

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

Exploring Stakeholders' Participation in Project Monitoring and Control Practices on  
Project Performance: A Case Study in Ketu North Municipal

By

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**MASTER OF SCIENCE**

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## DECLARATION

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

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## ABSTRACT

Project monitoring and control is ensuring that the project advances as its activities has been planned. This ensures that the development of the understanding on project progress which is helping in taking the appropriate actions in order to control the failures that appears in the project. The aim of the research was to examine project monitoring and control practices of project stakeholders, using Ketu North Municipality a case study. The objectives of the study are: to determine the extent of stakeholder involvement in project monitoring and control of projects of Ketu North Municipality, to determine the effects of stakeholder involvement in monitoring and control on performance of projects of Ketu North Municipality and lastly, to identify the project monitoring and control challenges of project stakeholders in Ketu North Municipality. A sample size of 100 was estimated where a response rate of 80% was derived after the questionnaires were sent out to be answered by Ketu North Municipality. The purposive sampling technique was used to select the sample from the population whereas descriptive statistics presented by using the Statistical Package for Social Sciences (SPSS) and Microsoft Excel and the data was further analyzed using the Mean score ranking and Relative importance index (RII). It was found that monitoring and control of project, spending execution, plan execution and quality execution pressed extended achievement in project delivery. It was seen that overseeing partners, collaboration among individuals and monitoring and control practices of the task work were portion of the key procedures used to deal with the venture work. The outcome showed that most technical experts and project users from the survey training needs were not regularly assessed at Ketu North Municipality with regard to monitoring and control practices and the training conducted in the Ketu North Municipality was usually not evaluated to permit revision of programs. The research recommends frequent training programs should be organized for technical experts and project users within the municipality. Project management training should be given to employees in charge of projects. This would increase the knowledge of employees about different Project Management tools and techniques available for appropriate choice.

**Keywords:** Case Study, Participation, Project Monitoring and Control Practices, Project Performances, Stakeholders.

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>ABSTRACT.....</b>	<b>iii</b>
<b>TABLE OF CONTENTS .....</b>	<b>iv</b>
<b>LIST OF TABLES .....</b>	<b>vii</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>viii</b>
<b>DEDICATION.....</b>	<b>ix</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background to the Research .....	1
1.2 Statement of the Problem.....	3
1.4 Aim of the Research.....	4
1.5 Objectives of the Research.....	5
1.7 Significance of the Research.....	5
1.8 Limitations of the Research .....	6
1.9 Organization of the Research.....	6
<b>CHAPTER TWO .....</b>	<b>8</b>
<b>LITERATURE REVIEW .....</b>	<b>8</b>
2.1 Introduction.....	8
2.2 Theoretical Framework.....	8
2.3 Concept of Performance of Project.....	9
2.4 The Stakeholder Involvement/Participation .....	9
2.4.1 Positive impact of stakeholders' involvement in project monitoring and control practices .....	10
2.4.2 Impact of Stakeholder involvement in Project planning on Project Performance .....	11
2.4.3 Impact of Stakeholder Involvement in Implementation on Project Performance .....	12
2.4.4 Impact of Stakeholders' Involvement in Project Monitoring on Project Performance .....	14
2.5 Summary of Chapter .....	16

<b>CHAPTER THREE .....</b>	<b>16</b>
<b>METHODOLOGY .....</b>	<b>17</b>
3.1 Introduction.....	17
3.2 Research Design.....	17
3.3 Population of the Research .....	17
3.4 Sampling Size .....	18
3.5 Sampling Technique .....	19
3.6 Data Collection Instrument .....	19
3.7 Data Collection Procedures.....	20
3.8 Data Analysis .....	20
3.9 Ethical Consideration.....	21
3.10 Chapter Summary .....	21
 <b>CHAPTER FOUR.....</b>	 <b>22</b>
<b>DATA ANALYSIS AND DISCUSSION OF RESULTS .....</b>	<b>22</b>
4.1 Introduction.....	22
4.2 Respondents Profile (Demographic).....	22
4.2.1 Gender of respondents .....	23
4.2.2 Age of respondents .....	23
4.2.3 Level of education.....	24
4.2.4 Tenure of respondents.....	25
4.3 Positive Impact of Stakeholders’ Involvement in Project Monitoring and Control Practices .....	25
4.4 Extent Project Monitoring and Control Practices Affects Project Delivery .....	27
4.5 Challenges of Project Monitoring and Control Practices .....	29
4.6 Chapter Summary .....	30
 <b>CHAPTER FIVE .....</b>	 <b>31</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>31</b>
5.1 Introduction.....	31
5.2 Achieving Research Objectives .....	31
5.2.1 Objective 1 .....	31
5.2.2 Objective 2.....	32
5.2.3 Objective 3 .....	33

5.3 Summary of Findings.....	33
5.4 Conclusions.....	34
5.5 Recommendations.....	35
5.6 Limitations of the Research .....	36
5.7 Future Research .....	36
<b>REFERENCES.....</b>	<b>37</b>
<b>APPENDIX.....</b>	<b>45</b>

## LIST OF TABLES

Table 4.1: Gender of respondents .....	23
Table 4.2: Age of respondents .....	23
Table 4 3: Level of education .....	24
Table 4.4: Tenure of respondents.....	25
Table 4.5: Positive Impact of Stakeholders' Involvement in Project Monitoring and Control Practices .....	26
Table 4.6: Effects of project monitoring and control practices on project delivery .....	27
Table 4.7: The challenges stakeholders face in project monitoring and control .....	29

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## **DEDICATION**

This dissertation is dedicated to the Almighty God, the author and finisher of my life.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background to the Research**

According to (Bryson, 1995), stakeholder refers to person or group or organizations that relate to the claim of organization's attention, output, resources and is affected by that output. Stakeholder is said to assume a vital place in management theory (Bryson, 2003). It includes the persons, groups, organizations that are directly or indirectly affected by a project. Nutt and Backoff (1992) defined stakeholder as parties that are affected by or will affect the organization's strategy towards a project.

A number of practitioners and scholars are not at par with the definition of participation. The concept largely varies in definition and application. Its definitions are largely influenced by the context of its usage. Whereas some view involvement as a principle, others see it as a practice, while others see it as an end result of some process (World Bank, 1996). In the political circle, the term is sometimes used to mean people being involved in political decisions. This may translate to people having reasonable control over decisions of the organization they voluntarily belong. From the viewpoint of development economists, participation refers to the poor equitably sharing in on project benefits. Yet others think through involvement as an instrument to enhance the efficiency of project. Likewise, some regard involvement as an end, as opposed to a means to an end (Mulwa, 2004).

Involving stakeholders is known to be commencing from any stage in the project lifecycle. This is supported by (Stiglitz, 2002) when he mentioned some procedures in the project lifecycle. These include: planning, design stage and local resources. Stakeholders can also be involved in need analysis, planning, implementing and

monitoring as well as evaluation. As a matter of concern, participation really ought to involve people throughout the cycle of the project during stage of implementing, benefit sharing and project outcome evaluation. Granted, stakeholders can also define objectives and as well as project design (Mulwa, 2008).

Efficiency was explained as being valuable restricting from the involvement and voluntary participation of stakeholders (Chamala, 1995). He further stated that the attempt to involve stakeholders and subsequently empower them is an effective strategy for solving issues with the sustainable management of resource. Stakeholder involvement plays a relevant role in harnessing the effectiveness of projects through community ownership of the process (Vlaenderen and Kelly, 1995; Kerr and Kolavalli, 2002). Involving stakeholders maybe increasing ownership of a project, as well as benefits and the sustainability of the project. The authors further identified that community involvement plays an important role in conveying information, in particular local knowledge that fosters better action plans (Stiglitz, 2002; Price and Mylius 1991). Kelly (2001) observed that participation results in learning and learning is time and again is necessary for changing behaviour and practices.

Duggal (2011) thinks that participatory development enhances project sustainability, improves project efficiency and effectiveness, encourages inclusivity in development whilst building social capital and empowers the poor. Additionally, it is seen to strengthen governance in the area of ensuring accountability. Stakeholder involvement is a key contributory factor to bring about a better designed project, benefits in time of time and cost. It also aimed at reducing corruption incidence and other vices to help ensure equal project distribution. Regional Partnership for Resource Development (2009) contended that participatory development sets the tone

for a process of empowerment which gives stakeholders of the project the opportunity to take responsibility in designing and implementing their own initiatives and in the process, this leads to desired sustainability of the project. Mulwa (2008) explained that if development is to be effective, the major stakeholders of any project should be involved by the formation of project implementation committees to superintend over the activities of the various phases of the project cycle including initiation, planning, budgeting and procurement. For any meaningful development, participation by all interest groups is unavoidable.

## **1.2 Statement of the Problem**

Funding of Ghanaian development projects in the past years has depicted the demerits of despotic forms of development (Khwaja, 2001). Moreover, projects in the developing world suffering in great extent the lack of sustainability; and, the delivery of public services is still a phenomenon that leaves so much to be desired (Mulwa, 2008). Experience has shown that once donors withdraw their support in externally assisted projects, such projects stalls and end up failing to continue (Kumar, 2002). One reason attributed to this phenomenon where projects fail to sustain is the lack of stakeholder participation in monitoring and controlling of the projects (Khwaja, 2004).

Despite the increasing realisation of the vital role stakeholder participation plays in development, not much attention and effort has been given to its realization (Botchway, 2011). The idea of participation has not been clearly understood and there are still disparities as to what it really involves and when it is really necessary to include it. Participation, just like most concepts which are discarded when not understood, also risks being discarded as a result of being misunderstood (Khwaja,

2001). Surprising though, others embrace induced participation as against voluntary participation. The continuation of this practice may keep translating into losses and the abandoning of public projects as seen with the change in governments, leading to lack of sustainability of projects once donors withdraw support. Hence, this research was undertaken to illustrate how the involvement of stakeholder influences project performance.

### **1.3 Research Questions**

The following questions are to be answered by the research study:

- i) To what extent of project monitoring and control practices affects project delivery in the Ketu North Municipality?
- ii) What are the positive impacts of stakeholders' involvement in project monitoring and control practices in Ketu North Municipality?
- iii) What are the challenges stakeholders face in project monitoring and control in Ketu North Municipality?

### **1.4 Aim of the Research**

This research sought to assess the impact of stakeholder's participation in project monitoring and control practices on project performance with regards to Dzodze in the Ketu North Municipality.

## **1.5 Objectives of the Research**

The following objectives are set to achieve the research aim:

- i) To determine the extent of stakeholder involvement in project monitoring and control of projects of Ketu North Municipality.
- ii) To determine the effects of stakeholder involvement in monitoring and control on performance of projects of Ketu North Municipality.
- iii) To identify the project monitoring and control challenges of project stakeholders in Ketu North Municipality.

## **1.7 Significance of the Research**

The findings of the research are likely to aid stakeholders in the municipality assemblies to understand project monitoring and control practices peculiar to project stakeholders in the municipality. Local authorities and non-legislative organizations endeavouring to boost the business of municipality assemblies are likely to gain from this research by understanding the issues with project monitoring and control practices of particularly to project stakeholders in the municipality. Beyond the municipality and municipality, the Ministry of Local Government and Rural Development may find this research a helpful instrument to better align the municipal assemblies to address the deterrents elements inhibiting the smooth monitoring and control of project under project stakeholders. As with all other project these, the researcher hopes that this research will be a credible and reliable source of reference for students pursuing studies of similar interest.

### **1.8 Limitations of the Research**

With respect to geography, this research was limited to the Dzodze, a municipality in the Ketu North Municipality in the Volta Region of Ghana. With this in mind, the outcome may not reflect the general viewpoint of all other Metropolitan, Municipal and District Assemblies of Ghana. Although the researcher acknowledges that there exist several key project performance indicators, this research was limited to factors of time, cost, and project sustainability. This research did not involve the participation of every single individual or organisation that forms part of the population of stakeholders in the municipality, but limited to representative sample, which the researcher believe is a true representation of the population under research. It was not possible to have a 100% questionnaire respondent. However, the number reached sufficed to draw conclusions.

### **1.9 Organization of the Research**

The research comprised five chapters. The first chapter offered a general introduction to the topic under investigation and included a discussion on the background of the research, the statement of the problem of interest, the objectives and research questions guiding the research, an outline of the significance of the research, delimitations and limitations of the research. Following that, Chapter two reviewed works from other authors in varying publications such as newspapers, books, project theses, etc. other than merely what, who, where, when, why, and how the existing studies were conducted, the researcher was able to identify research gaps that the current research purposed to fill. The conceptual framework was illustrated and the theory upon which the research was based was also outlined in the chapter thereof. The research methodology was presented in Chapter three of the research and

encompassed the target population sample size and sampling design, data collection instruments and procedures, validity and reliability of data collection instruments. Chapter four mainly presented and analysed the empirical data collected. Chapter five concluded the research based in the form of a summary and based on the findings of the research, proffered recommendations towards the enhancement of project performance through active involvement of the key stakeholders of projects at Dzodze. The chapter included an explanation of how the research had contributed to the body of knowledge and suggestions for further areas of research.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter seeks to review existing works related to the research study at hand, as well as examining knowledge gaps. The review is structured into sections that give an introduction of the research study; stakeholder involvement and performance related to the project, the significance with respect to stakeholder involvement and the different ways stakeholders can take part in the various project cycle divisions. The study also draws attention on the theoretical framework the study is based on.

#### **2.2 Theoretical Framework**

The research is based on the General Systems Theory by Ludwig Von Bertalanffy (1946). This section presents a brief overview of the theory and its application in respect of this research. General System Theory by Ludwig Von Bertalanffy (1946) is a theory that applies to various disciplines and attempts to explain complex systems in nature, society, and science, and is a framework by which one can investigate and/or describe any collection of objects that work together to produce some result.

The theory was put forward in the 1900s by Ludwig Von Bertalanffy (1946). Although, it was originally developed for biological sciences, it was later integrated into other fields by way of its modification into general systems theory. A system, according to the theory, can be said to comprise elements, attributes and internal relationships and that it exists in a defined environment. Base on this preamble, a system is therefore a set of things that affect one another within an environment and form a larger pattern that is different from any of the parts (Rosen, 1969).

In applying the theory, the research embraces the view that a project (which in this case can be regarded the system) comprises various elements (here seen as stakeholders, the donors, implementing agencies and beneficiaries, among others). These interact and all have a key role in contributing to the success of a project. Neglecting or ignoring one element will have an effect on the entire performance of the project. Inferably, stakeholder involvement is one element that has been overlooked, resulting in project failure. Therefore, increasing involvement by stakeholders will contribute to the good of the whole.

### **2.3 Concept of Performance of Project**

Right from the emergence of the project management discipline as a course, experts have postulated ways of measuring the performance of projects. Project management is basically affected by the triple constraints. Heated debates on how sufficient the triple constraints measuring project success began to arise in project management literatures (Dvir and Shenhar, 2007). The existing definitions of sustainability with dependent on context. With respect to this research, sustainability is explained as a programme or project to remain continuing even after support withdrawal from the donor.

### **2.4 The Stakeholder Involvement/Participation**

Participatory development has been known since the early eighties. Sad enough, it has been encouraged by the development practitioners before knowing what it is. Involving stakeholders helps to promote development in all the levels for sustainability (International Journal of Current Research, 2013). According to Armitage (1988) involvement of the citizens is a process by which citizens clearly act

in response to concerns of the public, take responsibility for changes in their stakeholders, and voice their opinions about decisions that affect them. Marsden and Oakley (1987) defined stakeholder involvement as the process by which individuals, families, organisations, or governments assume responsibility for their own welfare and develop the ability to contribute to their own and stakeholders' development.

The research acknowledges the existence of a number of definitions but will adopt the one by Hawker (1989): "Stakeholder involvement refers to an active process whereby beneficiaries influence the direction and execution of development projects rather than merely receive a share of the benefits from the project".

#### **2.4.1 Positive impact of stakeholders' involvement in project monitoring and control practices**

Identifying legitimate and valid stakeholders as well as related powers and influence fathomed to help measure and ensure potential effect on the project (Curley et al., 2006). Identification of stakeholders is a remarkable and important part of the project planning process, and consists of finding groups and individuals considered by to be affected by the project. Strategies can be implemented to ensure the maximization of a stakeholder's positive influence.

The significance of stakeholder's support is highly dependent on the project situation and the issues continuing, thereby support cannot be assumed. Stakeholder classification strategies have been developed in the attempt to understand the importance of stakeholder to the project in question, and define the most appropriate management relationship. A stakeholder can be a consumer or a buyer. One model categories stakeholder based on in assessing the stakeholder relationship with the

project is the urgency of stakeholders claim on the project, leading to a specific managerial action (Mitchell, et al, 1997).

The main focus on the activities should be towards supporting the implementations of the projects management efforts as opposed to creating decision making framework. Information should be available to support the trade-offs analysis required for project management (Pollit, 2007). Project management skills are very important. This is because the management skills provide the will, the energy, and direction from the inception of the project to the time the project is terminated.

#### **2.4.2 Impact of Stakeholder involvement in Project planning on Project**

##### **Performance**

Stakeholder Involvement in project planning activities includes identifying the objectives of the project; the specification and allocation of the required project resources; the determination of the methods to be used to deliver the project end product; response to critical events and evaluation of the activities and outcomes. One of the benefits of stakeholder involvement in the planning process takes into consideration a reduction in distrust of the project process or outcome; an increase in commitment towards achieving the project objectives and processes; and heightened credibility of the project's outcome.

A relationship between stakeholder Involvement in project planning and their effect on project performance was studied by Cusumano et al. (1995) in Japan. In their conclusion, stakeholder involvement impacts on different project goals, on project planning and resource allocation decision and, in turn, on project performance. The municipality works officer, who is a government official, assists in preparation of bill

of quantity for the project. The other relevant departmental heads approve the budget and work plan for the projects in their relevant fields. In conclusion, the rationale behind the engagement of stakeholders include analyzing, scheduling, anticipating, coordinating, managing and controlling, which are major influence in project success.

### **2.4.3 Impact of Stakeholder Involvement in Implementation on Project**

#### **Performance**

Up to now, it has become obvious that the management of projects is very daunting (Xin et al., 2009), emanating from the unusual risks and issues of great variety that traditional methods does not process (Hobbs and Miller, 2005). This complexity and uncertainty relate to the defining characteristics of projects, huge investment, long duration and many uncontrollable emergent factors (Chang, 2013). Some examples are by sponsorship/development, market, regulatory, social acceptability, financial, execution, political, and operation (Miller and Floricel, 2001) or government relations; host community relations; the influence of multi-location execution; and contract management and procurement.

Stakeholder involvement in Project implementation is an important activity in project management. The implementation of project helps to manage people and other resources to carry out the plan. According to Duncan (1996), stakeholder involvement in project implementation is required to transforming the planned objectives and policies of a project into well-organised activities, allocation and efficient utilisation of resources, and the effective and efficient conduction of specific tasks through a well-coordinated people and the resources to achieve the project goals.

Even though such risks are not part of the emphasis of this research, they are worth taking note of since they show what endogenous events trouble project managers along with those coming from external stakeholders, even as technological innovation create high risk (Merrewijk et al., 2008). Even without discussing the characteristic of competing or differing agreements, interests, cultures and values of the internal stakeholders, in all, this creates a vague culture (Takim, 2009). The under-estimation of costs, duration and other risks are seen as the issue of misalignment of processes in communication and decisions of organisations. When designing external stakeholder Involvement, internal risks, especially those relating to internal management issues, should not be waived.

Nevertheless, there is much greater occurrence and impact from external risks than internal ones. Many more uncertain factors affect projects; even a little mistake can determine the project's success or failure (Jia et al., 2011). Environmental and Social issues are the most common factors, often leading to political tension and intervention (Miller and Floricel, 2001). Several projects face challenges of public legitimacy, where projects approved by government are questioned, and in some cases have to be adjusted to certain policy guideline. As risks develop over time, combine and intensify each other, turbulence from outside the projects can tersely go into stalemate showing the power of stakeholder's involvement in risk management and project performance.

#### **2.4.4 Impact of Stakeholders' Involvement in Project Monitoring on Project Performance**

Monitoring has been defined as a continuous process of collecting and analysing information to relate how well a project, a programme or a policy is being implemented in contrast to expected results. The aim of monitoring is to provide managers and major stakeholders with regular feedback and early indications of progress or lack of progress thereof in the attainment of intended or desired results. Generally, monitoring encompasses collecting and analysing data on implementation processes, strategies and results, and recommending corrective measures (International Federation of Red Cross and Red Crescent Societies, 2007).

Evaluation, on the other hand, is the methodical and objective assessment of an on-going or completed project, programme or policy, its design, implementation and results. Evaluation determines the importance and realisation of objectives, effectiveness, efficiency, sustainability and impact. It aims at providing useful and credible information geared towards enabling incorporation of lessons learned into the decision-making process of both recipients and donors (International Federation of Red Cross and Red Crescent Societies, 2007).

The World Bank (2010) defines participatory monitoring and evaluation as a process by which stakeholders at the various levels engage in monitoring and/or evaluating a particular project, programme or policy, share control over the content, the process and the results of the monitoring and evaluation activity and engage in taking or identifying corrective actions. Participatory monitoring and evaluation centers on the active engagement of primary stakeholders. Monitoring and evaluation are known to be the last stage of the project cycle. According to Mulwa (2008), participatory

restructures the authority of making decisions and making people authoritative, especially the project beneficiaries. The availability of project funds alone does not guarantee the success of the project and in effect, its sustainability as seen from a number of case studies. Again, stakeholder's involvement in the initiation, planning, implementation and monitoring and evaluation is very vital.

Once project committees have been created at the initiation phase, all parties should also be involved throughout the entire project life (Mulwa, 2008). The projects risk lacking sustainability if this is not done (Kumar, 2002). It is also a good practice. In relation to any form of stakeholder involvement in project monitoring, in order to avoid the generation of conflict, care should be taken in the choice of representatives and the selection process should also be transparent. Stakeholder involvement in supervision and monitoring has significant influence on the project outcome. Coulter (2010) concentrated on organisation issues in his analysis which play central role in project outcome.

Stakeholder involvement is a component of organisational capability that deals with stakeholder-related decision-making, in the context of programme performance. According to Madeeha and Imran, (2014), stakeholder involvement in supervision and monitoring of the Baku- Ceyhan-Tblisi Pipeline project by national NGOs was a recommendation that arose during the construction phase of the project. BTC respected the recommendation, and with support from EBRD and IFC, with the outlook that constructive and well-informed NGO monitoring was useful to the company and in the end, it improved the performance of the project.



## **2.5 Summary of Chapter**

The chapter has so far examined existing literatures on stakeholder involvement or participation and its impact on the performance and outcome of project. In any case, this research sought to find out how the participation of stakeholder's influence three (3) key indicators — time, cost, and sustainability—of project performance and more so, identify whether there were any negative or adverse effects. This section exhibits an audit of writing which identifies with the investigation as recorded by researchers on the topic. The survey is intended to give an establishment to the present work and serves as a writing for further research. The investigation looked into both the hypothetical and exact writing as recorded by researchers and after that relates it to the present examination.

## **CHAPTER THREE**

## **METHODOLOGY**

### **3.1 Introduction**

This part introduces the strategy utilized as a part of completing the examination. It depicts the strategies and methodology utilized as a part of gathering information for the examination in answering the research objectives and questions.

### **3.2 Research Design**

The examination adopted descriptive survey research design in light of the fact that such a plan permits concurrent depiction of perspectives, recognitions and convictions of the respondents at any single point in time (Malhotra, 2010). Descriptive survey design was utilized to give a precise preview of some part of the watched people, occasions, circumstances and conditions. In light of those qualities, the descriptive survey design approach design was thought to be the most suitable research plan for directing this examination. The research study therefore adopted quantitative research approach where questionnaires were distributed.

### **3.3 Population of the Research**

The target populace comprised of technical experts, and project users in the Ketu North Municipality. This researcher trusted that the populace serves as key sources who comprehend the project monitoring and control practices of project stakeholders and all things considered hold essential supposition from which this exploration can profit colossally. The research study adopted a population size of 118, consisting of forty-four (44) technical experts, seventy-four (74) project users in the Ketu North Municipality.

### 3.4 Sampling Size

It was hence extremely hard to gather information from all individuals from the populace because of the hugeness of its size and the absence of assets. Consequently, a practical sample size of 100 was used to do this exploration. To streamline the result of the examination, the researcher confined the circulation of the questionnaires to some select technical experts, accounting, finance and administrative staff in the Ketu North Municipality. The reason for which respondents were chosen for the investigation was to accomplish differing suppositions from respondents. The sample size was derived based on Cochran's (1963) formulae, with a confidence interval of 95%. The equation is as shown below:

$$n = \frac{n^0}{1 + \frac{n^0 - 1}{N}} \quad \text{where,}$$

$$n = \text{the sample size,} \quad n^0 = \frac{z^2 pq}{e^2}$$

Z = found in statistical tables which contain the area under the normal curve

$v^2$  = the standard error of the sampling distribution

N = total population size = 118

P = the proportion of the population elements that belongs to the defined region

i.e. p = 0.5 (95% confidence interval), q = 1 - p, e = desired level of precision

(0.05)

$$n^0 = \frac{1.96^2 \times 0.5 \times (1 - 0.5)}{0.05^2}$$

$$= 384.16$$

$$\text{Sample size (n)} = \frac{n^0}{1 + \frac{n^0 - 1}{N}}$$

Hence if N = 118

$$n = 385 / (1 + (385 - 1) / 118)$$

$$n = 90.50$$

add 10% to cater for non-responsiveness;

$$= 110/100(90.50) \quad \frac{110}{100} \times 217.76$$

$$n = 99.55$$

**Therefore, the sample is 100**

### **3.5 Sampling Technique**

The purposive examining procedure was utilized to choose the respondents from the populace. Purposive sampling is a sampling technique in which researcher relies on his or her own judgment when choosing members of population to participate in the study (Sekaran, 2000). Purposive sampling occurs when “elements selected for the sample are chosen by the judgment of the researcher. Researchers often believe that they can obtain a representative sample by using a sound judgment, which will result in saving time and money” (Black, 2010). This method is a non-irregular testing where the specialist sets up a measure without arbitrariness for choosing the example. In the purposive sampling, the sample was chosen to suit the investigation. The study then retrieved eighty (80) out of one hundred (100) responded questionnaires at a response rate of 80%. Relative importance index mean score analysis was used to analyze these factors and to determine the relative importance of the factors affecting the accuracy of cost estimate of preliminaries bill the following formulae was used. The study employed the use of mean score analysis as well.

### **3.6 Data Collection Instrument**

The instrument that was utilized by the analyst is questionnaires. The specialist hence created and utilized the survey to look for the perspectives of the respondents. The reason for this questionnaire was to discover the dispositions, practices, convictions of

the respondents. The researcher gave genuine idea to the wording of the instrument. This was done to guarantee that respondents answer dispassionately to the inquiries in the survey. The inquiries were both open ended and closed. In the open-ended question, the respondent's give foundation answers to questions, and to acquire elaborations and assess contentions. In closed ended question, respondents are compelled to pick between a few given choices.

Respondents were asked to rate in their view the objectives of the research on a scale of 1-5, as was provided in the questionnaires to be ticked and help identify these challenges by using highest as strongly agree and the lowest as strongly disagree.

### **3.7 Data Collection Procedures**

The conveyance of questionnaire to the population sample was done by the researcher, and gathered once again from them when finished. It was realized that a respondent utilized around 20 minutes to complete the questionnaires. In reacting to the inquiries, scores were distributed to each reacted question and later broke down to analyze test the expressed research questions. It however required the researcher to gather the information over a time of around two weeks.

### **3.8 Data Analysis**

Information gathered was done both on field research. The collected information was analyzing utilizing Statistical Package for the Social Sciences (SPSS) and Microsoft excel was used to analyze the individual responses. The mean score ranking and Relative Important Index (RII) in which,  $W$  = the weighting given to each cause by respondents, ranging from 1 to 5,  $S$  = the highest weight (i.e. 5 in the research),  $N$  = the total number of samples, where also used to do further analysis.

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

W is the weight given to each factor by the respondent and ranges from 1 to 5

A = 5 (highest weight)

N= 80 (the total number of respondents)

Relative Importance Index=RII

And these were the statistical tools used to run the analysis in achieving objectives of the research and they were also used to rank the factors given. Abdal-Hadi, (2010) stated that the relative index technique has used broadly by a number of researchers in construction research for determining attitudes with respect to surveyed variables. These ones were picked due to its fittingness in conveying plainly the outcomes made by the researcher and to accurately clarify the results of the investigation to all stakeholders.

### **3.9 Ethical Consideration**

The researcher guaranteed the respondents that the data got was kept secret and entirely for the examination reason. The respondents were additionally educated that they were allowed to partake or pull back from the examination at their choice.

### **3.10 Chapter Summary**

This chapter was towards coming out with the methodology and methods to be adopted for this study. A quantitative research approach was employed and primary data was source from the Ketu North Municipality. A population and sampling size were determined and purposive sampling technique and questionnaire was used to collect data from the workers of Ketu North Municipality.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND DISCUSSION OF RESULTS**

#### **4.1 Introduction**

This chapter focuses on the analysis of the data collected using the research questionnaires and discussion of the results from the analysis. It is divided into two sections or areas. The first section illustrates the statistic characteristics of the experimental research or research, covering the demographic data of the respondents. The second section/area of the chapter illustrate results and discussions which hang on the three (3) important research questions of the research in the chapter one. The examination concentrated on the 80 response from the Ketu North Municipality, with a response rate of 80%, thereby being satisfactory. Descriptive statistics were applied to deliberate on findings of the investigation with the help of Statistical Package for the Social Sciences (SPSS). The data is presented in the form of tables, frequencies percentages, graphs and pie charts where possible and in line with research design and objectives.

#### **4.2 Respondents Profile (Demographic)**

This section of the questionnaire involves questions pursuing basic information and some associated issues in order to provide detailed respondent characteristics. Data comprised the gender of respondents, age of respondents, the level of education of respondent, and the data also comprised the tenure of respondent which is the term or years which respondent has been doing this work. The importance of knowing the profile of the respondents is to help have assurance in the reliability of the collected data.

#### 4.2.1 Gender of respondents

**Table 4.1: Gender of respondents**

<b>Gender of respondents</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Cumulative percent</b>
Male	52	65.0	65.0
Female	28	35.0	100.0
<b>Total</b>	<b>80</b>	<b>100.0</b>	

**Source: (Field Survey, 2018)**

Table 4.1 shows the gender distribution of the significant number of respondents developed for the research. It shows that 65% of the respondents for the research were males, which indicate that more males were connected with the Municipality as compared to females who were 35%. This clearly expresses that there were a higher number of males than females considered for the assessment. Therefore, higher number of males responded to the questionnaire.

#### 4.2.2 Age of respondents

**Table 4.2: Age of respondents**

<b>Age of respondents</b>	<b>Frequency</b>	<b>Percent (%)</b>	<b>Cumulative percent</b>
Less than 25-29 years	12	15	15.0
Between 30-34 years	18	22.5	37.5
Between 35-39years	34	42.5	80.0
100years and above	16	20.0	100.0
<b>Total</b>	<b>80</b>	<b>100.0</b>	

**Source: (Field Survey, 2018)**

In addition to table 4.2 also clarifies that the research also examined the ages of respondents and in this way, the investigation result reveals that, 12 (15%) of the respondents were between the ages 25-29 years, 18 (22.5%) were between the ages of 30-34years, 34 (42.5%) were between the ages of 35-39 years. It can also be observed



that 16 (20%) of the respondents were in the ages 100 years and above. Taking this into account it establishes that majority of the respondents at the Municipality are the most active population who are in the age group of 35 to 39 and by this knowledge the research considered their views as considerable and legitimate in connection to the research.

#### 4.2.3 Level of education

**Table 4 3: Level of education**

<b>Level of education</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>	<b>Cumulative percent</b>
Certificate/Diploma	8	10.0	10.0
Bachelor's Degree	46	57.5	67.5
Master's Degree	12	15.0	82.5
PHD	4	5.0	87.5
Professional	10	12.5	100.0
<b>Total</b>	<b>80</b>	<b>100.0</b>	

**Source: (Field Survey, 2018)**

The research similarly had interest in the academic status of respondents and this is indicated in the table 4.3 thus, the examination result reveals that 46 (57. %) of the respondents had a First Degree followed by 12 (15%) who had a Master's degree, 10 (12.5%) acquired Professional qualifications, 8 (10%) have certificate/diploma and only 4 (5%) respondents with PhD as their highest level of education. These findings mean that respondents from the population under consideration were well knowledgeable to provide correct and detailed information. This additionally supported reliability of their responses. But generally, this shows that majority of the respondents are well educated and competent and they therefore gave concrete responses of their opinion on the research.

#### 4.2.4 Tenure of respondents

**Table 4.4: Tenure of respondents**

<b>Tenure of respondents</b>	<b>Frequency (N)</b>	<b>Percent (%)</b>	<b>Cumulative percent</b>
1-3years	6	7.5	7.5
4-6 years	10	12.5	20.0
7-9 years	26	32.5	52.5
9 years above	38	47.5	100.0
<b>Total</b>	<b>80</b>	<b>100.0</b>	

**Source: (Field Survey, 2018)**

In addition, the research looked into the number of years the respondents have been into this area of work and it is indicated in the table 2.4 that, 38 (47%) of the respondents had work over 9 years in the Municipality, 26 (32.5%) between 7-9 years and just less 6 (7.5%) had worked for 1-3years, an indication that the respondents are familiar with the administrations in the Municipality. In considering this we can say about half of the respondents had worked for over 10 years, additionally indicating that the respondents had worked for so many years and in this way, were in a position to give knowledgeable information to the research. These findings affirm that most of the respondents have been in the Municipality for long and possibly this will allow them produce more precise responses to support the reliability of the conclusions.

#### 4.3 Positive Impact of Stakeholders' Involvement in Project Monitoring and Control Practices

The respondents were offered with 5 factors which relate to aid increase the general efficiency of the project monitoring and control practices of project stakeholders. The results obtained from the analysis of different responses are presented in downward order of significance in Table 4.6.

**Table 4.5: Positive Impact of Stakeholders' Involvement in Project Monitoring and Control Practices**

Statement	Mean	Standard deviation	Rank
Monitoring and control of projects in different task	3.81	0.748	1 <sup>st</sup>
More prominent value creation for the institution through task achievement	2.84	0.719	2 <sup>nd</sup>
Project monitoring and control and project client	2.80	0.753	3 <sup>rd</sup>
Undertaking monitoring and control practice	2.61	0.562	4 <sup>th</sup>
Execution reports give data on the project execution	2.59	0.567	5 <sup>th</sup>

**Source: (Field Survey, 2018)**

In table 4.5 shows five (5) factors that were examined in order of importance and also show the effectiveness of project monitoring and control practices of project stakeholders at the municipality. Base on the findings and the results obtained from the questionnaires, it indicates that Monitoring and control of projects in different task was scored with the highest mean of 3.81 which implied that this factor becomes the most important when it comes to project management practice and project management performance. Respondents also ranked more prominent value creation for the institution through task achievement as the second most critical with the mean value of 2.84. The 3<sup>rd</sup> important factor had a mean score of 2.80 which was stated in the questionnaire as project monitoring and control and project client by offering restorative activity to the project stakeholders also had a mean of 2.61 was ranked 4<sup>th</sup> which was stated as Undertaking monitoring and control practice. The last mean was 2.59 which was ranked as 5<sup>th</sup> and was stated as Execution reports give data on the project's execution with respect to scope, plan, cost, assets, quality, and hazard, which can be utilized as contributions to different procedures.

Based on this we can establish that most of the respondents settled with the factor monitoring and control of projects can be of extraordinary significance to various players as it guarantees comparable undertakings are replicated somewhere else as observed in different task which can help and also know the level of effectiveness of project monitoring and control practices of project stakeholders in the municipality. This aligns with the work researched by (Curley et al., 2006).

#### **4.4 Extent Project Monitoring and Control Practices Affects Project Delivery**

The Table 4.6 shows the mean of the factors; of how project monitoring and control practices affects project delivery in descending order of significance, the ranking of the factor as indicated by 80 respondents who are also experts in the Ketu North Municipality.

**Table 4.6: Effects of project monitoring and control practices on project delivery**

<b>Statement</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Rank</b>
Monitoring and control of project, spending execution, plan execution and quality execution could prompt extend achievement in project delivery.	4.24	0.579	1 <sup>st</sup>
Overseeing partners, collaboration among individuals and monitoring and control practices of the task work are a portion of the key procedures used to deal with the venture work.	3.39	0.490	2 <sup>nd</sup>
Project management assumes a key part and guarantees appropriate basic leadership at different phases of undertaking life cycle, and results in convenient project delivery.	3.16	0.645	3 <sup>rd</sup>
Monitoring and control practices are relevant in management of project scope, time, cost, quality, human resources, communication and risks.	2.60	0.565	4 <sup>th</sup>
A good monitoring and control team is the one that has good stakeholders' representation.	2.26	0.545	5 <sup>th</sup>

**Source: (Field Survey, 2018)**

Table 4.7, indicate the respondent selected Monitoring and control of project, spending execution, plan execution and quality execution could prompt extend achievement in project delivery, as the most important factors that affects project delivery and this was ranked first (1<sup>st</sup>) with a mean score of 4.24. The second most important factor was ranked second (2<sup>nd</sup>) with a mean score of 3.39 as Overseeing partners, collaboration among individuals and monitoring and control practices of the task work are a portion of the key procedures used to deal with the project work. We can also deduce from the table that the third (3<sup>rd</sup>) ranked factor was Project management assumes a key part and guarantees appropriate basic leadership at different phases of undertaking life cycle, and results in convenient project delivery., which had a mean of 3.16, and this is followed by the 4<sup>th</sup> factor rated by the respondents which is Monitoring and control practices are relevant in management of project scope, time, cost, quality, human resources, communication and risks. Finally, respondents ranked that the factor; a good monitoring and control team is the one that has good stakeholders' representation as the last 5<sup>th</sup> with a mean of 2.26 that is to say the least many important factor.

Considering these findings, the research suggested that the factor that was ranked first which is monitoring and control of project, spending execution, plan execution and quality execution could prompt extend achievement in project delivery was chosen by most respondents which can affect the delivery of project and help in efficiency of project delivery. The result was supported by (Xin et al., 2009), when they mentioned monitoring and controlling as an important factor to project success.

#### 4.5 Challenges of Project Monitoring and Control Practices

These are factors on project monitoring and control practices challenges of project stakeholders. Table 4.7, below are the mean scores of all the 80 respondents as well as their scores. These factors are to help identify the challenges of project stakeholders in this research. The mean scores were computed for each factor.

**Table 4.7: The challenges stakeholders face in project monitoring and control**

NO	CHALLENGES	$\sum W$	Mean	$RII = \sum RII / (5 * N)$	RANK
1	Key stakeholders are not involved when clarifying scope, purpose, intended use, audience and budget for monitoring and control practices.	153	4.16	0.765	1
2	Stakeholders working on monitoring and control practices are not dedicated to the function.	153	4.01	0.765	1
3	Roles and responsibilities of monitoring and control practices personnel have not been specified at the start of the project.	152	3.63	0.760	3
4	Training needs are not regularly assessed at Ketu North Municipality with regard to monitoring and control practices	151	3.51	0.755	4
5	Training conducted Ketu North Municipality is usually not evaluated to permit revision of programs	147	2.81	0.735	5

**Source: (Field Survey, 2018)**

From the breakdown in the table 4.7 and from the table based on the results from respondents the Key stakeholders are not involved when clarifying scope, purpose, intended use, audience and budget for monitoring and control practices, was the highest challenges of project client in which this statement had a mean of 3.83 and also and RII of 0.765. Also, this statement had most strongly agreed (SA) as compared to the other factors. This supports and is consistent with the research fact by

(Mulwa, 2008), when he said, the key challenge to project monitoring is the lack of knowledge on the project by the stakeholders. These may include the scope of work, the aim of the project, the intended use and the cost involves. From the respondents the second statement chosen as a challenge of project stakeholders was Stakeholders working on monitoring and control practices are not dedicated to the function, and this statement had the same mean of 3.83 and also an RII of 0.765 as the first statement but the number of strongly agree (SA) chosen for this statement was lesser than the first statement.

#### **4.6 Chapter Summary**

The analysis and discussions of the results obtained from Field Survey were presented in this chapter. The authentication of credibility and reliability of the data retrieved was dependent on the background of the respondent analysed. The first objective of the research project; effectiveness of project monitoring and control practices of stakeholders was analysed using Mean Score. The second objective; effects of project monitoring and control practices on the delivery of a project was also analysed using the Mean Score, and Relative Importance Index was used to analyse the third objective: the challenges stakeholders face in project monitoring and control. Critical discourses or discussions were done on the results and findings, and consistency was established.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The research is intended to look at project monitoring and control practices of project stakeholders, using Ketu North Municipality as a case research. After the main introduction touched on the background to the research, the aim objectives, problem statement, scope and organization, chapter two presents thorough review of literature relevant to the research while the third chapter captured the methodology adopted for the research. Chapter four analyzed and discussed the data collected. With the above work done, this last chapter gives a summary of the research, makes conclusions and significant recommendations.

#### **5.2 Achieving Research Objectives**

##### **5.2.1 Objective 1**

To conduct a thorough literature review on examining the Positive impact of stakeholders' involvement in project monitoring and control practices in Ketu North Municipality. In attaining this objective, the research began with conducting a literature on project management theory, then a core literature which involved Project monitoring and control, Monitoring and control practices, Monitoring and control practices methodologies, Project lifecycle phases, monitoring and control practices and project achievement. In attaining the objective, the research first conducted a literature to identify some factors of which seven (7) factors were identified and (5) of them were structured into a questionnaire for respondents which were mainly experts in the Municipality to rate by agreeing or disagreeing. The respondents rated the factors in which Monitoring and control of projects in different task as the top most



and Project monitoring and control and project client as second most important, undertaking monitoring and control practice as third critical factor, which included more significant value creation for the institution through task achievement and Execution reports give data on the project execution as fourth and fifth and this helped in achieving the aim of the research.

### **5.2.2 Objective 2**

To what extent, project monitoring and control practices affects project delivery in the Ketu North Municipality. The second objective was satisfied by the set of knowledge from the literature conducted; and was designed with identifying some factors in which respondents were ask to agree or disagree in helping to determine how project monitoring and control practices affects project delivery. Mean score raking was used to analyze the data base on the respondents rating. After the analysis it resulted that Monitoring and control of project, spending execution, plan execution and quality execution could prompt extend achievement in project delivery, Overseeing partners, collaboration among individuals and monitoring and control practices of the task work are a portion of the key procedures used to deal with the venture work, Monitoring and control practices are relevant in management of project scope, time, cost, quality, human resources, communication and risks, Project management assumes a key part and guarantees appropriate basic leadership at different phases of undertaking life cycle, and results in convenient project delivery, A good monitoring and control team is the one that has good stakeholders' representation and this was in downward order respectively.

### **5.2.3 Objective 3**

The challenges stakeholders face in project monitoring and control in Ketu North Municipality. With background knowledge from the literature, a structured questionnaire which involved factors that help to identify project monitoring and control practices challenges of project stakeholders in which comprised of (5) five crucial factors. In this objective the Relative important index (RII) was used to analyze the data. And per the rating of the respondents it was observed that Key stakeholders were not involved when clarifying scope, purpose, intended use, audience and budget for monitoring and control practices, Stakeholders working on monitoring and control practices are not dedicated to the function. Roles and responsibilities of monitoring and control practices personnel have not been identified at the start of the project, training needs are not regularly assessed at Ketu North Municipality with regard to monitoring and control practices, training conducted in the Ketu North Municipality is usually not evaluated to allow revision of programs. And these helped and contributed in achieving the aim of the research.

### **5.3 Summary of Findings**

Based on the three specific research objectives, the research showed that undertaking monitoring and control practice increased the value of the general effectiveness of project arranging, administration and execution by offering restorative activity to the project stakeholders. It was also observed that more thorough project monitoring and control of the ventures accomplished more prominent value creation for the institution through task achievement. The data analyzed confirmed that execution reports provided data on the project's execution with respect to scope, plan, cost, assets, quality, and hazard, which could be utilized as contributions to different procedures.

The findings also showed that monitoring and control of projects was of extraordinary significance to different players as it guaranteed comparable undertakings were reproduced somewhere else as observed in different task. It was found out that project management assumed a key part and guaranteed appropriate basic leadership at different phases of undertaking life cycle, and resulted in convenient project delivery. It was gathered that monitoring and control of project, spending execution, plan execution and quality execution prompted extended achievement in project delivery. It was discovered that overseeing partners, collaboration among individuals and monitoring and control practices of the task work were portion of the key procedures used to deal with the venture work. It was found out that monitoring and control practices were relevant in the management of project range, time constraint, budget, and quality of execution, resources, communication and hazards. The findings confirmed that stakeholders working on monitoring and control practices were not dedicated to the function and that the roles and responsibilities of monitoring and control practices personnel have not been specified at the start of the project. It was also evident from the research that the training needs were not regularly assessed at Ketu North Municipality with regard to monitoring and control practices and also usually not evaluated to permit revision of programs. Additionally, more often than not some key stakeholders were not involved when clarifying scope, purpose, intended use, audience and budget for monitoring and control practices.

#### **5.4 Conclusions**

It was concluded that execution reports provided data on the project's execution with respect to scope, plan, cost, assets, quality, and risk, which was utilized as contributions to different procedures. The research deduced that monitoring and

control of project, spending execution, plan execution and quality execution prompted extended achievement in project delivery. Further, overseeing partners, collaboration among individuals and monitoring and control practices of the task work were portion of the key procedures used to deal with the venture work. At the end of the research, the following three (3) specific objectives were achieved. The research concluded that notwithstanding the many benefits that can be obtained monitoring and control practices was relevant in management of project scope, time, cost, quality, human resources, communication and risks, most technical experts, and project users from the survey training needs were not regularly assessed at Ketu North Municipality with regard to monitoring and control practices and the training conducted Ketu North Municipality was usually not evaluated to permit revision of programs. Additionally, more often than not some key stakeholders were not involved when clarifying scope, purpose, intended use, audience and budget for monitoring and control practices.

## **5.5 Recommendations**

The research recommends to Ketu North Municipality, the following consideration:

The research recommends that frequent training programs should be organize for technical experts and project users within the municipality to ensure they understand the monitoring and control practices relevant to their fields of endeavor. There must be lots of project management exercise with focus on equipping employees with skills, thereby increasing proficiencies in the use of various project management tools and resources.

The Municipal Assembly should boost the achievement of project and categorized objectives and give a more prominent assertion to stakeholders that resources are being overseen adequately. The Municipal Assembly should improve the capacity of

technical experts and project users through the managing, monitoring and controlling the projects undertaken by the Municipal Assembly. This will improve efficient and effective application of Project Management tools and skills.

The Municipal Assembly's push to lawfully guarantee the use of monitoring and control practices, Project Management devices and methods can serve as a vehicle for realizing competitive advantage. It can constitute a brilliant preparing ground for employees as an effective means for achieving competitive projects executions.

### **5.6 Limitations of the Research**

As with every research survey there are bound to be limitation which needs to be resolved. In this research there were some limitations that caused certain inconveniences during the survey. Meeting with the targeted staffs of the municipality involved some procedures which hindered getting the targeted sample size. Therefore, the sample used for the research cannot be considered to be enough. Also a few of the questionnaires were not returned by the respondents and have to do without its due time constraints.

### **5.7 Future Research**

The research conducted covered the stakeholders, head of departments and units. There is a need for this to be extended by taking samples from other regions in Ghana. Also, further researcher can focus on breaching the gap between success achieved in the theory and practice of project management.

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## **APPENDIX**

### **Questionnaire**

**Kwame Nkrumah University of Science and Technology,**

**Kumasi, Ghana, Institute of Distance Learning**

#### **Impact of Stakeholders Participation in Project Monitoring and Control**

#### **Practices on Project Performance: A Case Research of Ketu North Municipality**

**Dear Participant,**

I am a post-graduate student from the above university carrying out a research on the project monitoring and control practices of project stakeholders, using Ketu North Municipality a case research. You are requested to be as honest as possible when answering this questionnaire. The information gathered with this questionnaire is wholly for academic purpose. Please tick the alternative information that is most appropriate and will take 5-10 minutes to respond to these questionnaires. Thank you for participating in my research.

#### **Section A: Demographic Data**

1. Gender

- a. Male [ ]    b. Female [ ]

2. Age

- a. Less than 25-29years [ ]  
b. 30-34years [ ]  
c. 35-39years [ ]  
d. Above 100 years [ ]

3. What is your academic qualification?

- a. Professional certificate [ ]
- b. Diploma certificate [ ]
- c. HND [ ]
- d. Bachelor's Degree [ ]
- e. Master's Degree [ ]
- f. Others (please kindly specify) .....

4. How long have you been working at the Municipality?

- a. 1-3 Years [ ]
- b. 4-6years [ ]
- c. 7-9years [ ]
- d. 9 years and above [ ]

**Section B: Effectiveness of project monitoring and control practices of project stakeholders**

Please indicate the extent to which you agree or disagree with the following factors.

Answer by ticking (✓) only one answer in each case. Use the scales below as a guide.

**Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly disagree (SD)**

	Questions	SD	D	N	A	SA
6.	Undertaking monitoring and control practice increases the value of the general effectiveness of project arranging, administration and execution by offering restorative activity to the project stakeholders					
7.	More thorough project monitoring and control of the ventures accomplish more prominent value creation for the institution through task achievement.					
8.	Execution reports give data on the project's execution with respect to scope, plan, cost, assets, quality, and hazard, which can be utilized as contributions to different procedures.					
9.	Monitoring and control of projects can be of extraordinary significance to different players as it guarantees comparable undertakings are reproduced somewhere else as observed in different task.					
10.	A powerful project monitoring and control is a noteworthy supporter of project client.					



**Section C: How project monitoring and control practices affects project delivery**

**Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly disagree (SD)**

	Questions	SD	D	N	A	SA
11.	Project management assumes a key part and guarantees appropriate basic leadership at different phases of undertaking life cycle, and results in convenient project delivery.					
12.	Monitoring and control of project, spending execution, plan execution and quality execution could prompt extend achievement in project delivery.					
13.	Overseeing partners, collaboration among individuals and monitoring and control practices of the task work are a portion of the key procedures used to deal with the venture work.					
14.	Monitoring and control practices was relevant in management of project scope, time, cost, quality, human resources, communication and risks.					
16.	A good monitoring and control team is the one that has good stakeholders' representation.					

**Section D: Project monitoring and control practices challenges of project stakeholders**

**Strongly agree (SA), Agree (A), Neutral (N), Disagree (D), Strongly disagree (SD)**

	Questions	SD	D	N	A	SA
17.	Stakeholders working on monitoring and control practices are not dedicated to the function.					
18.	Roles and responsibilities of monitoring and control practices personnel have not been specified at the start of the project.					
18.	Training needs are not regularly assessed at Ketu North Municipality with regard to monitoring and control practices.					
20.	Training conducted Ketu North Municipality is usually not evaluated to permit revision of programs.					
21.	Key stakeholders are not involved when clarifying scope, purpose, intended use, audience and budget for monitoring and control practices.					

THANK YOU