

**BARRIERS TO IMPLEMENTATION OF PROJECT MONITORING AND
EVALUATION: A STUDY OF CORPORATE SOCIAL RESPONSIBILITY
PROJECTS OF LARGE ORGANISATIONS IN THE WESTERN REGION**

By

Mensah Abraham
(B.Sc. Psychology)

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DECLARATION

I hereby declare that the research thesis entitled “Barriers to Implementation of Project Monitoring and Evaluation: A study of Corporate Social Responsibility of large Organisations in the Western Region” is an authentic record of my own work carried out as a requirement for the award of a Master’s Degree in Project Management, and that to the best of my knowledge, contains no material previously published by another person, or has been submitted and accepted for the award of any other degree of the University, except where due acknowledgment has been made in the thesis.

Abraham Mensah
(PG5325818)

.....
Signature

.....
Date

Certified by:

Prof. Bernard Kofi Baiden
Supervisor Signature

.....
Date

Certified by:

Prof. Bernard Kofi Baiden
Head of Dept. Signature

.....
Date

ABSTRACT

Project Monitoring and Evaluation has become a central element in project management, and indeed a useful endeavor that ensures and enhances the success and impact of an intervention. However, the implementation of an effective Project Monitoring and Evaluation in organizations have been with some critical impediments. These challenges render the implementation of Project Monitoring and Evaluation ineffective and consequently affect the success of the project. This study seeks to identify the major barriers to Project Monitoring and Evaluation in the execution of Corporate Social Responsibility projects by large corporations in the Western Region. A survey was conducted to collect quantitative data with the use of a simple closed ended questionnaire. A sample of 34 people participated in the study. Descriptive statistics such as frequencies and one sample t test were employed to analyze the quantitative data. Findings from the study revealed that the absence of a Monitoring and Evaluation policy, and budgetary constraints are significant barriers to the effective implementation of Project Monitoring and Evaluation. Factors that were considered to have an influence in the implementation of Project Monitoring and Evaluation were mainly, finance and staff capacity of the performing organization. The existence of these barriers in Project Monitoring and Evaluation pose a significant threat to the success of the project. Performing organizations will fail to provide evidence of an intervention if these barriers are not resolved. Addressing these barriers would offer the project team and performing organization a positive edge to enhance outcome and impact.

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ACRONYMS

BOPP	Benso Oil Palm Plantations
CoP	Communities of Practise
GNPC	Ghana National Petroleum Corporation
GSS	Ghana Statistical Service
IFRC	International Federation of Red Cross and Red Crescent Societies
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organisations
RSB	Regional Spatial Business
RTEs	Real Time Evaluations
SPSS	Statistical Package for the Social Sciences
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

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DEDICATION

To my family and friends that supported me throughout my studies, I dedicate this work to you. It's been just by His grace.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The usefulness of an effective Monitoring and Evaluation (M&E) system in project management cannot be underestimated. The two are often viewed as related, they are distinct in function; and provides useful data to guide decisions on the progress and impact of a project.

In development work, monitoring and evaluation have become an intricate and a requirement in providing evidence of change from an intervention or project. However, most organizations are without a properly designed and structured monitoring and evaluation system and often risk losing sight of value for their investments.

In practice, Project Monitoring and Evaluation need to be integrated into project planning, implementation and management decisions and systems. Unfortunately, many projects only get around to thinking seriously about M&E after they have conducted a baseline studies and are well advanced in the process of project planning and stakeholder engagement, or are even about to commence implementation. (Smith et al, 2015).

As argued by Yahootkar and Gil (2011), a successful project is characterized by the development and implementation of monitoring and evaluation systems. Stead and Stead (2003) as cited in Tache (2011), posited that timely and responsive actions could be taken by project managers and or the Project Management Team, through an efficient feedback system developed alongside Monitoring and Evaluation at the pre-project stage.

Corporate Social Initiatives or Responsibility have become an outstanding feat in community development and sustainability. Globally, investments in this have been

rising exponentially as the concept has been integrated into organization strategic plans and policy.

It has been reported that Fortune Global 500 companies' combined Corporate Social Investments budget in 2013, amounted to 19.19 billion US dollars (UNESCO and Varkey Foundation, 2015).

Given the dynamics, interest and relevance of such investments to organisations and society, Singh et al, 2018, forecasted that the volumes would grow substantially in the coming years. For a developing country like Ghana, one would have expected a national CSR framework that could be adapted by organizations for any projects they embark on. The existence of such a framework would enhance business success, create opportunities for sustainability, while ensuring responsive and accountable management of resources.

This drive for sustainable community and business development requires that organizations be prepared and able to monitor progress and evaluate the impacts of their investments or initiatives (Singh et al, 2018).

In a review of literature on CSR initiatives taken over the past years by some organizations, Sing et al (2018) posited that organizations encounter challenges in ensuring a sustainable social development with its CSR policy and program design, are often without an effective Monitoring and Evaluation. It is argued that that often the approach taken by organizations in the practice of M&E is characterized by certain challenges (OED, 2001; Aravosis et al, 2006; Lennie and Tacchi, 2013), mainly resource and capacity wise.

1.2 Problem Statement

The concept of Project Monitoring and Evaluation is new and in some occasions (Crawford and Bryce, 2010) have not been fully integrated into the operations or projects of organisations in Africa. Organizations have differing perspectives and motivation for pursuing an M&E system in the implementation of projects. Studies have shown that most organisations see no need for monitoring and evaluation unless it's being enforced by donor demand (Behrens and Kelly 2008; Carman and Fredericks 2008; Hendricks, et al 2008; Porter & Goldman 2013), as a result of strong internal pressures (Kusek and Rist 2004), or a need to provide evidence of value for money (Hauge, 2001) in all project resource utilization or expenditures.

To some other organizations, an integrated M&E system is borne out of a need to enhance institutional capacity (Bornstein 2003, 2006; Mackay 2006; May et al. 2006; Mosse and Lewis 2005; Newcomer 2004) and increased need for organizational learning (Chen 2005). Besides these determinants or justifications for the inclusion of an M&E system in project management, organizations often treat them as complementary or regarded separately of project management function (Pollack, 2007). These shortcomings makes projects and performing organisations vulnerable to risks and failures. There are often considered as limitations, and organisations tend to lose sight of it or deliberately ignore them for some reasons.

Taking cognizance of these empirical findings, is it conclusive to say the least, that these traits are generic to all forms of organizations? How do organizations approach M&E practice to ensure project success?

1.3 Aim of the Study

The aim of this study is to identify the major barriers to M&E practice by large organisations in the Western Region.

1.4 Objectives of the Study

The specific objectives of this study are:

1. To examine critical factors that inform M&E practice in project implementation among organizations
2. To assess the extent to which organizations operationalize M&E system in their Corporate Social Responsibility projects
3. To highlight other factors that hinder or limit the adoption and practice of project monitoring and evaluation by large companies in the execution of Corporate Social Responsibility Projects.

1.5 Research Questions

Based on the objectives set for the study, the underlying questions are being triggered to solicit valuable data to inform policy development and implementation at the organizational level, in the practice of M&E.

1. What are the critical factors that inform M&E practice by organizations during project implementation?
2. To what extent do organizations operationalize their M&E systems in Corporate Social Responsibility projects?
3. What factors hinder or limit organizations to adopt or practice an effective M&E system along their Corporate Social Responsibility Projects?

1.6 Scope

This study assessed capacities and readiness of organizations at incorporating Monitoring and Evaluation systems into project implementation of Corporate Social Responsibility projects. It highlighted common barriers or challenges organizations face in the adoption or implementation of M&E in the execution of Corporate Social Responsibility projects. For the purpose of this study, and for a better understanding into the subject matter, a fair representation of large companies in the oil and gas industry, banking, agriculture, mining, construction, artisanal, telecommunication, transport, NGOs/Civil Society among others was considered. These organizations included multinationals and locally established ones in the Western Region.

1.7 Justifications

Institutions as a matter of need given the rather changing and complex environment within which they operate have realized the importance of M&E systems to the sustainability of projects and programs and to a larger extent their survival. An understanding into their capacity and readiness to adopt M&E provides direction in tailoring strategies or models specific to the needs of organizations.

Some Communities of Practice (CoP) have emerged to champion the integration of M&E in organizations both public and private, so as to enhance impact and support institutional growth. Findings from this study provides valuable recommendations to enhance implementation of Monitoring and Evaluation systems. It also adds knowledge in academia.

1.8 Limitations

The study encountered some threats of organization bureaucracies with data collection, financial and time resources. Albeit, the researcher manages to gather the required data within a speculated time of one month

1.9 Organization of the Study

This study is organized into five chapters. The first chapter begins with an introduction; which provides a brief background of the study. Chapter two of the study provides a review of relevant literature on the topic including definition of Project Monitoring and Evaluation, and Corporate Social Investments. It also draw on some empirical studies taken on organizations that had sustained a culture for integrating M&E systems into project implementation and operations. Chapter three of the study deals with the research methodology, while Chapter four covers the analysis of data gathered and present useful discussions of results. Chapter five summarizes findings, offer recommendations and conclusion to the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter considers various but relevant literature to the field of study. It provides definitions to key concepts including Project Monitoring and Evaluation, and its typologies, and relates to execution of Corporate Social Investments.

It highlights critical findings from both academia and industry with the adoption and integration of Monitoring and Evaluation systems, and results that comes out of it.

2.2 Definition of Project Monitoring and Evaluation

Quite often the two; Monitoring and Evaluation (M&E), are viewed as synonymous the fact in both concept and practice is that they are distinct. Their functions differ from each other, yet compliments each other to enhance project performance and success.

As a business strategy and a requirement to project management profession, M&E needs to be integrated into planning and execution. Project Monitoring and Evaluation, as argued earlier, need to be a key component of project planning, and as a strategic measure must be performed along project implementation and management systems. For which reason, project managers are advised to be critical of processes and context within which Monitoring and Evaluation is executed.

The two, guide project managers, sponsors and stakeholders take informed decisions about a project's continuity, sustainability or otherwise. Just as argued by Chong and Suryawati (2010), establishing monitoring control could prevent project managers' tendency to continue a failing or an unprofitable project.

According to Maalim et al, (2017), the need for effectiveness and delivery of greater results calls for improvements in undertaking monitoring and evaluation practices in projects.

Kusek and Rist (2010) as cited by Maalim et al, (2017) explained that the activity of monitoring is concerned with regularly having a check of whether or not an intervention is rolling on as planned while evaluation is concerned with establishing the worth of an intervention.

Monitoring and Evaluation provide critical support to project implementation by providing requisite details for decision making, supporting knowledge sharing and organizational learning (IFRC, 2011), and provides needed feedback to policy implementers on economic development and policy interventions (Mugo and Oleche, 2015).

2.2.1 Project Monitoring

Monitoring is defined in simple terms as a process that provides useful information for project managers and or performing organizations to assess the effect and impact of an intervention. Project Monitoring is aimed at determining whether or not objectives set out by the project have been met or otherwise.

In essence, Project Monitoring serves as good management tool which provides continuous feedback on an intervention or project implementation, and thus support the identification and management of potential success factors and constraints.

Organizations however have several and differing motives for undertaking monitoring on their projects (and for this study includes Corporate Social Investments). The

International Federation of Red Cross and Red Crescent Societies (IFRC) Project or program monitoring and evaluation (M&E) guide (2011) provides the following classification of Project monitoring based on the information needs of organizations

- **Results monitoring:** This approach to project monitoring, prioritizes the tracking of effects and impacts of the project. It concerns itself with determining if a project or program is within target in terms of realizing intended results as well as unintended impact.
- **Process (activity) monitoring** only tracks the utilization of project resources and progress of activities undertaken in fulfilment of intended objectives or outputs. It is often conducted in conjunction with compliance monitoring and feeds into the evaluation of impact.
- With projects that emphasizes more on compliance- especially with donor regulations and expectations, industry regulations and ethics, grant and contracts, and legal provisions, a **Compliance monitoring** is observed.
- In circumstances, a project is monitored or tracked for variations in context or environment where the project is being undertaken, especially when certain risks and assumptions that underpin the project is affected. It may also respond to any unexpected considerations that arises. This type of project monitoring is termed as **Context Monitoring**.
- **Beneficiary monitoring** concerns itself with tracking the varied perceptions of project beneficiaries. Of interest to this approach of monitoring is the beneficiaries' satisfaction and or complaints. The level and quality of participation and inclusion, and their experience of change or impact is also considered in this approach.

- With projects that concerns itself with tracking cost and financial resource management, a **Financial monitoring** is considered. This approach tracks cost of the project by analyzing input and activities executed within budget or expenditure ceilings. In recent times where organizations places more emphasis on value for money, a financial monitoring can never be underrated. It is often conducted in conjunction with compliance and process monitoring.
- Another approach to project monitoring is **Organizational monitoring**. This approach is premised on the fact that project implementation need to support institutional development and capacity building, and assess opportunities for sustainability. It is often infused into the larger monitoring process of the organization.

Sadler and Davies (1998) as cited by Tache (2011) proposed three main types of monitoring; Baseline Monitoring, Impact Monitoring and Compliance Monitoring. Reeve (2002) explained that Baseline Monitoring, assesses the socio-economic and environmental variable prevalent at the project inception stage and commits to identifying conditions, variations and other change processes.

The second category is regarded as Impact Monitoring. This category focuses on quantifying the social and environmental factors prevailing at the Project development and implementation phases, and as well determines changes resulting from an intervention.

Wiersma (2004) as cited by Tache (2011) detailed that monitoring could take the form of a periodic or continuous measurement of level of compliance to different economic or social parameters. This category, is termed **Compliance Monitoring**.

2.2.2 Project Evaluation

Evaluation is an assessment, as systematic and objective as possible, of an ongoing or completed project, program or policy, its design, implementation and results. Its aim is to highlight the relevance and fulfilment of project objectives, whilst enhancing developmental efficiency, effectiveness, impact and sustainability of the intervention or project. The IFRC (2011) noted that project evaluation should provide credible and useful information, and thus support the incorporation of lessons learned into strategic decision making for both recipients and donors.

Rogers and Williams (2006) posited that evaluation contributes to practice improvement but must invariably involve stakeholders who are expected to use the information. They justified that target beneficiaries or audience and purpose of the evaluation determines the approach and method to be employed by the project team for its project evaluation.

The information requirements, methodologies or approach taken and persons who conduct the evaluation determines the type of evaluation employed by organizations. The IFRC Project/Program Monitoring and Evaluation Guide (2011) outlines three main typologies of evaluation;

According to Evaluation timing:

- Formative evaluation occurs during project implementation, and is aimed at improving project performance, and assesses compliance to regulations, requirements, etc.
- Summative evaluation on the other hand is undertaken at the close or end of the project to determine its effectiveness and impact.
- In some organizations the approach is to conduct evaluation in the typical formative style but midway through the project life.

- Final evaluations: It provides a summary report on the project or program with respect to the objectives or results realized, and is taken at project completion.

According to who conducts the evaluation:

- Internal or self-evaluations: Organization implementing a project or program takes the responsibility to conduct an evaluation of itself or of the project or program its implementing.
- External or independent: This form of evaluation is conducted by evaluators outside the implementing team or organization. Independent Evaluation lends itself to a higher degree of objectivity and technical expertise, and thus assures of outcomes that are more credible than internal evaluation approach.

According to evaluation technicality or methodology:

- Real-time evaluations (RTEs) is undertaken as the project progresses and it provides immediate feedback to project managers or team to effect modifications that will guide decisions for implementation improvements. RTEs places emphasis on immediate lessons learnt than impact evaluation or accountability. They are particularly useful during emergency operations.
- Meta-evaluations are used to assess the evaluation process itself. It provides valuable data about evaluation tools employed and thereby inform the selection of future evaluations. To some extent, it combines evaluation results, and ensures that organizations comply with evaluation policy and good practices and other requirements.

2.3 Corporate Social Responsibility

The terminology; Corporate social responsibility, has been given different definitions by scholars and industries. Corporate Social Responsibility (CSR) is commonly described by its promoters as aligning a company's activities with the social, economic and environmental expectations of its stakeholders. Corporate Social Responsibility (CSR) is known by a number of other names: corporate accountability, corporate ethics, corporate citizenship, sustainability, stewardship, triple bottom line and responsible business. There exist substantial research on CSR yet it lacks conceptual clarity (Tawiah-Amponsah and Dartey-Baah, 2011; Jackson and Hawker, 2001). However, the most comprehensive definition is that provided by Carroll (1983); “Corporate Social Responsibility involves the conduct of a business so that it is economically profitable, law-abiding, ethical and socially supportive”

This definition highlights three areas of interest to CSR (Elkington, 1994); economic, social and environmental. Alexander Dahlsrud (2008) analyzed 37 definitions of the terminology and identified five main areas of CSR: environmental, social, economic, stakeholders and voluntariness. From his study, four out of five interest areas were emphasized in 80 percent of the definitions. About 97 percent of the definitions analyzed identified three of the five key areas of interest.

2.4 Making M&E Central to CSR projects

Narratives around the concept of Corporate Social Responsibility (also known as Corporate Conscience, Corporate Citizenship, Social Performance or Sustainable Responsible Business) have been diverse but specifically and simply connotes a form of corporate self-regulation integrated into a business model. As described by Rionda (2002),-Corporate Citizenship; implies that organizations should be a good neighbor to

the communities that are affected by their presence or operations. The rationale behind CSR by organizations are varied, and may be borne out of moral obligation, sustainability, license to operate, and reputation (Tharp and Chadhury, 2008). CSR has been a widely promulgated business orientation among corporations or larger organizations, and learning have been enormous in that regard across the globe.

The Ghanaian Corporate sector has over the past decades championed CSR projects in an attempt to; enhance brand image, compliment government's effort in developing countries and impact the lives of communities or people they serve. A great deal of responsibility have been demonstrated by both local and multinational companies such as Goldfields Ghana Limited, Aker Energy, GNPC, BOPP, SOCFINAF, just to mention a few to support local and sustainable development through their corporate social investment program or projects.

Millions are pumped into these projects yet, as argued to be a global phenomenon, organizations have no or little motivation to undertake M&E due to financial constraints, capacity challenges, poor technology, and expertise among others.

Lennie and Tachi (2013) have stressed that improving and sustaining evaluation capacities often present particularly difficult challenges for organizations based in developing countries, because they are often time constrained, capacity and resources are poor. For donor funded projects, monitoring is made added to key requirements for the projects they finance, in order to have a full control on their investment (Tache, 2013)

In all these shortcomings, it is established that monitoring and evaluation of development activities enhances organization learning, improves service delivery and performance.

Prassad and Sampath Kumar (2011) stressed that a systematic planning and optimization of organization resources is guaranteed with an effective M&E system, while evidence of results and impact is generated as part of accountability to project stakeholders.

As CSR have become a prominent feature of corporations' contribution to sustainable development of communities, investigations have been triggered to validate reports as presented by them. These checks and balances are of interest to project stakeholders (internal and external), and as much must be prepared to be able project team monitor progress and evaluate the impact of an intervention or program so as to make objective conclusions on its sustainability (Sing et al, 2018).

Learning from the relevance of having in place an M&E system, some organizations have taken a deliberate action to establish specialized units or offices to perform M&E functions. This notwithstanding, the process is fraught with some flaws. Sing et al (2018) highlighted some deficiencies among organizations in terms of assessing readiness and capacity of CSR initiatives to effectively monitor and evaluate impact, and as well continuously assess lapses in the design of CSR projects and implementation.

The worst of it, as a result of these lapses, is that companies are unable to identify and implement remedial measures to correct these flaws and ensure effectiveness, enhance impact and sustainability of outcomes from their CSR projects or interventions.

2.5 Organizational Approach and Capacities to perform M&E

Literature in this is rare, however studies taken in other parts of the world like Canada, New Zealand, Scotland, and Switzerland, and other developing countries such as Uganda and Ghana, reveals a deliberate policy action taken to institutionalize M&E (Mayne, 2015; World Bank, 2001).

Three major approaches to monitoring and evaluation could be identified, as far as project or program management is concerned, with each having its own principles, methods and tools that are employed, to contribute to innovation and change.

However they differ largely, (Merlo, 2011) in their vision on reality, the on-going process, and results and to a greater extent how it supports, manages or adjust to these processes.

Result-oriented approach: This approach to project monitoring and evaluation emphasizes result-oriented monitoring and evaluation- thus, concerns itself with measuring the extent to which anticipated results or objectives and subsequent interventions have been achieved. Logical Frames or Logic Charts or Theory of Change, have been cited as planning methods that suits this kind of M&E. (Davies 2002).

Constructivist Monitoring and Evaluation Approach: The assumption is that people are the main drivers behind the development of innovation and social change processes. Guba and Lincoln (1989) as cited by Mierlo (2011), said that this approach strives on interaction and negotiation. The approach, according to them, concedes to the mutual understanding and exchanges in experiences that culminates in supporting collective learning and change. In essence, the approach emphasizes on monitoring and evaluation of the progressive collective learning processes of an organization. Methods such as Most Significant Change (Davies and Dart, 2005), Responsive Evaluation (Abma and Widdershoven, 2005), and Learning Histories (Kleiner and Roth, 1997), are best examples of constructivist Monitoring and Evaluation methods.

Reflexive approach: This is a combination of collective learning and results oriented approaches to an organization's learning and institutional change. In Mierlo's (2011) view, the reflexive approach takes on a constructivist approach yet in more advanced level. It assumes that system innovation can only take place only when the institution in

which a practice had perpetuated, changes (Mierlo, 2010). What this means is that performing organizations must be guided by the learnings in practicing M&E to inform policy actions and organization culture and change process.

However the decision to use a particular method (Van Mierlo, 2011), is dependent on the nature of project, the context within which it's being implemented, and the objectives of the Monitoring and Evaluation system. According to a KPMG International Development Assistance Services (IDAS) practice survey (2014) there is no clear consensus on the M&E approach taken by organizations.

These approaches to M&E must take into critical consideration capacities of organizations and their desire to learn from best practices. Lennie and Tacchie, 2013, have argued based on some empirical studies that improving and sustaining evaluation capacities often present some challenges for organizations based in developing countries (such as Ghana) due to time constraints, capacity and resource deficiencies. It is worth mentioning that capacity alone nor approach could neither guarantee project success. The World Bank Operations Evaluation Department Working Paper (2001) underscored that capacities; skills, staff and logistical resources are not enough to guarantee an effective M&E system. The report warns of an isolated approach to capacity building in an attempt to enhance M&E systems and implementation.

In that regard, these capacity requirements are to be treated in the context of the institution, organizational culture and values so as to enhance its relevance and impact. In effect it is recommended that they are integrated into policies and systems indigenous to the performing organization.

2.6 Factors influencing Organisational Practice of Monitoring and Evaluation

The implementation of Project Monitoring and Evaluation is being influenced by a range of factors. The factors determine how organisations adopt Project Monitoring and Evaluation practices. As argued by Project Managers, organisations require that a budget is dedicated to finance Monitoring and Evaluation, and staff capacity built to enable them undertake effective monitoring and evaluation (Watiti, 2018). Naidoo (2011) suggested that the provision of financial support and strengthening Monitoring and Evaluation teams in organization, is testament to a good corporate governance, as the team will add value to the organisations' operations.

This is to say that; the technical capacity and professional experience of the performing organization in project monitoring and evaluation cannot be underrated. Defining the appropriate tool and approach to conduct Monitoring and Evaluation comes with a degree of skill and expertise. Vanessa and Gala (2011) as cited by Ooko, et al (2018) stressed that these qualities can hugely impact on the process and results of monitoring and evaluation. Having a Monitoring and Evaluation budget, delineated within the overall project budget gives credence to the significance of monitoring and evaluation in project management.

Another factor that influences the practice of Monitoring and Evaluation is the attitude organizations have for satisfying or meeting stakeholders' expectations. Monitoring and Evaluation is a powerful tool in ensuring transparency and accountability for the distribution and utilization of resources to stakeholders and other beneficiaries where a project is being executed (Victor and Oteino, 2017). As much as organisations can, monitoring and evaluation need to be more participatory with communities. According to Nyakundi (2015) Monitoring and Evaluation processes must be identified in a

participatory manner so as to reflect on the diverse needs of the community, stimulate interest project implementation, monitoring and evaluation.

In all, the successful implementation of Project Monitoring and Evaluation rest with adherence to organisational policy on Monitoring and Evaluation. The Monitoring and Evaluation Policy gives clarity and provides a common understanding with respect to Monitoring and Evaluation. It provides a framework that guides how, when and as well assign responsibilities for the implementation of Monitoring and Evalaution.

A good Monitoring and Evalaution framework explains how projects should work by outlining steps needed to achieve results. Guijt (2009) underscored the significance of having a Monitoring and Evaluation framework as it provides for the budgeting and allocation of technical expertise, and as well informs donors, partners and project management on its implementation.

2.7 Impediments to Effective Implementation of Monitoring and Evaluation

The practice of M&E, globally has been hit with several challenges. According to Tengan and Aigbavboa (2016), the kind of measures adopted and the quality of attention paid to the practice of monitoring and evaluation, are influential factors or triggers of these barriers. Others have also argued based on empirical studies that a major barrier to M&E implementation or practice is the lack of institutional capacity (Bohn, 2009; Lennie and Tachi, 2013). Building an adequate supply of human resource capacity is critical for the sustainability of the M&E system and generally is an ongoing issue (Acevedo et al, 2010). It needs to be recognized that “growing” evaluators requires far more technically oriented M&E training and development than can usually be obtained with one or two workshops. This training is not limited to new staff on the project but even those with

extensive experience in M&E should be trained on the specific objectives, tools, and protocols for each M&E activity to ensure that there is consistency and quality (CRS, 2012).

It is critical to note that the institutional and or individual/staff capacity to undertake an M&E determines the effectiveness and success of the monitoring plan. It is therefore sufficient and valid to conclude that weak institutional capacity is an impediment to an effective and successful project monitoring and evaluation. Mackay (2007) as cited by Kioko et al (2018) argued that a highly trained M&E staff is a necessity for effective M&E activity.

Tengan and Aigbavboa (2016) also identified that the limited resources and budgetary allocations made in respect of monitoring and evaluation in organizations is another barrier to its effectiveness.

Apparently, the lack of investment in monitoring and evaluation accounted for the implementation challenges in most projects. As such it is recommended that 5 to 10 percent of the total budget (Kelly and Magongo, 2004) be allocated for project M&E. This has been emphasized in literature and practice of M&E; that deliberate investments in M&E be given the recognition it plays in project management (Gyorkos, 2003; McCoy, 2005; Jaszczolt et al, 2010).

In all budgeting and funding for M&E depends on the complexity or otherwise of the project, and the determined outcome to be evaluated, coupled with the purpose of the M&E exercise (UNDP, 2002). It is expected that an increase in the amount allocated would positively affect M & E of projects and vice versa (Kioko et al, 2018).

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research design, study setting, study population, sample size, sampling technique, data collection procedure, data analysis procedure and ethical consideration.

3.2 Research Design

This study lends itself to a quantitative research design; detailing information in context of the research objectives. Quantitative research studies produce results that can be used to describe or note numerical changes in measurable characteristics of a population of interest; generalize to other, similar situations; provide explanations of predictions; and explain causal relationships (Salkind, 2010). Meadows (2003) as cited by Quick and Hall (2015) posited that the quantitative approach is considered by some authors to be ‘the epitome of the scientific approach’

This argument, as considered by the researcher provides justification for the study in making precise description based on statistical interpretation of the data that would be collected.

As a scientific method of study, an empirical or theoretical basis for the investigation of population and samples is guaranteed.

3.3 Study Area

The Western Region is host to many organizations operating in various sectors; from agriculture, mining, oil and gas, banking and finance, commerce among others. Investments in these organizations cuts across foreign direct investments and local

participation, and thus implies a heterogeneous characteristic of businesses and interest in the financing and execution of CSR. The researcher considered only large corporations for the study. The Ghana Statistical Service (GSS) defines Medium and Large-Sized Enterprises as those that employ more than 10 people.

3.4 Study Population

The Ghana Statistical Service's Regional Spatial Business Report (2016) indicates that about 3737 (extrapolated) businesses (medium and large scale enterprises) are in the Western region. Out of this, about 252 are large organizations. It is worth noting that a new region; Western North Region, was carved out of this geographical area in 2018. Referencing the distribution of large organizations in districts captured in the Western Region in the current dispensation, the total of large organizations is 213 (Extrapolated from the RSB Report, 2016).

It is however not established which of these organizations have a CSR philosophy and that has actually invested in any project in that regard. For the purpose of this study, the researcher would rely on media reports of projects funded by organizations in the region to develop its sample size.

3.5 Sample Size and Sampling Technique

Given that the concept and practice of CSR is young, particularly for the Western Region, a standard measure for the estimation of the sample size for the study was unlikely. A snowball sampling technique was used for the study. The Snowball sampling technique enabled the researcher learn of other organizations who have undertaken or undertaking a CSR project, through referrals. Based on the feedback from participants, thirty-four (34) organisations were identified for the study.

3.7 Data Collection

The researcher collected data from the sample or respondents within a two-week schedule. A self-administered closed-ended questionnaire was developed to collect data. Respondents spent on average 10 minutes to complete a questionnaire. The survey questionnaire was administered with high levels of confidentiality and anonymity. The researcher targeted a 100 percent response rate for the study.

3.8 Data Analysis

The data collected via the survey questionnaire was analyzed with Statistical Package for Social Sciences (SPSS) version 20. Descriptive statistics such as frequencies and one sample *t* test were used to explain the data collected.

3.9 Ethical Considerations

Permission for the conduct of this study was sought from organizations through management. Respondents were determined by the organization taking into consideration the focus of the study. They were asked to volunteer or object to the study. Consent was also sought verbally before a questionnaire is administered.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The chapter provides a summary of major findings to the study. It presents useful data that responds to the research questions in the broader context of the purpose of the research.

The demographic characteristics of the respondents are provided, followed with a description of respondent's organization business area and focus of CSR. This would be followed by a one sample test analysis on the data to identify critical factors that influence the practice of M&E, as well as barriers that impede effective implementation of Monitoring and Evaluation.

4.2 Demographics and Organizational Details of Respondents

This section provides data about respondents that volunteered for the study. It presents descriptive data about the positions of offices held by the respondents, and the sectors within which their organizations operate. Ample data is also provided about the Corporate Social Responsibility projects undertaken by the organizations.

4.2.1 Positions held by respondents

A total of 34 respondents were engaged for the survey. Respondents were mainly from industry, service and agriculture sectors of the Western Region's economy. Out of this, 50 percent were in managerial positions, 20.6 percent served in Technical capacities within their respective organizations. Only 11.8 percent were engaged in operational duties. Refer to table 4.1 for details.

Table 4. 1 Position held by Respondents

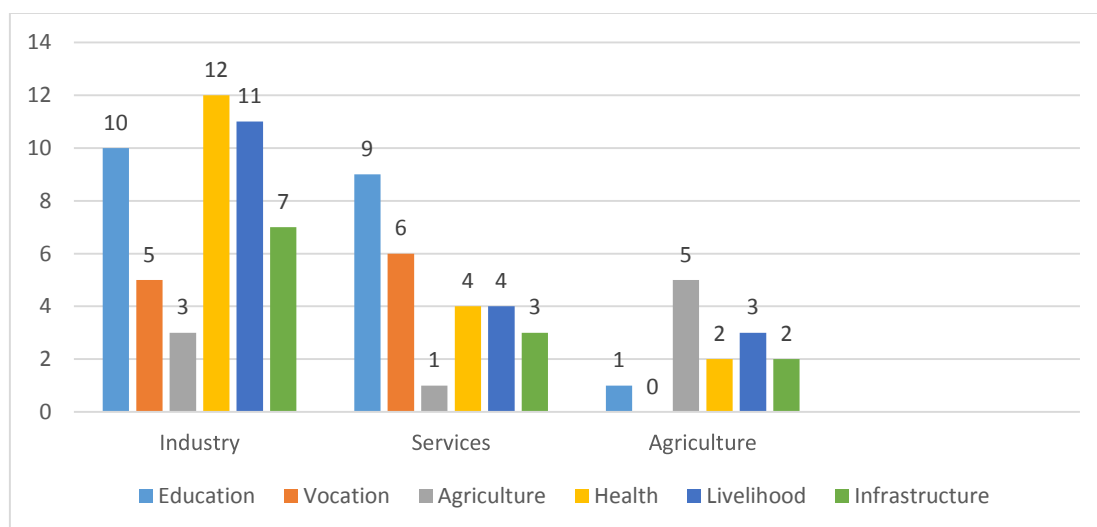
Position	Frequency	Valid percentage
Managerial	17	50.0
Administrative	6	17.6
Technical Support	7	20.6
Operations	4	11.8
Total	34	100.0

4.2.2 Focus of CSR by organizations

From the study, out of a total of 88 responses, it was indicated that the focus of CSR by organizations in the Western Region is more of education (58.8%), and health and livelihood (each with a 52.9% rate) of communities they operate. Infrastructure on the other hand was rated 35.3 percent among the various sectors identified.

In all, the industry sector appeared to have considered investments in these areas (indicated in Figure 1.0 below) than any other; with a 54.5 percent of the total responses.

The service sector followed with a 14.8 percent.

**Figure 4. 1 Focus of CSR**

4.2.3 Number of CSR projects taken over the past decade

Among the various sector players in Corporate Social Responsibility identified for the study, a vast majority; 44.1 percent has over the past decade undertaken CSR projects in the range of 1 to 3. About 20.6 percent of organizations engaged has taken at least 4 and a maximum of 6 projects, and another (with 20.6 percent) to have undertaken projects in the total of 11 and more, in respect of their corporate social responsibility. Surprisingly, only 1 organization (representing 2.9%) is yet to embark on a project. Table 4.2 has some details.

Table 4. 2 CSR projects undertaken over the past decades

Number of Projects	Frequency	Percentage
1 – 3	15	44.1
4 – 6	7	20.6
7 – 10	4	11.8
11 and more	7	20.6
Yet to undertake project	1	2.9
Total	34	100.0

4.3 Factors influencing implementation of Monitoring and Evaluation in CSR projects

To determine the critical factors that influences the implementation of project monitoring and evaluation in CSR projects, the researcher was much particular about the significance respondents assigned to the variables. Respondents were asked to determine how critical some factors are, at influencing the implementation of M&E on CSR project executed or is being executed by their organization. A 3- Likert scale (3. Very critical, 2. Critical,

and 1. Not critical) were assigned to each factor for respondents to rate accordingly. See item 7 in Appendix I for details.

In such an instance, a one sample t-test is deemed appropriate. The one sample t-test establishes whether or not the sample mean is significantly deviant from the hypothesized mean.

To this end, two main assumptions or hypothesis could be drawn, thus;

$$H_0: \mu = m_0 \quad \dots\dots\dots (1)$$

$$H_1: \mu \neq m_1 \quad \dots\dots\dots (2)$$

The null hypothesis (H_0) assumes that the difference between the true mean (μ), and the comparison value (m_0) is equal to zero. This implies that there would not be any significant deviation of the variables from the hypothesized mean. The alternative hypothesis (H_1) denotes that there is a significant deviation between the variables (m_1) and the mean.

The significance level was set at 95 percent, with m_0 set at an appropriate level of 1.93. This implies that factors or variables with a mean higher or equal to that of the m_0 is critical or significant. All variables identified had an error margin far lesser than 0.5; implying that they are statistically significant for the study. Refer to table 4.3 for details.

4.3.1 Budgetary allocation for Monitoring and Evaluation

The most rated influential factor to the implementation of monitoring and evaluation in CSR projects is the availability of budgetary allocation for the exercise. As a way of adopting best practices, it is advised that organizations dedicate substantial budgetary amounts to finance its monitoring and evaluation activities. The significance of having a

dedicated budget is critical to project sustenance and performance (Watiti, 2018; Naidoo, 2011). The significance with which organizations attach to this factor is evident in the findings, as it recorded the highest mean of 2.5294 and the lowest standard deviation of 0.56329. See table 4.3 for details.

4.3.2 Staff Capacity to undertake Monitoring and Evaluation

The second most influential variable to the implementation of monitoring and evaluation is the capacity of organizational staff to undertake the exercise. This scored a mean of 2.4118 and a standard deviation of 0.65679. Many scholars and practitioners have come to appreciate the need to build capacities of staff to effectively undertake monitoring and evaluation on their CSR projects. These efforts are often taken to enhance efficiency and impact of the organization's intervention. Staying abreast with issues and trends in the M&E discipline has become critical and innovative and result oriented approaches and systems are being introduced quite often. The emphasis on capacity building for Monitoring and Evaluation teams, makes business sense as they add value to organization (Naidoo, 2011).

Table 4. 3 One Sample Statistics

Factors	N	Mean	Std. Deviation	Std. Error Mean
Budget	34	2.5294	.56329	.09660
Capacity	34	2.4118	.65679	.11264
Technology	34	1.9412	.81431	.13965
Industry	34	2.0882	.83003	.14235
Donor	34	1.6176	.69695	.11953
Legislation	34	2.0294	.79717	.13671
Learning	34	1.8235	.71650	.12288

4.3.3 Industry Requirements

It was not surprising to learn that industry requirements influence organizations' Monitoring and Evaluation systems. Larger organizations tend to have a formalized industry-specific regulation that checks on their operations. In a growing demand for local content and social investment, organizations have had to innovate to get the best for communities they operate. Organisations tend to be responsive to the implementation of monitoring and evaluation when it's required of them to execute it, or provide evidence of impact of their intervention or support. These requirements could be determined by a donor (Tache, 2013) or to secure a license to operate (Tharp and Chadhury, 2008).

Evidence of investments and justifications for impact could only be generated when organizations have a robust Monitoring and Evaluation system to satisfy these industrial requirements. This variable scored a mean of 2.0882 (higher than the population mean of 1.93) and a standard deviation of 0.83003. It placed third in terms of the critical factors that influences the implementation of monitoring and evaluation in CSR projects.

Table 4. 4 One Sample test

	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Budget	15.832	33	.000	1.52941	1.3329	1.7260
Capacity	12.534	33	.000	1.41176	1.1826	1.6409
Technology	6.739	33	.000	.94118	.6571	1.2253
Industry	7.645	33	.000	1.08824	.7986	1.3778
Donor	5.167	33	.000	.61765	.3745	.8608
Legislation	7.530	33	.000	1.02941	.7513	1.3076
Learning	6.702	33	.000	.82353	.5735	1.0735

4.4 Extent to which Monitoring and Evaluation is operationalized in organization

The subject as to the extent to which organizations operationalize Project monitoring and evaluation systems for their CSR projects was assessed at two fronts; the timelines within which it's being taken in the project lifecycle and the frequency it's undertaken. Respondents were asked to tick as applicable; time or phase(s) of the project at which M&E is conducted, and the frequencies at which it is conducted per project. See items 9 and 10 in Appendix I for details.

From the study it was revealed that organizations often ascribe to undertaking monitoring and evaluation at project inception stages (33.8%), and along the project implementation cycle (29.4%). Interestingly, only 14.7 percent undertake monitoring and evaluation on their CSR projects after project completion. Table 4.5 provides details on this subject below.

Table 4. 5 Time periods M&E is conducted on a project

		Responses	
		N	Percent
Operationalization	At inception	23	33.8%
	Along project implementation	20	29.4%
	At end of Project	15	22.1%
	After project completion	10	14.7%
Total		68	100.0%

a. Dichotomy group tabulated at value 1.

In terms of the frequency with which monitoring and evaluation was undertaken in CSR projects, most originations (38.2%) indicated that the exercise is taken four and more time over the project cycle, while 29.4 percent of respondents admitted to undertaking monitoring and evaluation up to three times in the project lifecycle. The varying degrees with which these organisations undertake monitoring and evaluation on their CSR project could largely be influenced by their capacity; finance and personnel. Table 4.6 below shows the frequency with which organizations perform M&E along their CSR projects.

Table 4. 6 Frequency organization undertakes M&E per project

	Frequency	Percentage
Once in project lifecycle	3	8.8
Twice in project lifecycle	8	23.5
Thrice in project lifecycle	10	29.4
Four and more	13	38.2
Total	34	100.0

4.5 Limitations to the Implementation of Monitoring and Evaluation

A multiple response analysis was taken to determine factors that respondents conceded as limiting or impeding the implementation of project monitoring and evaluation along Corporate Social Responsibility projects. Out of six predetermined factors, respondents were asked to indicate those that limit the implementation of monitoring and evaluation in their organisations. Item 11 in Appendix I has details.

Respondents identified the absence of an organizational Monitoring and Evaluation policy (26.0%) as the topmost limitation to the adoption and implementation of Project Monitoring and Evaluation, followed by financial and or budgetary constraints (22.05%).

In practice, the existence of an M&E Policy establishes common structures and standards in an organization that governs the application of monitoring and evaluation systems so as to maximize output of an intervention (Waylen, et al., 2019). The implementation of the M&E policy requires significant financing, (Mehrotra, 2013) however this is most often fulfilled on adhoc basis, and when there are specialized organization units. This clearly provides justification as to why organizations are unable to retrain staff and build upon capacities to undertake monitoring and evaluation. From the study, it was established that organizations are challenged to effectively undertake Project monitoring and evaluation due to the cost of building capacities in that discipline (18 %). Details are shown in table 4.7 below.

Table 4. 7 Limitations to M&E implementation

	Responses	
	N	Percent
Inexperienced M&E staff	16	16.0
Inadequate financial or budgetary allocations	22	22.0
Internal politics	9	9.0
Absence of organizational M&E policy	26	26.0
Cost of retraining or building M&E capacities	18	18.0
Difficulty or inability incorporating lessons from M&E	9	9.0
Total	100	100.0

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, conclusions are drawn on findings as per objectives of the study. The researcher has also detailed some recommendations to enhance Project monitoring and evaluation, and as well outlined areas for further research.

5.2 Summary of Findings

This study has provided some insight into major barriers organisations experience with the implementation of monitoring and evaluation. Thirty-four respondents provided useful data, which the researcher analyzed per research objective outlined. Response rate was 100 percent.

In relation to the first objective which sought to identify the critical factors that inform M&E practice by organisations during project implementation, respondents were asked to rate on a 3 likert scale (3.Very critical, 2. Critical and 1. Not critical) 7 predetermined factors that inform decisions for the implementation of monitoring and evaluation. From the responses, budgetary allocation for M&E was identified as the most critical factor that inform M&E practice in large organisations in the Western Region. It had a mean score of 2.5294 above the comparison mean of 1.93. Organisation's staff capacity to undertake M&E was identified as the second most critical factor, with a mean of 2.4118. The third most influential factor identified is the need to meet certain industry requirements (with a mean score of 2.0882)

The second objective sought to assess the extent to which organisations operationalize M&E in their corporate social responsibility projects. Respondents were made to assess the time periods their organisations conduct M&E on CSR projects, and also the

frequencies they are taken per project. With respect to the former, 33.8% of respondents indicated that M&E is often taken at the inception of the project, while 29.4% of organisations conduct M&E along the project implementation, and 22.1% doing same just at the end of the project. In terms of the frequencies that organisations undertake M&E per CSR project, about 38.2% of the respondents indicated that on each CSR project M&E is conducted in about four and more times, 29.4% conducting M&E for three times per project, and 23.5% doing same twice per project.

The final objective for this study sought to highlight factors that hinder or limit the adoption and practice of M&E by large companies in the execution of CSR projects. Respondents were asked to indicate among six predetermined factors, those that limit the implementation of M&E on CSR projects. Out of a total of 100 responses, 26% indicated that the absence of organisational M&E policy is a major barrier to the implementation of M&E. Inadequate financial or budgetary allocation was rated 22% and thus identified as the second factor that limits the implementation of M&E on CSR projects. Respondents highlighted that the cost of retraining or building M&E capacities (18%) in their organisations is also a limitation to the implementation of M&E.

5.3 Conclusions

The study identified three most important factors that need to be looked at by project managers and organizations undertaking Corporate Social Responsibility projects; 1) that there must be a definite budgetary allocation set aside from the project to sponsor project monitoring and evaluation activities, 2) staff tasked to undertake monitoring and evaluation should be taken through capacity building exercises to enhance their work output and efficiency, and 3) finally, work within the general industrial framework or requirement to perform its monitoring and evaluation. The existence of these barriers in

Project Monitoring and Evaluation pose a significant threat to the success of the project. Performing organizations will fail to provide evidence of an intervention if these barriers are not resolved.

5.4 Recommendations

That notwithstanding, the study recommends that organizations work at resolving limitations or barriers to the effective implementation of project monitoring and evaluation. These interventions or correctional measures should target issues such as the development of an organizational monitoring and evaluation policy and the provision of financial resources and other budgetary needs to support it. Staff capacity building should also be featured in project design, with adequate financial resources and time dedicated to it.

5.5 Suggestions for further research

An interesting area related to this study that could be investigated further is the quantum of CSR investment as a portion to organizations profits and the percentage of reserves set to undertake project monitoring and evaluation. The researcher believes findings from such a study would enable Project Managers, academia and government to better understand the behaviours and attitudes of organisations towards Corporate Social Responsibility.

5.6 Contribution to the Body of Knowledge

This study contributes to existing body of knowledge by offering a deeper understanding into barriers to the implementation of Project Monitoring and Evaluation, with specific attention to Corporate Social Responsibility by large organisations. This study has

established that the absence of an organisational monitoring and evaluation policy, financial constraints, and cost of retraining and capacity building are major barriers to effective project monitoring and evaluation.

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APPENDIX I

Survey Questionnaire

This questionnaire is meant to solicit responses purely for academic work. The researcher is an M.Sc. Project Management student with the Kwame Nkrumah University of Science and Technology. The topic of this research is; "BARRIERS TO IMPLEMENTATION OF PROJECT MONITORING AND EVALUATION: A STUDY OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS OF LARGE ORGANISATIONS IN THE WESTERN REGION". Respondents are assured of utmost anonymity and confidentiality.

Demographics

1. Sex

Mark only one oval.

- ☐ Female
☐ Male
☐ Prefer not to say

2. In what capacity do you work here (position held)

Mark only one oval.

- ☐ Managerial
☐ Administrative
☐ Technical support
☐ Operations
☐ Other: _____

Organisational Detail

This section require respondents to provide some information about Corporate Social Investments taken by the organisation

3. In what sector does your organisation fall?

Tick all that apply.

- ☐ Industry
☐ Services
☐ Agriculture
☐ Other: _____

4. Has your organisation a CSR policy?

Mark only one oval.

- ☐ Yes
☐ No

5. What is or are the focus of this CSR policy?

Tick all that apply.

- ☐ Education
- ☐ Vocation
- ☐ Agriculture
- ☐ Health
- ☐ Livelihood
- ☐ Infrastructure development
- ☐ Other: _____

6. How many CSR projects have you taken over the past decade?

Mark only one oval.

- ☐ 1 - 3
- ☐ 4 - 6
- ☐ 7 - 10
- ☐ 11 and more
- ☐ Yet to undertake a CSR project

Factors informing M&E in Project Implementation

Please indicate the critical factors that inform the practice of Monitoring and Evaluation in your organisation during project implementation

7. Rate the following

Mark only one oval per row.

	Very critical	Critical	Not critical
Budgetary allocation for M&E	☐	☐	☐
Staff capacity to undertake M&E	☐	☐	☐
Availability of technology to conduct M&E	☐	☐	☐
Industry requirements	☐	☐	☐
Donor/client requirement	☐	☐	☐
Legislation and other regulations	☐	☐	☐
Organisational learning	☐	☐	☐

8. Any other critical factors ? Please indicate below

Operationalisation of Monitoring and Evaluation systems in Corporate Social Investment Projects

To what extent does your organisation operationalise an M&E system in its corporate social investment projects?

9. Please tick as applicable in your organisation

Tick all that apply.

- ☐ At inception of the project
- ☐ Along the project implementation
- ☐ At end of the project
- ☐ A period after completion of the project
- ☐ Other: _____

10. How frequent is M&E conducted along these projects

Mark only one oval.

- ☐ Once in the project life cycle
- ☐ Twice in the project life cycle
- ☐ Thrice in the project life cycle
- ☐ Four and more

Limitations to effective Monitoring and Evaluation System

Based on your experience working in your organisation, which among these factors do you think limits or can limit the practice of an M&E system?

11. Please tick as applicable

Tick all that apply.

- ☐ Inexperienced M&E staff
 - ☐ Inadequate financial or budgetary allocations
 - ☐ Internal politics
 - ☐ Absence of an organisational M&E policy
 - ☐ Cost of retraining or building M&E capacities
 - ☐ Difficulty or inability Incorporating lessons from M&E into future project designs
 - ☐ Other: _____
-