Barriers in Practicing Project Monitoring and Evaluation

No	Barriers	Mean	(ΣW)	RII= ΣW/(5*N)	Rank
1	There is a dominant use of donor procedures and guidelines in monitoring	4.267	256	0.853	**1**
2	Lessons learned are not incorporated	4.133	248	0.827	**2**
3	The improvement of PM&E targets that are not reliable with the requirements and estimations of intended recipients	4.050	243	0.810	**3**
4	Sustainability is often not considered	4.000	240	0.800	**4**
5	Absence of a thorough national database PM&E framework	3.983	239	0.797	**5**
6	Poor information quality, information gaps and irregularities	3.950	237	0.790	**6**
7	Constrained assets and budgetary allotments for monitoring and evaluation	3.883	233	0.777	**7**
8	Rebelliousness with planning and monitoring and evaluation rules	3.867	232	0.773	**8**
9	The improvement of PM&E goals that are not quantifiable and consequently can't be utilized to assess projects	3.833	230	0.767	**9**
10	Frail institutional ability	3.800	228	0.760	**10**
11	Feeble interest in and use of monitoring and evaluation results	3.733	224	0.747	**11**
12	Frail linkage between budgeting, planning and monitoring and evaluation	3.650	219	0.730	**12**

Source: Field survey (2018)

Table 4.3 reveals the result of the barriers of monitoring and evaluation practices in the construction industry. The results have been ranked from one to twelve. The first ranked barrier is there is a dominant use of donor procedures and guidelines in monitoring having a mean of 4.267 and an RII of 0.853. The second ranked barrier is lessons learned are not incorporated having a mean 4.133 and an RII of 0.827. The third ranked barrier is the improvement of PM&E targets that are not reliable with the requirements and estimations of intended recipients having a mean 4.05 and an RII of 0.810. The fourth ranked barrier is Sustainability is often not considered

having a mean 4.000 and an RII of 0.800. The fifth ranked barrier is Absence of a thorough national database PM&E framework having a mean 3.983 and an RII of 0.797. The sixth ranked barrier is Poor information quality, information gaps and irregularities having a mean 3.950 and an RII of 0.790. The seventh ranked barrier is constrained assets and budgetary allotments for monitoring and evaluation having a mean 3.883 and an RII of 0.777. The eighth ranked barrier is Rebelliousness with planning and monitoring and evaluation rules having a mean 3.867 and an RII of 0.773. The ninth ranked barrier is the improvement of PM&E goals that are not quantifiable and consequently can't be utilized to assess projects having a mean 3.833 and an RII of 0.767. The tenth ranked barrier is Frail institutional ability having a mean 3.800 and an RII of 0.760. The eleventh ranked barrier is feeble interest in and use of monitoring and evaluation results having a mean 3.733 and an RII of 0.747 and the last ranked barrier is Frail linkage between budgeting, planning and monitoring and evaluation having a mean 3.65 and an RII of 0.730. these are the challenges that is affecting the construction industry from implementing proper monitoring and evaluation practices.

4.5 DRIVERS FOR THE IMPLEMENTATION OF MONITORING AND EVALUATION PRACTICES

The last objective was aimed at identifying the drivers that push for the implementation of monitoring and evaluation practices on construction projects in Ghana. Through the review of related literature on the subject matter, a questionnaire was developed with the factors identified in literature. The questionnaire was designed using the Likert scale to allow the respondents to rate the various factors identified. After data collection, the data was screened for mistakes and errors. These

were corrected and the results analysed using the relative importance index to rank them. Table 4.4 shows the ranking of the various barriers using RII.

Table 4.4: Drivers in the Implementation of M/E Practices

No	Drivers	Mean	(ΣW)	RII= ΣW/(5*N)	Rank
1	The overall project budget of the project	4.050	243	0.810	**1**
2	The extent of participation in and capacity for M&E	3.933	236	0.787	**2**
3	The assumption that links the project objectives to specific interventions or activities	3.900	234	0.780	**3**
4	The project scope and size	3.883	233	0.777	**4**
5	The project duration	3.817	229	0.763	**5**
6	The main beneficiaries or audience that the project seeks to benefit	3.800	228	0.760	**6**
7	The overall goal or desired change of effect of the project	3.783	227	0.757	**7**

Source: Field survey August 2018

From Table 4.4 above, the drivers are ranked from the highest to the lowest. The overall project budget of the project is at rank one with a mean of 4.050 with the highest RII value of 0.810. The extent of participation in and capacity for M&E is ranked second with a mean of 3.933 with an RII value of 0.787. The assumption that links the project objectives to specific interventions or activities is ranked third with a mean of 3.900 with an RII value of 0.780. The project scope and size is ranked fourth with a mean of 3.883 with an RII value of 0.777. The project duration is ranked fifth with a mean of 3.817 with an RII value of 0.763. The main beneficiaries or audience that the project seeks to benefit is ranked sixth with a mean of 3.800 with an RII value of 0.760 and the overall goal or desired change of effect of the project is the last ranked driver with a mean of 3.783 with an RII value of 0.757.

As per Chaplowe (2008), project length is a basic affecting variable of project monitoring and evaluation. The degree of investment in and limit with respect to

Monitoring and Evaluation is by implication influenced by the term of the project. The principal recipients or group that the project looks to profit is likewise another driver of project monitoring and evaluation (IFAD, 2002). There are a lot of literature that backs these drivers and assertions on monitoring and evaluation and they should be taken as important and significant if it is to be implemented.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

The studies chapter five summarises the objectives and states the findings from the data which was analysed using one sample t test, mean score ranking and relative importance index. The conclusion of the study is made with several recommendations stated. The limitation is then elaborated with further research recommendations made. The aforementioned are discussed below.

5.2 SUMMARY OF THE RESEARCH OBJECTIVES

The study aimed at assessing Monitoring and Evaluation Practices on Construction Projects in Ghana. The objects set to realise the aim of the study are as follows: To examine the project monitoring and evaluation practices on construction projects in Ghana; To identify the barriers to monitoring and evaluation on construction projects in Ghana; and to identify the drivers that push for the implementation of monitoring and evaluation practices on construction projects in Ghana. The objectives of the study are summarised below

5.2.1 The first objective; To examine the project monitoring and evaluation practices on construction projects in Ghana.

A questionnaire was developed in a form of Likert scale rating from one to five. Mean score ranking and one sample t test was used to analyse the data. After the analysis, the highest ranked practices from one to ten are Participatory monitoring and approach are utilized to decide execution, Project mapping is directed in projects tasks, Monitoring planning, Stochastic technique is utilized as a part of monitoring practices, Fluctuations are directed on execution, timetable and cost of project tasks, Lack of adequate supervisory skills to monitor contracts, Approved procedures in

place for contractor monitoring, Contract performance appraisal is done during project implementation, Technical audits are conducted during project implementation and There is an appropriate system on anticipating project tasks. All the ten highest ranked factors were also significant to the study from the one sample t test analysis.

5.2.2 The second objective; To identify the barriers to monitoring and evaluation on construction projects in Ghana.

To achieve the objective stated above, existing literature on the barriers to monitoring and evaluation on construction projects was reviewed. Questionnaire were developed as such to collect data from respondents. The analysis was done using relative importance index. The following barriers were ranked from one to five: There is a dominant use of donor procedures and guidelines in monitoring, lessons learned are not incorporated, the improvement of PM&E targets that are not reliable with the requirements and estimations of intended recipients, sustainability is often not considered and absence of a thorough national database PM&E framework.

5.2.3 The third objective; To identify the drivers that push for the implementation of monitoring and evaluation practices on construction projects in Ghana.

The last objective was to identify the drivers that push for the implementation of monitoring and evaluation practices and extant literature was reviewed to gather information for questionnaire development. Relative importance index was also used on this objective to rank the drivers. The following drivers that is the overall project budget of the project, the extent of participation in and capacity for M&E, the assumption that links the project objectives to specific interventions or activities, the

project scope and size and the project duration were ranked as the five highest drivers for monitoring and evaluation.

5.3 FINDINGS

Many findings were extracted from the analysis of the data. Relative importance index being the tool for analysis was used to achieve the second and third objectives while mean score and one sample test was used in achieving the first objective of the research. The following are the findings of the study:

- The characteristics of the respondents proved credible and reliable as the provided by the respondents were more than qualified to answer the questionnaire.
- The highest ranked practices from one to ten are: participatory monitoring and approach are utilized to decide execution, project mapping is directed in projects tasks, monitoring planning, stochastic technique is utilized as a part of monitoring practices, fluctuations are directed on execution, timetable and cost of project tasks, lack of adequate supervisory skills to monitor contracts, approved procedures in place for contractor monitoring, Contract performance appraisal is done during project implementation, Technical audits are conducted during project implementation and There is an appropriate system on anticipating project tasks. All the ten highest ranked factors were also significant to the study from the one sample t test analysis.
- The barriers arrived at after the relative importance index from the first ranked to the fifth are: there is a dominant use of donor procedures and guidelines in monitoring, Lessons learned are not incorporated, the improvement of PM&E targets that are not reliable with the requirements and

estimations of intended recipients, Sustainability is often not considered and Absence of a thorough national database PM&E framework.

- The overall project budget of the project, the extent of participation in and capacity for M&E, the assumption that links the project objectives to specific interventions or activities, the project scope and size and the project duration were ranked as the five highest drivers for monitoring and evaluation are the five highest ranked drivers using the relative importance index.

5.4 CONCLUSION

Monitoring and Evaluation system describes a set of organizational structures, management processes, plans, indicators and standards that ensure that monitoring and evaluation functions of a project are implemented effectively. The study aimed at assessing the monitoring and evaluation practices on construction projects in Ghana. Using purposive sampling sixty questionnaires were received for analysis. The analysis used was the one sample t test, relative importance index and mean score ranking. The practices identified were participatory monitoring and approach are utilized to decide execution, Project mapping is directed in projects tasks, monitoring planning, Stochastic technique is utilized as a part of monitoring practices, Fluctuations are directed on execution, timetable and cost of project tasks. The first five barriers were also there is a dominant use of donor procedures and guidelines in monitoring, Lessons learned are not incorporated, the improvement of PM&E targets that are not reliable with the requirements and estimations of intended recipients, Sustainability is often not considered and Absence of a thorough national database PM&E framework. The overall project budget of the project, the extent of participation in and capacity for M&E, the assumption that links the project

objectives to specific interventions or activities, the project scope and size and the project duration were the five highest drivers for monitoring and evaluation.

5.5 RECOMMENDATION

The study recommends that, the barriers identified by the study will go a long way to inform practitioners to prevent them from happening. The significant monitoring and evaluation practices identified are also important for all practitioners and is also recommended that academicians also use it as an additional source of literature and information. The drivers identified is important in driving the implementation of project monitoring and evaluation and should be taken note of.

5.6 LIMITATION

The location of these contractors became a huge challenge to this research. The non-responsiveness of some of the respondents were also a big liability to the study. The work was also limited to only a number of contractors in the Ghanaian construction industry. These however did not undermine the study and its findings.

5.7 RECOMMENDATION FOR FUTURE RESEARCH

Project monitoring and evaluation are well known in academia but it becomes very challenging when practitioners are not applying what they read. It is therefore recommended that, a best practise framework can be done on the implementation of project monitoring and evaluation practices. Further exploration is required in the area of determination of contractors' perspective of project performance. This is expected to give the assessment process a further outlook.

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APPENDIX

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY
SCHOOL OF GRADUATE STUDIES
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RESEARCH QUESTIONNAIRE

Assessment of Project Monitoring and Evaluation Practices on Construction Projects in Ghana

These set of questions are intended for the research work on Assessment of Project Monitoring and Evaluation Practices on Construction Projects in Ghana. The aim of the study is to assess Project Monitoring and Evaluation Practices on Construction Projects in Ghana. The work will be submitted to the Institute of Distance Learning, Kwame Nkrumah University of Science and Technology, in partial fulfilment for the award of Master's Degree in Project Management. All information will be solely used for academic purposes and would be treated as confidential.

Section A: Respondents Characteristics

Please **tick [√]** where appropriate and provide brief answers where necessary.

1. Sex : Male [ ] Female [ ]
2. What is your educational level?
   Diploma / Professional Certificate [ ] Bachelor's Degree [ ]
   Masters / Postgraduate Degree [ ] PhD [ ]
   Others, specify …….
3. What is your occupation?
   Architect [ ] Civil/Structural Engineer [ ]
   Project Manager [ ] Quantity Surveyor [ ]
   Others, (please specify) ……
4. How many years of working experience do you have in the field of construction?
   1 – 5 years [ ] 6 - 10 years [ ]

11 – 15 years [ ] 16 years and above [ ]

5. Which professional body are you affiliated to?

   Ghana Institute of Architects [ ] Ghana Institutions of Surveyors [ ]

   Ghana Institutions of Engineers [ ] Project Management Professional [ ]

   Others (please specify) ……

Section B: Project Monitoring and Evaluation Practices

1. Rate the statements below; **strongly disagree-1, disagree-2, neutral-3, Agree-4, strongly agree-5**.

Practices						
Please tick [√] under your choice of rating		1	2	3	4	5
1	No clear feedback mechanism between the contractor and employer on projects					
2	Monitoring planning					
3	Technical audits are conducted during project implementation					
4	No regular site inspections on road projects					
5	No clear dispute resolution procedures for projects					
6	There is no timely payment of contractors					
7	There is poor record management on projects					
8	Contract performance appraisal is done during project implementation					
9	Project expectations are not clearly communicated to contractors					
10	Contract supervisors do not prepare monitoring plans					
11	Approved procedures in place for contractor monitoring					
12	Lack of adequate supervisory skills to monitor contracts					
13	Project mapping is directed in projects tasks					
14	Stochastic technique is utilized as a part of monitoring practices					
15	Participatory monitoring and approach are utilized to decide execution					
16	Fluctuations are directed on execution, timetable and cost of project tasks					
17	There is an appropriate system on anticipating project tasks					
18	The firm directs month to month projects appraisals					
Other, please specify						
19						
20						
21						

Section C: Barriers in Practicing Project Monitoring and Evaluation

2. Rate the statements below; **strongly disagree-1, disagree-2, neutral-3, Agree-4, strongly agree-5**.

Barriers						
Please tick [√] under your choice of rating		1	2	3	4	5
1	Sustainability is often not considered					
2	Lessons learned are not incorporated					
3	There is a dominant use of donor procedures and guidelines in monitoring					
4	The improvement of PM&E targets that are not reliable with the requirements and estimations of intended recipients					
5	The improvement of PM&E goals that are not quantifiable and consequently can't be utilized to assess projects					
6	Absence of a thorough national database PM&E framework					
7	Poor information quality, information gaps and irregularities					
8	Rebelliousness with planning and monitoring and evaluation rules					
9	Constrained assets and budgetary allotments for monitoring and evaluation					
10	Frail linkage between budgeting, planning and monitoring and evaluation					
11	Frail institutional ability					
12	Feeble interest in and use of monitoring and evaluation results					
Others, please specify						
13						
14						
15						

Section D: Drivers that push for the Implementation of Monitoring and Evaluation Practices

3. Rate the statements below; **strongly disagree-1, disagree-2, neutral-3, Agree-4, strongly agree-5.**

Drivers						
Please tick [√] under your choice of rating		1	2	3	4	5
1	The overall project budget of the project					
2	The project duration					
3	The extent of participation in and capacity for M&E					
4	The project scope and size					
5	The assumption that links the project objectives to specific interventions or activities					
6	The main beneficiaries or audience that the project seeks to benefit					
7	The overall goal or desired change of effect of the project					
Others, please specify						
8						
9						

THANK YOU